#safeworkmonth #safetytogether

WORKING TOGETHER TOWARDS HEALTH AND SAFETY THIS OCTOBER

Visit comcare.gov.au/safeworkmonth for more

Australian Government

Comcare

national safe work month

Australian Government
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national safe work month

COVID-19 OUR WORK, MENTAL HEALTH AND WELLBEING
Wednesday 14 October 2020

Welcome and introductions

Ngaire Anderson

Director, Mental Health
and Research, Comcare

Linda Sheahan

Workplace Engagement
Manager, Beyond Blue

Karina Jorritsma

Associate Professor,
Future of Work Institute

Guidance and resources

Comcare's LMS

Lead Indicators Mentoring Program

- Comcare partnered with the Centre of Workplace Excellence(CWeX), University of South Australia

- Included 11 Units from eight employers

- 3 months of mentoring by CWeX with monthly networking meetings organised by Comcare

- The program and its activities significantly reduced the risk of work health and safety harm

- Participants reported the Program was useful in reducing the psychological impact of the COVID-19 pandemic on participants

Lead Indicators Mentoring Program

Psychosocial Safety Climate: Time by Group Effects
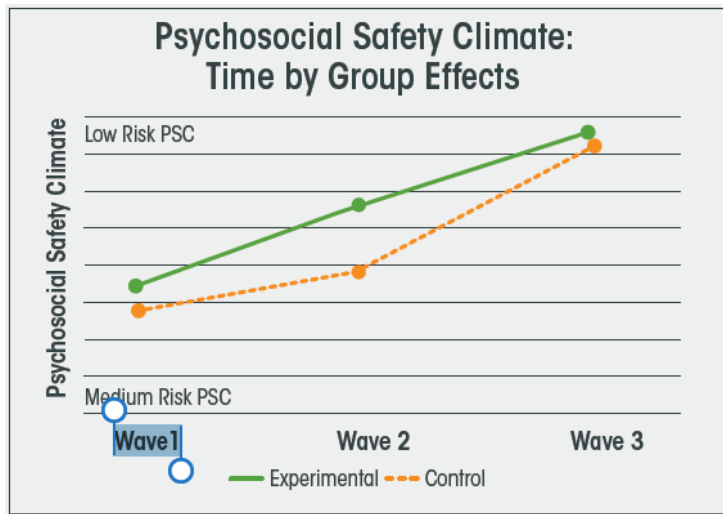
- Experimental Group PSC significantly increased, thereby reducing risk of WHS harm

- High PSC score is equal to or more than 41 (means low risk PSC)

- Low PSC score is equal to or less than 26 (means high risk PSC),

People at Work Digital tool

- Free online evidence-based psychosocial risk survey

- Tailored psychosocial risk factors report based on the survey results

- Links to guidance on controls for any areas of concern

- Digital tool scheduled for completion 2021

NewAccess workplaces
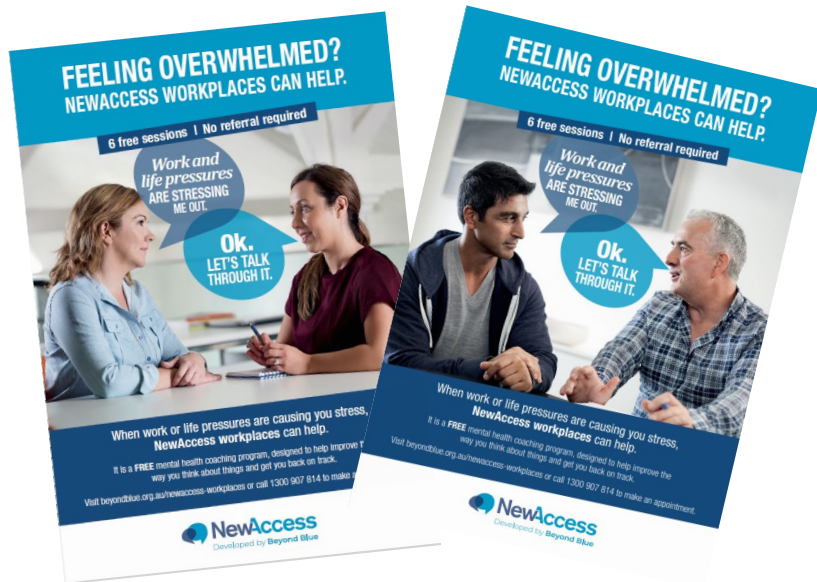
- Follows Comcare's successful Pilot Trial

- Evidence-based preventative model of Low-intensity Cognitive Behavioural Therapy

- 15 Australian Public Service agency partners

- Available to approximately 120,000 FTE

- Independent evaluation by PwC at 1 and 2 years

Better practice EAP

- Aims to provide guidance and tools to support APS agencies in:

  - how to procure the right services for the needs of an agency

  - how to promote those services to workers in a way that breaks through the stigma

  - how to monitor the services for quality, effectiveness and value for money

Mental Health Community of Practice

- **Wednesday 11 November 2020**

- Online event focusing on *the impact of mental health stigma in the workplace*

- Features presentations from experts, including academics, practitioners and those with lived experience

- Provides evidence-based insights and practical tips into how stigma can be prevented and reduced

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national safe work month

Research@comcare.gov.au
MentalHealthProgram@comcare.gov.au
Education@comcare.gov.au

Visit comcare.gov.au/safeworkmonth for more

connect with us

Beyond Blue

Mental health, COVID-19 and work

Linda Sheahan
Workplace Engagement Manager
Beyond Blue

Comcare
October 2020

About Beyond Blue

1. Promoting mental health and wellbeing

2. Being a trusted source of information, advice and support

3. Working together to prevent suicide

Beyond Blue

I need support now ⌄ I have coronavirus ⌄ Impacts on my work ⌄ Managing my daily life ⌄ I'm supporting others ⌄

How to seek support during this time

Feeling worried or struggling to cope during the coronavirus pandemic? **We're here to help.**
Our trained counsellors are there to support you 24/7. Give them a call on **1800 512 348.**

Coronavirus Mental Wellbeing Support Service

This website will be regularly updated with information, advice and strategies to help you manage
your wellbeing and mental health during this time. And you can stay up-to-date by joining our email
community.

Talk it through with us

Whatever you're feeling during these challenging times, you can talk it through with one of our counsellors. We'll provide advice and support based on your specific needs.

Call 1800 512 348

Online community forum

Connect with others, share your experiences and exchange messages of support on our dedicated online forum: Coping during the coronavirus pandemic.

Information, advice and strategies

A range of resources have been designed and regularly updated to help you manage your mental wellbeing and support those around you during the coronavirus pandemic.

Suicide and crisis support

If you are in an emergency, or at immediate risk of harm to yourself or others, please contact emergency services on **000**

Call Lifeline on 13 11 14

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Mental health continuum

Thriving

Healthy

At risk, struggling

Severe impact

COVID-19 Mental Health trends

- Increased worry

- Increased psychological distress

- Mixed help seeking

- Diverging experiences for mental health

Diverse impacts

Relationships	Work and finances	COVID 19 & health
• Colleagues • Friends • Family • Health Professionals	• Connection and purpose • Financial wellbeing • Good work design • Work security	• Pre-existing conditions • Exposure risk • Experience of the virus • Local restrictions
Meeting plans	**Family**	**Serious events**
• Progression in career • Travel • Life events • Other goals and plans	• Quality of relationships • Caring responsibilities • Child care • Support	• Family violence • Loss of a loved one • Health condition • Justice system

Positive versus negative experiences

Preparedness and tools

Key message 1.

People's experiences of COVID are diverse

Better mental health

Prevent harm and manage risks

Protect

Promote

Promote good health and thriving work

Support

Best practice support including early help

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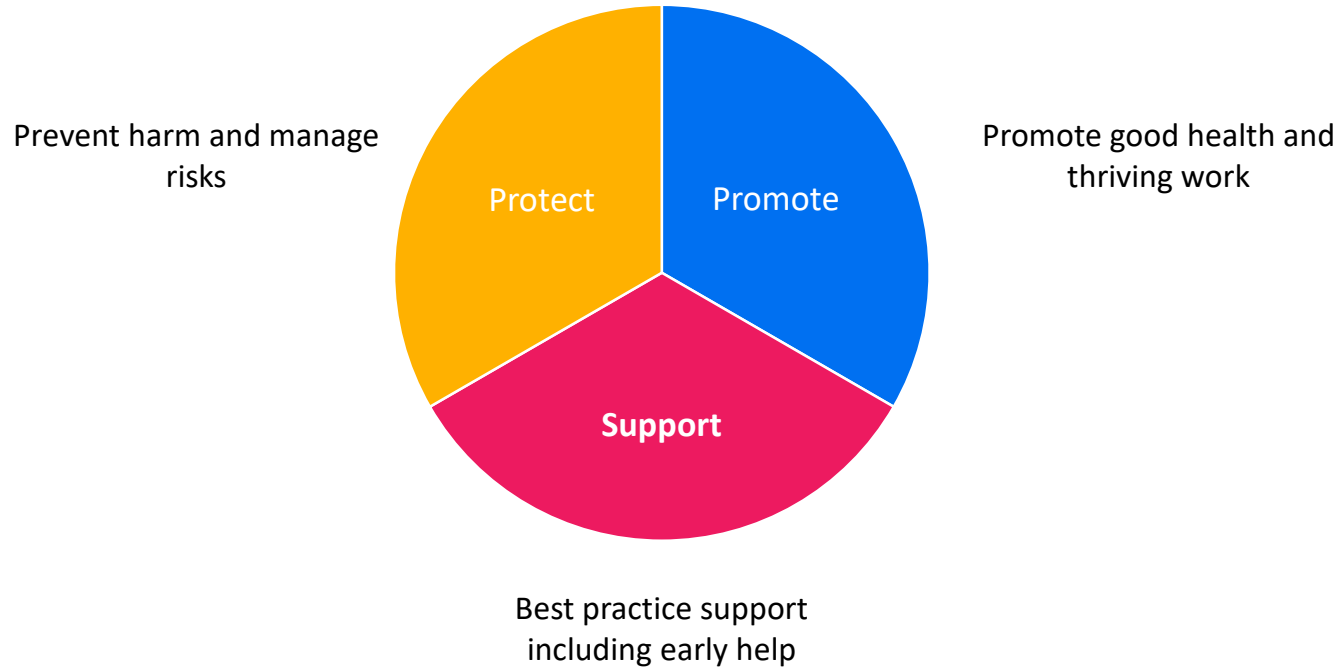
Common Barriers

- Perceptions of accessing help

- Mental health literacy

- Stigma

- Concern of being a burden

- Concern of impact on career

- Ability to influence work factors

61% - avoided telling people about having a mental health condition

33% - shame around their mental health condition

Majority reported would be supportive of a colleague

Prevention strategies

Primary prevention   Secondary prevention   Tertiary prevention

1 Designing and managing work to reduce harm and stay well
WORK DESIGN

3 Enhancing personal **resilience**
INDIVIDUAL

5 Supporting **recovery**
ORGANISATIONAL

2 Building organisational **protective factors**
ORGANISATIONAL

4 Promoting and enabling early **help seeking**
ORGANISATIONAL

6 Increasing **awareness** of mental health and reducing stigma
ORGANISATIONAL

From: UNSW and Black Dog Institute (2014) *Developing a mentally healthy workplace: A review of the literature*

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Hazards and protections

Individual / Role	Organisational and Environmental	Occupational Hazards
Hazards		
• Overwork • Underwork • Poor role clarity • Skills or capability deficit • Poor behaviour	• Organisational injustice • Poor change management • Poor communication • Poor environment • Discrimination • Under-resourcing	• Remote / field work • Physical hazards • Trauma • Customer aggression • Rostering • Isolation
Protections		
• Flexibility • Control, influence • Development • Good health • Resourcing • Role design • Support • Reward and recognition	• Strategy and preparation • Continuous learning • Communication • Participation • Values and justice • Culture • Cultural safety • Risk management	• Individual, org & enviro • Preparation and recovery • Programs and interventions • Emerging innovations • Social support • Expert support • Family and friends

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Key message 2.

Mental health awareness is high, but so are risks

Working at home

Expectations

Environment

Disconnection

Communication

Screen fatigue

Trust

Working at home

Expectations

Environment

Disconnection

Communication

Screen fatigue

Trust

Protective strategies:

Protect	• Playbook: expectations and outputs
	• A flexible routine
	• Flexibility and work design
	• Environment and tools
	• Connection and relationships
Promote	• Ensure time for health
	• Stay connected
	• Maintain development and progression
Support	• Manage environmental stressors
	• Management of work risks
	• Staying connected: peers, family, friends
	• Professional supports

Remote teams

Isolation

Physical hazards

Disconnection

Support

Boredom

Communication

Examples: health, construction, rural
and remote, FIFO, essential services

Remote teams

Isolation

Physical hazards

Disconnection

Support

Boredom

Communication

Examples: health, construction, rural and remote, FIFO, essential services

Protective strategies:

Protect	
	• Strong focus on work design
	• Agency via clear delegation and training
	• Routines (with flexibility and variety)
	• Strong communication
Promote	• Well managed work helps trust, culture
	• Physical health, activities and fun
	• Induction and ongoing development
Support	• Ongoing awareness and social supports
	• Research, planning and prevention
	• Staying connected: peers, family, friends
	• Professional supports

Working now

Change

Uncertainty

Resources

Work hours

The public

Exposure risk

Working now

Change

Uncertainty

Resources

Work hours

The public

Exposure risk

Protective strategies:

Protect	• Clear guidance and communication
	• Training
	• Transparency around challenges
	• Review risks and protective factors
	• Participation
Promote	• Ongoing development
	• Connection
	• Physical health (sleep, nutrition, exercise)
Support	• Time for recovery
	• Early identification of systems risks
	• Social supports
	• Professional supports

Participation: tools and strategies

Developing a workplace mental health strategy
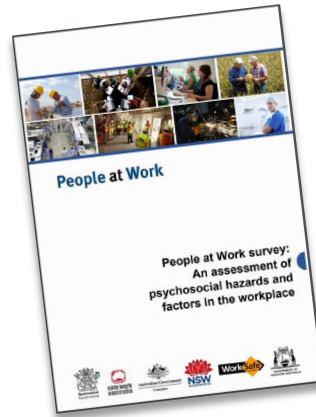
Identifying psychosocial hazards

The NWI is currently in the planning phase. To register your interest in the project and stay up to date, please fill out the form by clicking on the 'Register your interest' link below:

Register your interest

Building protections

Example toolkits

Key message 3.

To help manage risks, participation is important

Positive factors for wellbeing

Culture, trust and justice

Self-care and using available supports

Growth, development, learning

Promote thriving

Connection

HR and people practice

Physical health, incl. sleep and exercise

Key message 4.

Promotion is powerful – keep looking forwards!

I'm alright and others are far worse off than me. But…

I'm drinking more.

I'm having trouble switching off.

I'm concerned about …

I'm not sleeping well.

I'm sick of hearing about COVID.

I'm exhausted.

I can't focus.

Promote	Protect	Support
Build good work and health	Protect against risks	Use supports
• Connection • Remembering strengths • Sleep, food, exercise • Working to goals • Mindset, purpose and fun • Environment	• Connection • Recharge and rest • A flexible routine • Personal challenges • Media and information • Budget and financial planning	• Connection • Use supports • Speak up • Self care • Help others • Be kind and patient

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Self-care toolkit breakdown

Challenge	Strategy	Actions		Giving us
Switching on/off	Mindfulness	Slow racing thoughts	Managing responses	Focus
Concerned, overwhelmed	Mindset	Reframing, values	Compassion	Actionable challenges
Exhaustion	Recharging the batteries	Sleep, exercise, food	Connection	Fuel

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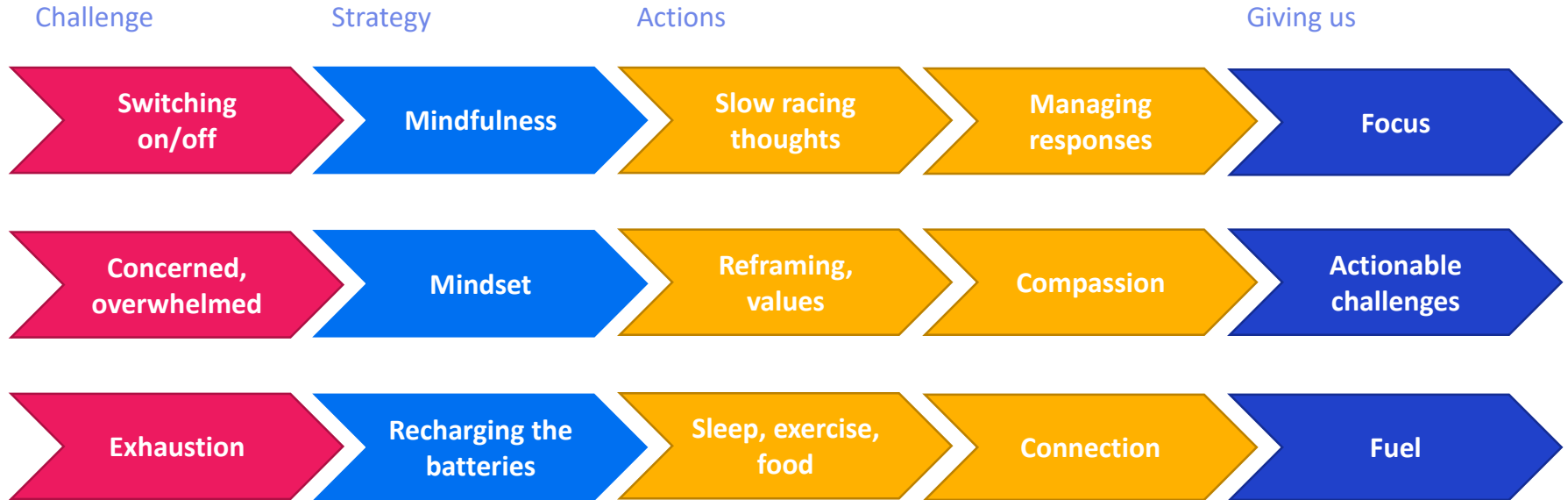
Wellbeing Plan

[insert name] personal wellbeing plan

Step	Description	List	Plan
One **My reasons for being at work**	Remind yourself why you work in your current job. If you're going to do a good job, it's important to look after your mental health and wellbeing.	List as many of your personal reasons for being at work as you can below. **Examples:** • For career development • To put food on the table and pay the bills • Because the organisation aligns with my personal values • •	This year, I will focus on: **Examples:** • Taking time out for myself and not feeling guilty for it. • Doing one small act of kindness for a stranger or loved one every week. • Nourish my body: go to the dentist, visit the GP for regular health check ups and incorporate more fruits and vegetables into my diet. • • •
Two **My triggers**	Its likely certain things raise your stress levels and make distressing or challenging situations more difficult to manage. If you know what your triggers are, then you can anticipate them and put strategies in place to manage them effectively.	List as many things that could cause you stress below. **Examples:** • Not asking for support when I need it • Not taking enough breaks • Hunger •	
Three	Warning signs are changes in thoughts, moods or behaviours	List as many of your own personal warning signs as you can below.	

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Get sweaty
EXERCISE IS GREAT FOR YOUR MENTAL HEALTH
#InThisTogether
Australian Government
National Mental Health Commission

Take a break
#InThisTogether
Australian Government
National Mental Health Commission

THRIVE INSIDE
with Smiling Mind

HEADGEAR · HEADGEAR · 30-DAY CHALLENGE · DASHBOARD

Routine helps
CREATE A NEW DAILY ROUTINE
#InThisTogether
Australian Government
National Mental Health Commission

Financial stress is real TALK ABOUT IT
#InThisTogether
Australian Government
National Mental Health Commission

Seek support
IT'S OK TO NOT FEEL OK

Stay connected
GET CREATIVE IN THE WAYS YOU CONNECT
#InThisTogether
Australian Government
National Mental Health Commission

Key message 5.

Continue exploring support

Summary of key messages

1. People's experiences of COVID-19 are diverse

2. Awareness for mental health is high, but so are risks

3. To protect against risks, participation is important

4. Promotion is powerful: keep looking forwards

5. Continue exploring support

Thank you

coronavirus.beyondblue.org.au
Headsup.org.au
Beyondblue.org.au

Stay in touch!

Facebook: @beyondblue
Twitter: @beyondblue
Instagram: @beyondblueofficial
LinkedIn: company/beyondblue

- Beyond Blue: Developing a workplace mental health strategy: A how-to guide for organisations
- SafeWork Australia: Work-related psychological health and safety: A systematic approach to meeting your duties, January 2019
- Free Beyond Blue online training
- Beyond Blue resources catalogue

Beyond Blue

Employee Work, Well-being & Productivity During COVID-19 (And Beyond)

Assoc. Prof. Karina Jorritsma | Professor of Practice

Research Team: Prof. Sharon Parker, Dr Caroline Knight, Dr Anita Keller

Make tomorrow better.

curtin.edu/fowi

Support thriving
people & organisations
in the digital age

Understand the role of
work design in generating
healthy & productive work

Implement, evaluate & support change

| **Transformative work design** | **Work capabilities and motivation** | **Human systems integration** | **Public policy in the digital age** | **Data analytics and decision making** | **Ageing and work** |

Thrive at Work at Home Study

Thrive at Work at Home Study

1,172 participants to date

Aims of the study

This project aims to understand how workers are being affected by the Covid-19 pandemic and how best to support large scale home working during this crisis.

We will explore:
1. The multiple factors involved in influencing home workers' well-being and productivity;
2. Employees' level of mental health and well-being
3. The strategies organizations and individuals adopt to cope with working from home.

Longitudinal study:

- Time 1 (mid April 2020)
- Time 2, 3, 4 (weekly)
- Time 5, 6, 7, 8 (monthly)

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General descriptives

- Time 1 (mid April 2020)
- N=452 mostly WFH @T1 including 62 managers

How often did you work from home over the past week?
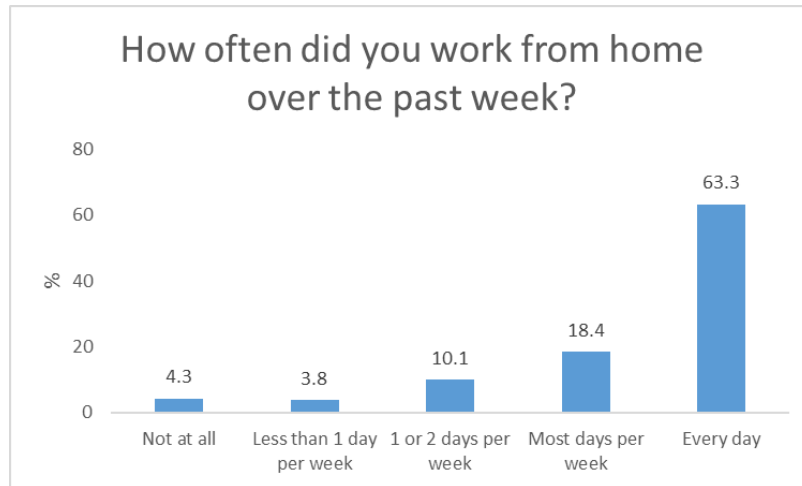
33% Male
66% Female

Age Range:

20 – 74 years.

This includes:

18% Aged 20-30 years

34% Aged 31-40 years

25% Aged 41-50 years

21% Aged over 51 years

Level of Education as a Percentage
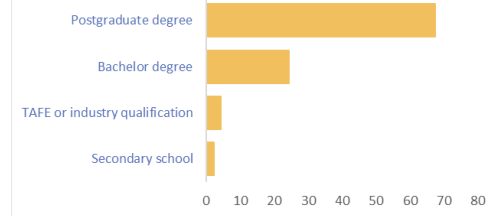
Participant Numbers by Industry

Psychological distress

Percentage of people experiencing high or very high psychological distress in Australia (using K5/10)
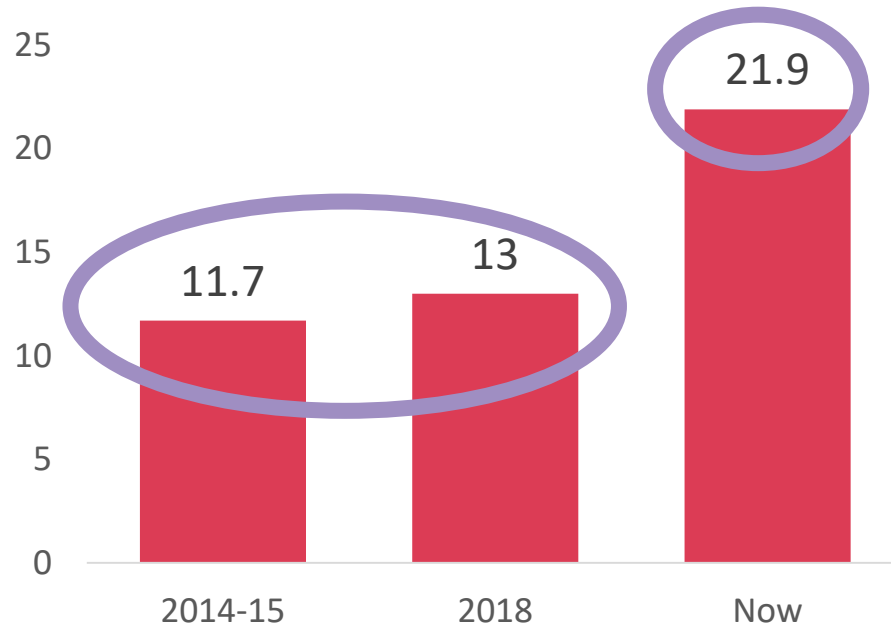
Approaching double the 'usual number' of people with poor mental health in our study

Is this just 'the pandemic'?

Read more: Knight, C., Parker, S. K., Keller, A. C (June 4, 2020). Tripled Levels of Poor Mental Health: But There Is Plenty Managers Can Do. SIOP news briefs.

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Predictors of Psychological distress

Percentage of participants who agree or strongly agree that they are experiencing key work-related predictors of psychological distress

Whole sample (N=798)

High or very high psychological distress (N=301)
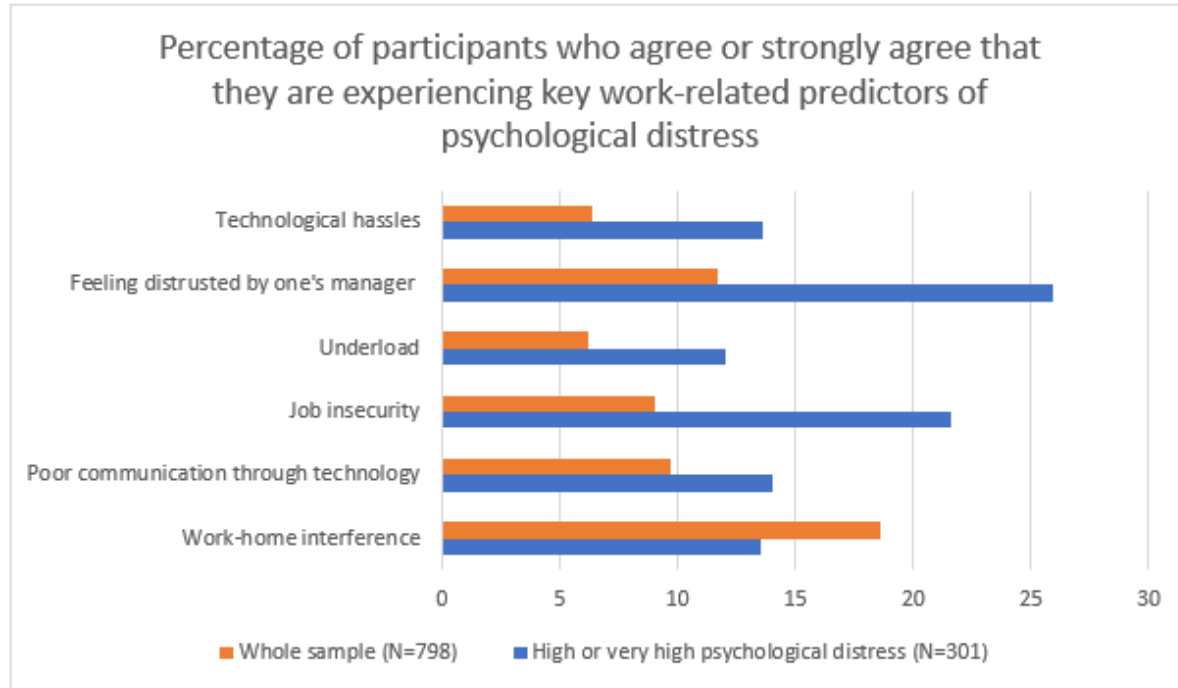
Productivity

How productive do you think you are compared
to 'normal' (before Covid-19)?

About a quarter (25.1%) less
productive than usual
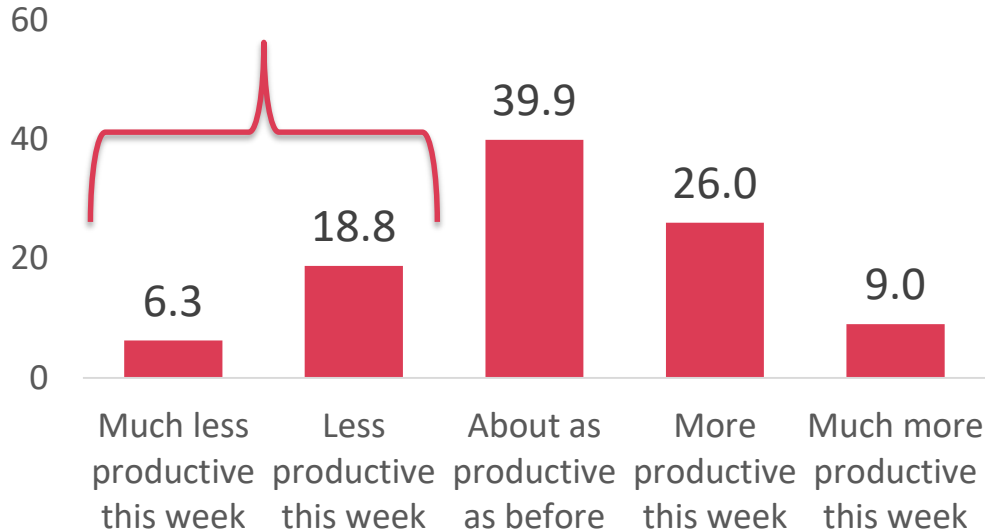
Is this just 'ill-suited work'?

Read more: Keller, A. C, Knight, C., & Parker, S. K. (June 30, 2020). Boosting job performance when working from home: Four key strategies. SIOP article

Work Design

"the content and organising of tasks, activities, relationships, and responsibilities within a job or role, or set of jobs/roles"

Parker, 2014

SMART Work Design

Theme	**S** Stimulating	**M** Mastery	**A** Agency	**R** Relational	**T** Tolerable
Characteristics	• Skill variety • Task variety • Problem-solving demands • Using & developing skills	• Role clarity • Feedback • Task identity (doing a whole piece of work)	• Control over work methods • Control over work scheduling • Decision-making control • Participative decision-making	• Social contact • Supervisor support • Support from peers • Social worth	• Manageable time pressure • Manageable emotional, physical demands • Low role conflict • Organisational justice • Change management

Addresses stressors (psychosocial risks)

| Work Stressors | • Low challenge
• Low variety/ high repetition
• Low task significance
• Poor skill utilisation | • Low role clarity (ambiguity)
• Low reward and recognition
• Excessive monitoring/ over-controlling feedback | • Low job control
• No opportunity to influence decisions | • Poor support
• Poor workplace relationships (includes work-related bullying)
• Isolation | • Poor environmental conditions
• Excessive (or insufficient) demands
• Injustice
• Badly managed organisational change |

See smartworkdesign.com.au

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Why does work design matter?

SMART work design

Mental health
e.g., depression, burnout

Motivation & performance
e.g., job satisfaction creativity, core task performance, proactivity

Learning & growth
e.g., skill development, use of talent
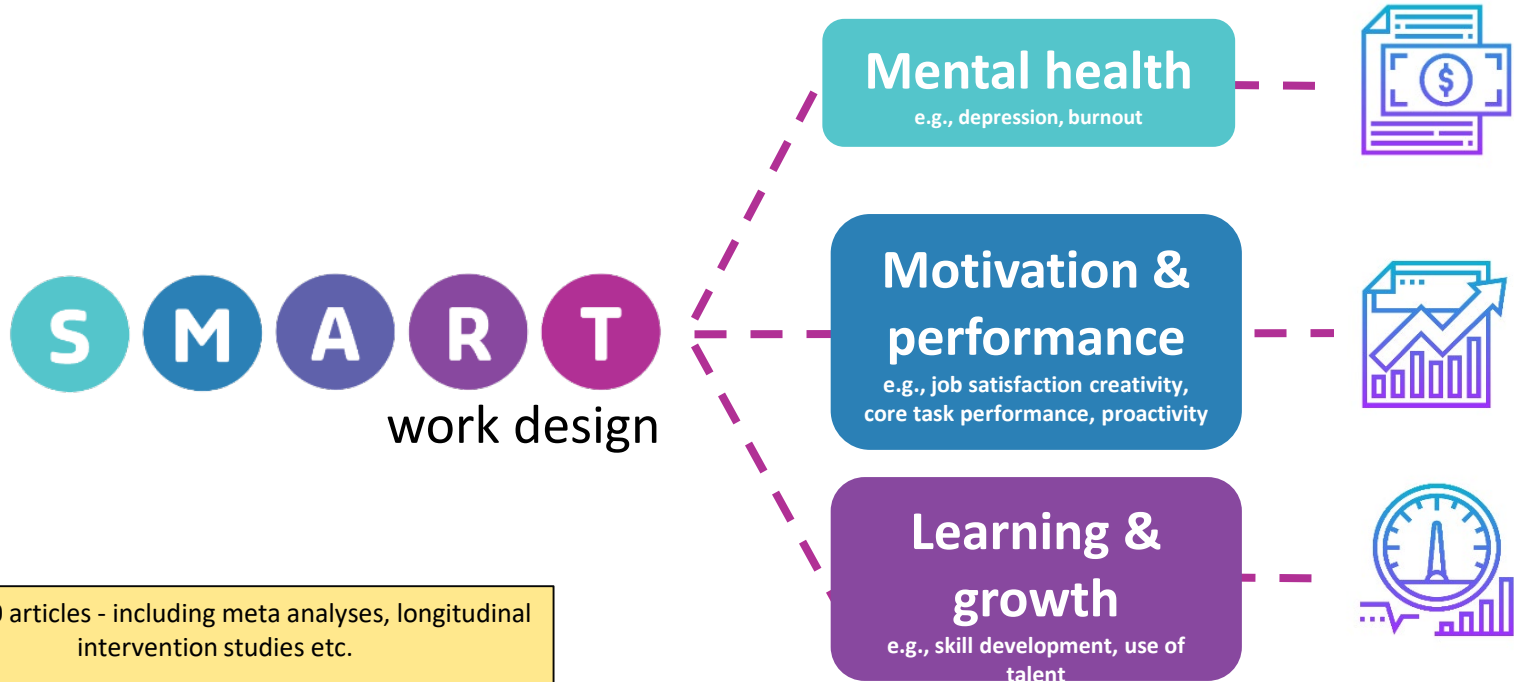
Over 5000 articles - including meta analyses, longitudinal intervention studies etc.

Parker, S. K., Morgeson, F. P., & Johns, G. (2017). One hundred years of work design research: Looking back and looking forward. Journal of Applied Psychology, 102(3), 403.

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The powerful role of SMART work during remote working

stimulating MART
Work Design.

Varied, interesting, meaningful work in which you use and develop your skills

Hospital supply workers

"There's never a dull moment…I like the variety"

"This job teaches me a lot"

"Its boring, so much time waiting"…

Uber-eats deliverer

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Unstimulating work at home quite prevalent

Task variety
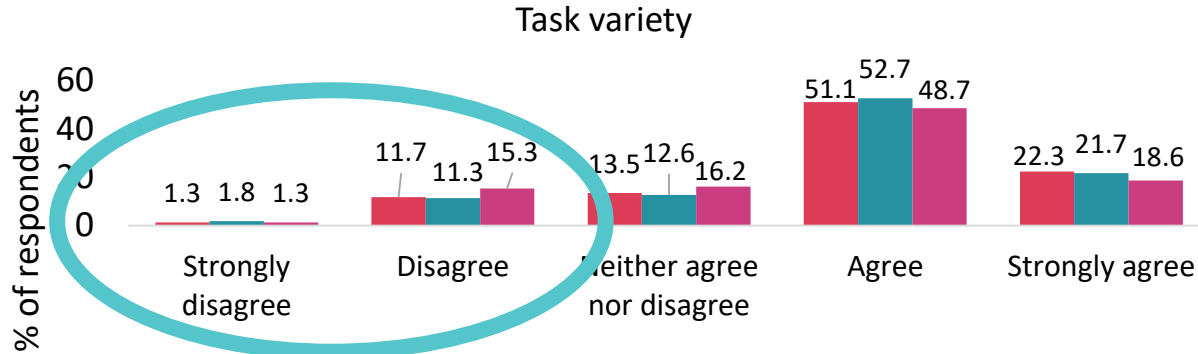
Legend:
- This week, the job involved performing a variety of tasks.
- This week, the job involved doing a number of different things.
- This week, the job involved a great deal of task variety

Task variety linked to job satisfaction, and task adaptivity and proactivity.

Underload linked to MH outcomes, job satisfaction and performance.

	Mental ill-health	Burnout	Procrastination	Job satisfaction	Task proficiency	Task adaptivity	Task proactivity
Task variety	-0.17	-0.18	-0.18	0.41	0.13	0.27	0.29
Problem-solving	0.06	0.12	not tested	0.20	0.07	0.16	0.12
Underload	0.21	-0.02	0.19	-0.26	-0.22	-0.21	-0.18

How to Increase Stimulating Work At Home

Example Individual Actions

- Craft your job, e.g., offer to take on some extra tasks
- Learn new skills
- Create variety and meaning by sharing knowledge and collaborating with others

Example Leader Actions

- Encouraging job crafting
- Redistributing tasks to different team members
- Keeping tasks 'in house'
- Encourage learning from each other
- Creating meaningful projects

8. "I'm Bored!": How to make your work more stimulating

View blog and video

Professor Sharon Parker discusses "job crafting", a new approach of re-designing work to be more engaging and meaningful.

Mastery
S M A R T
Work Design.

Work in which you are clear about your goals/responsibilities, get feedback, & know where your job fits in the big picture

Aged-care assistant

"Sometimes when you feel tired, you get emails or stars to tell you thanks. You feel appreciated"

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Working From Home Challenges With Mastery

40.5% lack feedback; 14% lack clear goals & objectives

Chart values:
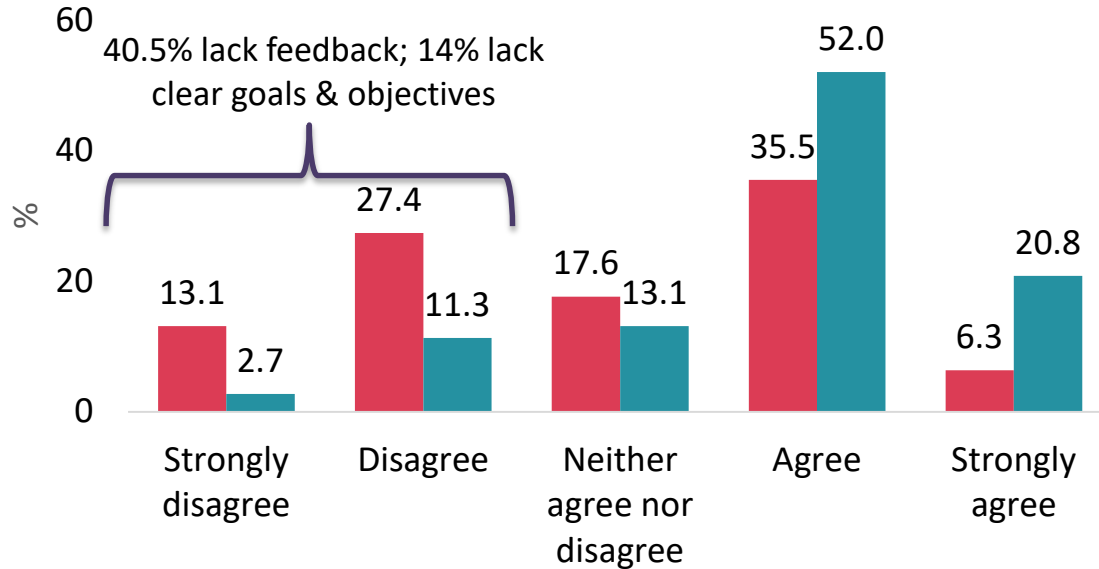
Response	This week, I received feedback on my performance from other people in my organization	This week, I had clear planned goals and objectives for my job
Strongly disagree	13.1	2.7
Disagree	27.4	11.3
Neither agree nor disagree	17.6	13.1
Agree	35.5	52.0
Strongly agree	6.3	20.8

Lack of clarity about expectations (including working hours)

Less feedback

Disconnection/ not understanding how things fit together

Working From Home Challenges With Mastery

Likely to have important consequences

	Mental ill-health	Burnout	Procrastination	Job satisfaction	Task proficiency	Task adaptivity	Task proactivity
Job feedback	-0.23	-0.22	-0.15	0.36	0.26	0.29	0.30
Task identity	-0.12	-0.18	not tested	0.19	0.17	0.14	0.17
Feedback from others	-0.08	-0.06	-0.05	0.35	0.15	0.24	0.30
Role clarity	-0.29	-0.28	-0.34	0.44	0.33	0.22	0.20

Feedback linked to lower mental ill-health, burnout and procrastination & higher job satisfaction, proficiency, adaptivity & proactivity.

Clarity linked to lower mental ill-health, burnout, lower procrastination, and higher job satisfaction, task proficiency, adaptivity, and proactivity.

How to Increase Mastery When Working At Home

MASTERY SMART Work Design.

Individual Actions

- Ask for clarity if unsure of what to do
- Proactively seek feedback on your performance
- Proactively find out about the big picture

Leader Actions

- Establish clear goals & expectations
- Ensure people are clear about how you want to work together (e.g., hours of availability, new norms, etc.)
- Build feedback into virtual meetings (don't wait for appraisals)
- Discuss the bigger picture (e.g. competitors, clients, etc.)

2. Set up your team for success during COVID-19 crisis

View blog and video

Professor Sharon Parker gives managers three tips for setting a team to work successfully from home:
1. Provide support | 2. Discuss how to work together | 3. Don't forget the big picture.

"What I want in my next job is a unit with some autonomy to make decisions... I'm exiting…"

Risks of Low Agency/Autonomy Work When Working From Home

Prior research shows the benefits of remote work for productivity and well-being come from greater autonomy at home. Appears true here.

"Even though I usually have scheduling autonomy, it feels greater because I can take breaks and use time completely as I see fit"

"The flexibility to stay home when feeling slightly unwell or tired or when my child is sick without feeling guilty not going into the office"

"it is great being able to take regular breaks"

	Mental ill-health	Burnout	Procrastination	Job satisfaction	Task proficiency	Task adaptivity	Task proactivity
Decision-making autonomy	-0.13	-0.26	-0.12	0.43	0.13	0.07	0.01
Scheduling autonomy	-0.16	-0.24	-0.17	0.35	0.12	0.04	-0.02
Method autonomy	-0.07	-0.18	not tested	0.34	0.09	0.08	0.05
Close monitoring	0.21	0.26	not tested	-0.23	-0.05	0.06	0.12
Pressure to be available	0.10	0.25	-0.01	0.03	0.07	0.10	0.20

SMART Agency Work Design.

Some employees feel micro-managed and monitored

"My manager tends to micromanage more with WFH arrangements which can be demotivating and affects morale and motivation. In one-on-one daily manager check-ins there is a tendency to focus on what hasn't been done rather than what has been achieved….."

About 7% of workers report being "**monitored too much**" and 8% report their manager "**keeping close tabs via frequent checking**"

Chart values:
- Strongly disagree: 44.3 / 47.5
- Disagree: 36.5 / 28.8
- Neither agree nor disagree: 12.3 / 15.5
- Agree: 3.7 / 5.0
- Strongly agree: 3.2 / 3.2
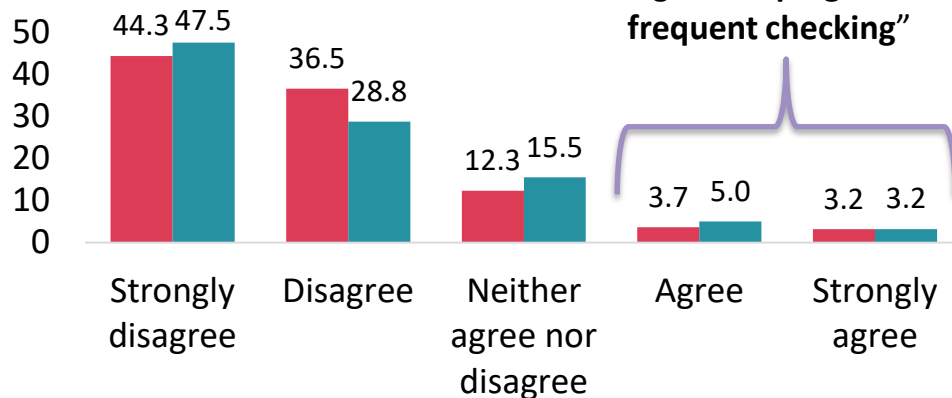
■ I was monitored too much

■ My supervisor/ manager kept very close tabs on me by frequent checking

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Working From Home Challenges

Legend:
- ■ (red) I was expected to respond to electronic/telephone messages immediately.
- ■ (teal) I was expected to be accessible at all times (e.g., through mobile phone, instant messaging).
- ■ (magenta) I was contacted about work-related issues outside of regular work hours.

Category	Respond immediately (red)	Accessible at all times (teal)	Contacted outside hours (magenta)
Very little	30.4	30.6	40.6
Sometimes	33.7	24.7	24.7
A moderate amount	17.1	17.8	17.8
Often	12.8	18.3	10.7
A great deal	5.9	8.6	6.2

Many employees feel they are expected to be "constantly available"

Many people feeling pressure to be 'present' at all times & to work outside of hours

Close monitoring and 'pressure to be available' have negative impact

	Mental ill-health	Burnout	Procrastination	Job satisfaction	Task proficiency	Task adaptivity	Task proactivity
Decision-making autonomy	-0.13	-0.26	-0.12	0.43	0.13	0.07	0.01
Scheduling autonomy	-0.16	-0.24	-0.17	0.35	0.12	0.04	-0.02
Method autonomy	-0.07	-0.18	not tested	0.34	0.09	0.08	0.05
Close monitoring	0.21	0.26	not tested	-0.23	-0.05	0.06	0.12
Pressure to be available	0.10	0.25	-0.01	0.03	0.07	0.10	0.20

A

Strongly disagree — 37.1 / 27.4
Disagree — 38.7 / 32.3
Neither agree nor disagree — 12.9 / 16.1
Agree — 6.5 / 21.0
Strongly agree — 4.8 / 3.2

(x-axis: 0 10 20 30 40 50)

■ I expressed lack of confidence in my employees' work skills
■ I doubted the ability of my employees to perform their jobs

One reason that managers' monitor too closely & expect people to be constantly available is they don't trust their employees

24.2% of **managers** doubted the ability of their employees to do their work

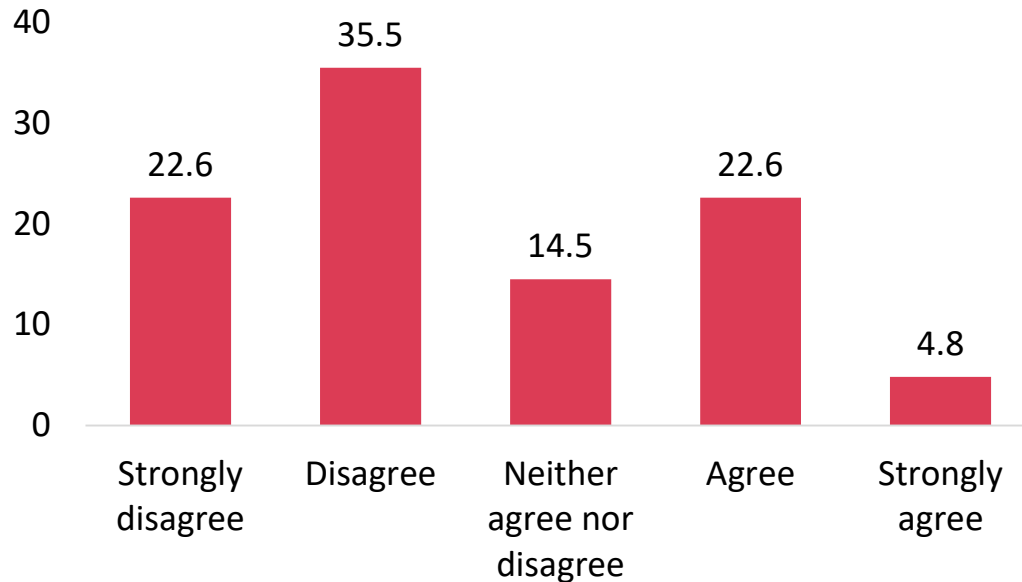Read more: Parker, S.K., Knight, C. & Keller, A. (July 30 2020). Remote Managers Are Having Trust Issues. Harvard Business Review

Many managers are sceptical about remote working

How to Increase Agency/Autonomy For Workers At Home

Individual Actions

- Manage the boundary between home/family and work

- Manage your energy and time, e.g., set goals, create plans, work in chunks

- Focus on recovery after work and have small regular breaks

Leader Actions

- Don't expect constant availability or instant responses

- Trust your employees – motivate vs control

- Manage by outputs (results) & rather than inputs

- Provide support

  – Wang, Lui, Parker (in press) Chinese workers in lock down support reduced procrastination behaviour

6. Tethered or trusted? The "There's no excuse not to be at your desk" phenomenon   View blog and video

Professor Sharon Parker discusses the importance of conveying to your workers that you trust them, to give them as much autonomy and flexibility as suits the situation and the person, and focus on the results your team deliver.

Relational SMART Work Design.

Having social contact with others, being supported and part of a team, and making a difference to others

Child care worker

"Being part of a good team is so important"

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Relational SMART Work Design.

Working From Home Challenges

- Social isolation & loneliness
- Professional isolation
- Co-ordinating via virtual teams

Loneliness

*"Working from home can be rather **lonely**… I miss helping people with advice and support… I miss laughing & hearing stories about colleagues' dogs and kids. **As an introvert, this has been the most surprising aspect of working from home"***

Co-ordination

*"Our team is definitely less of a team right now. ….the times where you might just pull someone in for their opinion. **That doesn't happen nearly as much anymore** so I can imagine over time strategic vision or direction would just fall by the wayside"*

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Relational aspects very important for both mental health and performance when people working from home.

	Mental ill-health	Burnout	Procrastination	Job satisfaction	Task proficiency	Task adaptivity	Task proactivity
Beneficiary contact	-0.21	-0.21	not tested	0.28	0.20	0.29	0.19
Colleague support	-0.24	-0.20	-0.11	0.40	0.19	0.30	0.25
Managerial support	-0.16	-0.14	0.02	0.39	0.11	0.19	0.20
Task significance	-0.27	-0.08	not tested	0.43	0.29	0.30	0.26

**Colleague support is especially important for mental health.
Managers' support is also important.**
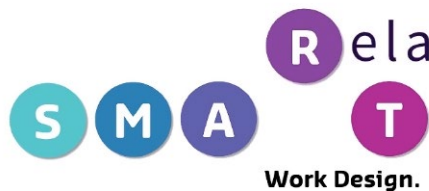
Relational

How to Increase Relational Work For Workers At Home

Work Design.

Individual actions

- Actively plan to connect with people
- Orchestrate 'water cooler moments'
- Build high quality connections and networks
- Support your colleagues
- Use the right mediums for the task

Leader actions

- Provide emotional & practical support, one on ones, check ins
- Role model informal discussions
- Learn the skills for managing virtual teams (e.g., some informal chat, participation of all, etc.)
- Enable 'water cooler' conversations

5. High quality connection (And we're not talking about the Internet)
Professor Sharon Parker discusses how to go beyond simple connection between colleagues a

2. Set up your team for success during COVID-19 crisis
Professor Sharon Parker gives managers three tips for setting a team to w
1. Provide support | 2. Discuss how to work together | 3. Don't forget the b

Having emotional, cognitive, workload & other demands that are experienced as tolerable

S M A R **T**olerable demands

Work Design.

"The biggest challenge is having enough time"

Time pressure | Intellectual demands

"Most people don't realise that surgeons see things and deal with difficult situations, like where someone is terminally ill"

Emotional demands

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Tolerable

S M A R Work Design.

Working From Home **Challenges**
- High workload / emotional demands
- Work-family conflict / home-work interference
- Technology hassles
- Poor/ rude communication

	Mental ill-health	Burnout	Procrastination	Job satisfaction	Task proficiency	Task adaptivity	Task proactivity
Workload	0.05	0.33	-0.11	0.19	0.17	0.14	0.21
Work-family conflict	0.19	0.38	0.01	0.04	-0.03	0.03	0.02
Work-home interference	0.44	0.33	0.05	-0.34	-0.33	-0.10	-0.06
Emotional demands	0.05	0.19	not tested	-0.01	0.03	0.11	0.10
Poor communication	0.28	0.33	0.05	-0.13	-0.16	-0.13	-0.01
Hassles	0.23	0.26	0.01	-0.25	-0.07	-0.01	-0.01

Work-home interference

"Differentiating work and home space – work seeps into non-work time and spaces; It's harder to shut down. There can be less distinction between work and personal life when I work from home, making it harder to shut down and more likely that I will overwork"

Technology hassles

"Technology issues can severely impact productivity. It is a lot harder for a corporate IT team to support remote access with so many different possible points of failure being introduced by working from home (local network, router, NBN/ISP, gateway in to the corporate network, etc)"

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Tolerable

SMAR

Work Design.

How to Ensure Tolerable Demands For Workers At Home

Individual Actions

- Self-compassion

- Establish home boundaries and routines

- Segmentation or integration strategies

- Have breaks & engage in recovery

- Time management

- Build "SMAR" (e.g., ensuring you have support, etc.)

3. Be kind to yourself: Self-Compassion in Difficult Times

7. Switching Off: Recovering After A Long Day At The Desk

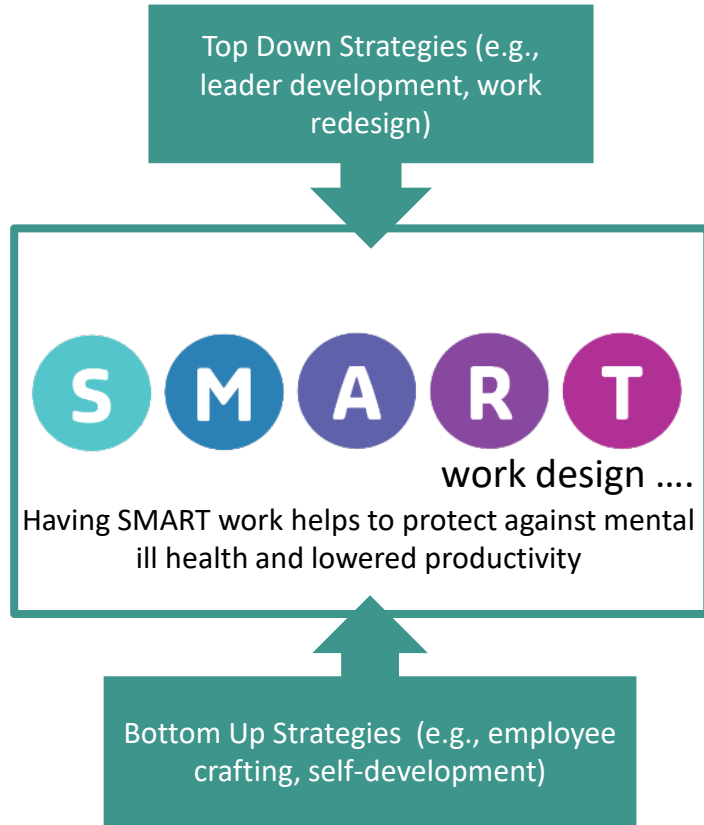4. To dress or not to dress: Getting into a Work Mindset

Professor Sharon Parker discusses a key challenge of remote working- the lac
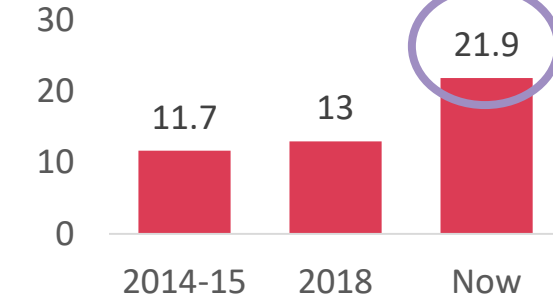of greater autonomy (agency). She describes research about how office dress

Leader actions

- Observe for signs of stress/ raise awareness of mental health

- Enhance SMAR (e.g., prove support; allowing flexibility, establish boundaries & norms)

- Help to address/ reduce technology or other demands

- Establish norms; role modelling

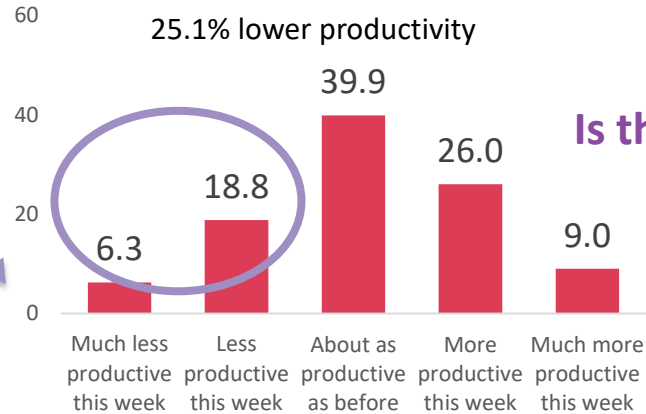9. Are you a *Zoom Zombie*? How to take control of your virtual meetings

Curtin University
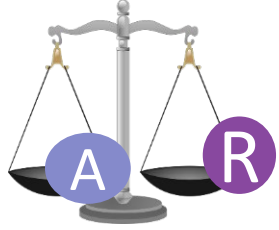FUTURE OF WORK INSTITUTE

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WORK DESIGN

Key Takeaway

Top Down Strategies (e.g., leader development, work redesign)

S M A R T work design ....

Having SMART work helps to protect against mental ill health and lowered productivity

Bottom Up Strategies (e.g., employee crafting, self-development)

21.9% high or very high psychological distress

2014-15	2018	Now
11.7	13	21.9

Is this just 'the pandemic'?

25.1% lower productivity

| Much less productive this week	Less productive this week	About as productive as before	More productive this week	Much more productive this week
6.3	18.8	39.9	26.0	9.0

Is this just 'ill-suited work'?

Getting a SMART balance

- Ensure work is SMART at home and in the office

- Moving forward, preserve benefits of working from home & the learnings, but also mitigate against the risks

- Make the office a place people want to come

- Foster "hybridizing" skills & set ups

- Involve the team in deciding how/ where /when to work to support goals of A and R

- Engage in experiments to see what works best*
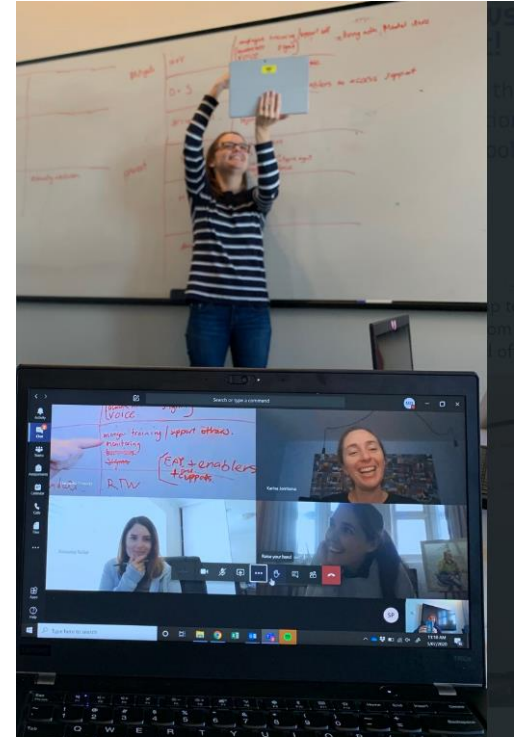
11. Returning to the office: Four F's to facilitate re-entry   View blog and video

Professor Sharon Parker outlines the four F's to mentally prepare ourselves for a return to the work office: Fear, fantasies, flexibility and fun.

13. Best of Both Worlds or Confusion? "Hybridizing" Needed to Juggle Back and Forth Home-Office Working   View blog and video

Juggling between working from home one day, and then working in the office the next, is challenging and calls for new 'hybridizing' skills. Professor Sharon Parker shares some tips to optimise your adjustment to this mixed model.

Resources available + further findings from the survey

https://www.transformativeworkdesign.com/about-work-design

transformativeworkdesign.com/working-from-home

Developing further resources

Comcare: general.enquiries@comcare.gov.au
Beyond Blue: beyondblue.org.au
Future of Work Institute: futureofworkinstitute.com.au

Visit comcare.gov.au/safeworkmonth for more

connect with us