Leading the Way: How Predictive Indicators Are Transforming Productivity, Engagement and Wellbeing in the Workplace

Dr Tessa Bailey

Chief Executive Officer
Principal Psychologist
The Opus Centre for Psychosocial Risk

I disclose the followings conficts of interest:

- The results presented draw upon the Academic and Applied Practice experiences of Dr Bailey.

- Please note that all individual information has been anonymised to protect confidentiality.

Mental Health Continuum

Mental Health

- Positive connections each day
- Maintain a positive mindset
- Maintain a healthy lifestyle
- Engage in hobbies or social
- Quality recovery
- Consistent sleep
- Look out for potential stressors
- Contribute to work, family, friends
- Regulate emotions

Struggling

- Maintain a healthy lifestyle
- Identify stressors as they arise
- Engage in healthy coping strategies
- Implement self-care strategies
- Talk with trusted people
- See a health professional
- Seek supports instead of withdrawing

Mental Ill Health

- Maintain a healthy lifestyle
- Talk with trusted people
- Engage with appropriate supports
- Follow health professional recommendations
- If safe, share with your organisation for support

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Psychosocial factors at work

Psychological + Social = Psychosocial
Also called work-related factors

Includes **job design**, **social**, **organisational** and **management** contexts of work that have the potential to impact worker health and wellbeing.

Cox & Griffiths, 2005

Figure 4 - Change in share of total Australian employment, by skill type, 1987-2017
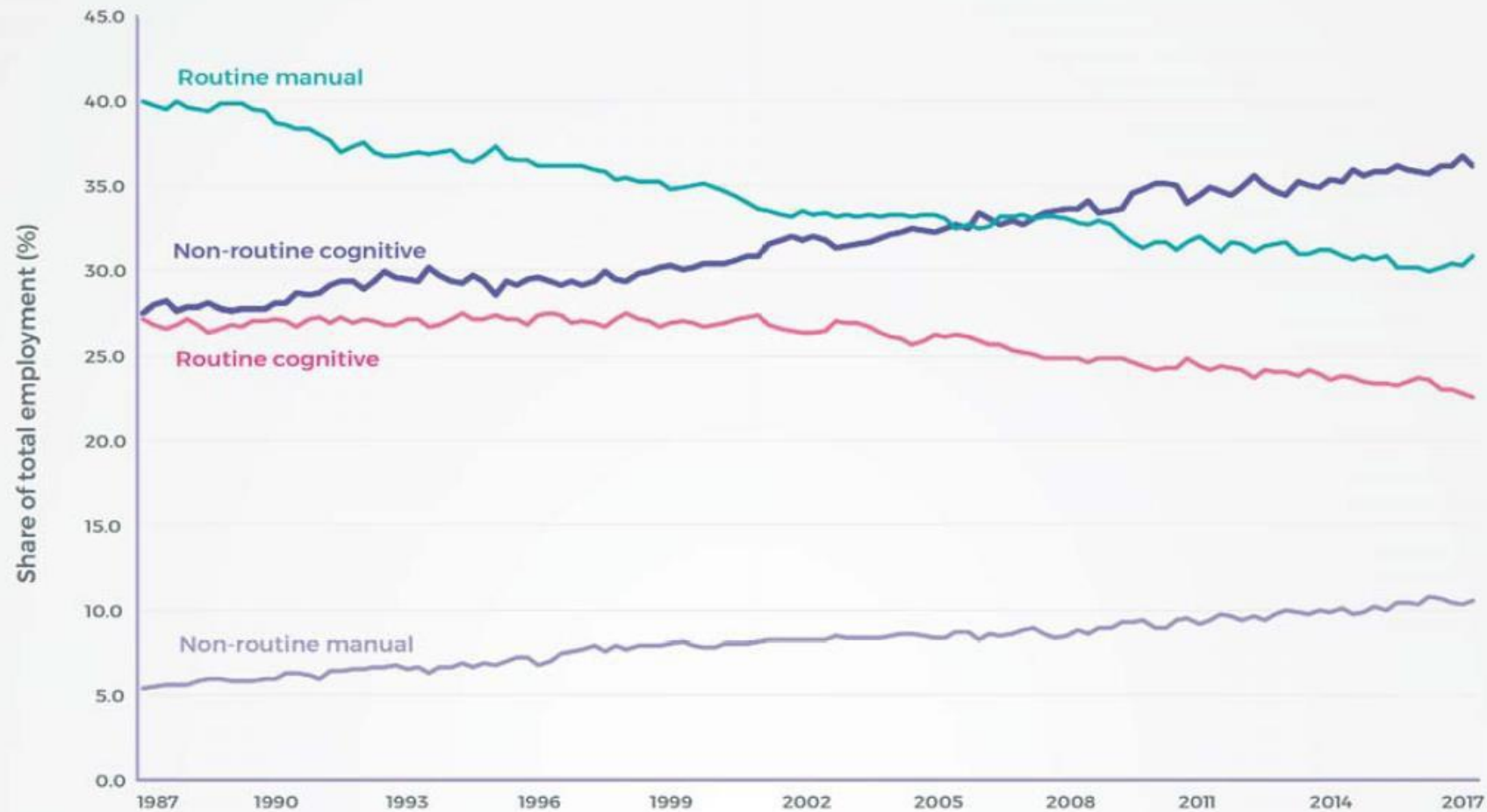
Reference: The Future of Work in Australia: Anticipating how new technologies will reshape labour markets, occupations and skill requirement (Healy, Nicholson, Gahan, 2017)

THE OPUS CENTRE *http://www.monte.nsw.edu.au/files/2615/2220/7017/The-Future-of-Work-in-Australia-analytical-report11.pdf*

Job demands – Task related
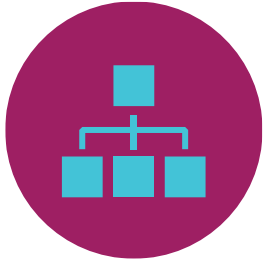
Mental Demands

Calculations

Time pressures

Planning

Scheduling

Emotional Demands

Heightened emotional situations

Interpreting others' intentions

Regulating your emotions

Being mindful of your actions

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Job demands – Work environment

Organisational Change

Restructuring
Downsizing
New policies
New procedures
Frequent management turnover

Harassment

Discomfort due to humour
Unfair treatment due to gender
Negative comments about race
Sworn or yelled at
Humiliated in front of others
Unwanted sexual advance
Physically assaulted

Bullying

Offensive behaviour
Directed at individual or group
Repeated over time
Intentional or unintentional
Creates risk to health

Work-Family Conflict

Remote or isolated work
Shift work or irregular hours
Recovery between shifts
Recovery between tasks
Ability to invest in positive connections outside of work

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Job demands – Occupation and Industry Specific

Client & Customer Aggression

Exposure to Traumatic Events or Materials

Isolated, Remote or Hybrid Work

Privacy & Coercion

Shift Work & Fatigue Management

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Job Resources & Support

Job Control

Skill Discretion

- Use of skill
- Learn new things
- Repetitive work
- Creativity

Decision authority

- Make decisions on my own
- Freedom how I do my work
- Influence what happens in my job

Job Resources

Rewards

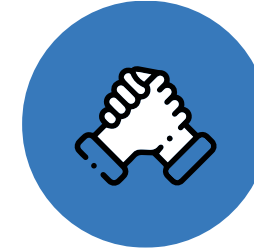- Financial (e.g., job security)
- Appreciation
- Recognition
- Personal & professional development

Recovery

- Regain strength in between work demands
- Fatigued between work periods

Job Support

Supervisor Support

- Direct manager support
- Mentoring
- Listening to feedback
- Matching Resources

Co-Worker Support

- Providing assistance
- Coaching
- Debriefing

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Thailand Academic Evidence

Physically and psychologically hazardous jobs and mental health in Thailand (2013)

- 41,671 distance learning university students

- Minimum 20 hours per week paid work

- Psychological hazards: work pressure, job control, task variety, job security

- Physical hazards: machinery, loud noise, heat, dust

- Poor working conditions predicted higher levels of psychological distress and lower levels of wellbeing

Thailand Academic Evidence

Determining Mental Health, Psychosocial, and Related Factors among Informal Workers in Bangkok (Chantra et al., 2023)

- 94 Males and 76 Females answered questionnaire

- Motorcycle, taxis, vendors, sewers, and Thai massagers

- Predictors of happiness and mental health:

    o   Work-family conflict

    o   Work demands

    o   Occupation

    o   Financial status

Stress at Work

Not all demands at work result in stress.

A *sense of challenge* in an environment where workers *feel supported* and have *adequate access to resources* can be energising, providing employees with motivation to learn and grow.
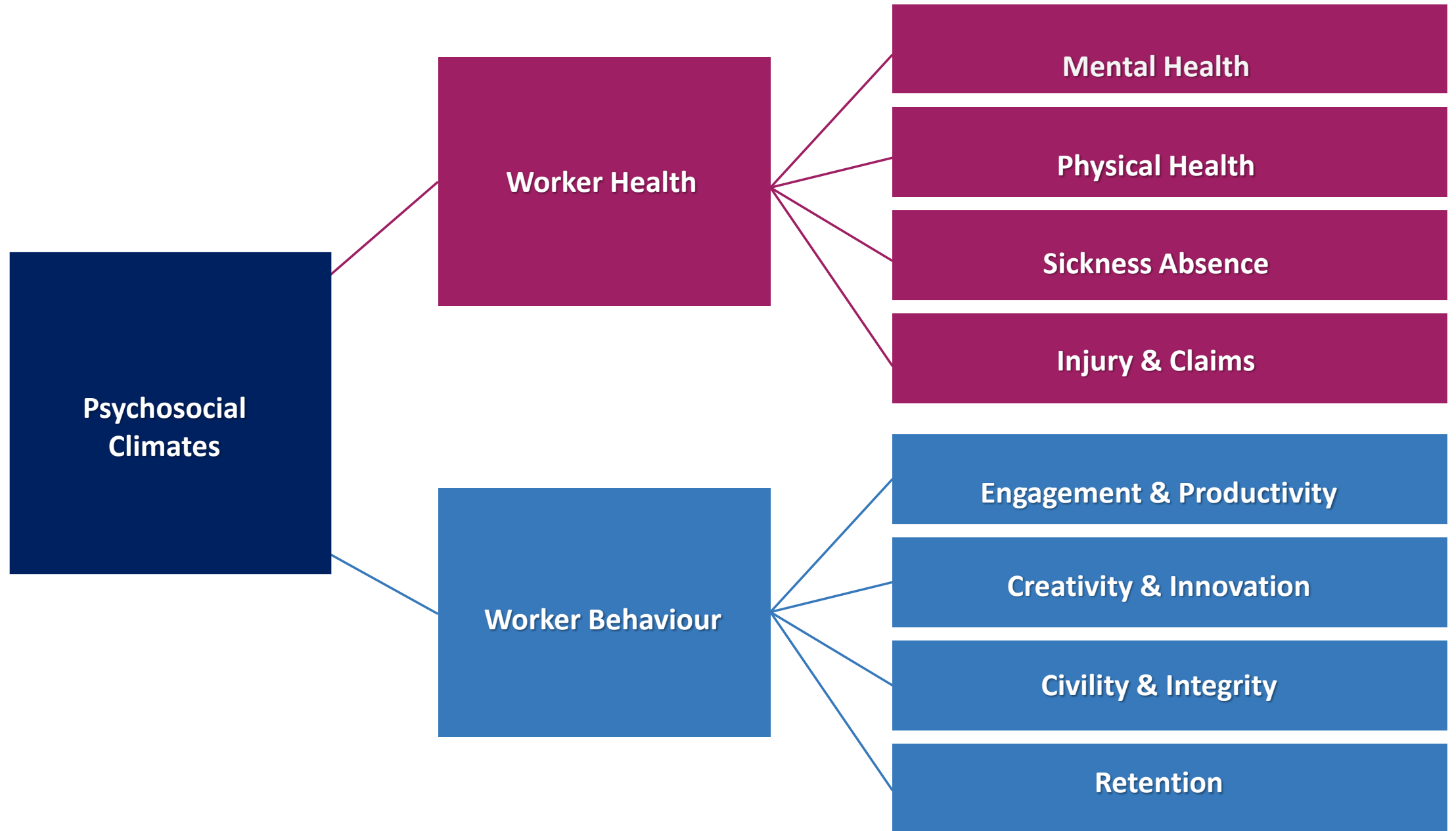
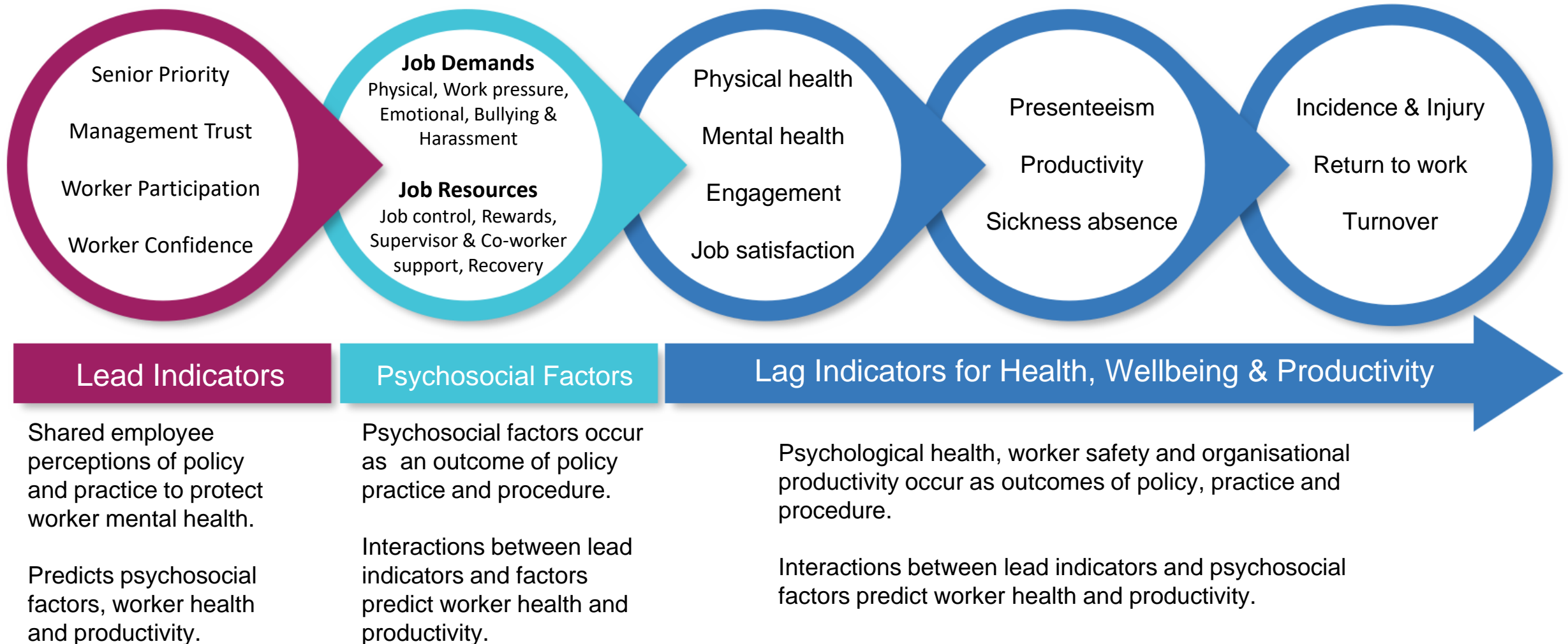(Sauter et al., 1999).

Stress at Work

Harmful *physical* and *psychological responses* that occur when the *requirements* of the job *do not match* the *capabilities, resources, or needs* of the worker, which can lead to *poor health, illness, or injury.*

(Sauter et al., 1999)

Psychosocial safety indicators for worker health

Senior Priority

Management Trust

Worker Participation

Worker Confidence

Job Demands
Physical, Work pressure, Emotional, Bullying & Harassment

Job Resources
Job control, Rewards, Supervisor & Co-worker support, Recovery

Physical health

Mental health

Engagement

Job satisfaction

Presenteeism

Productivity

Sickness absence

Incidence & Injury

Return to work

Turnover

Lead Indicators

Psychosocial Factors

Lag Indicators for Health, Wellbeing & Productivity

Shared employee perceptions of policy and practice to protect worker mental health.

Predicts psychosocial factors, worker health and productivity.

Psychosocial factors occur as an outcome of policy practice and procedure.

Interactions between lead indicators and factors predict worker health and productivity.

Psychological health, worker safety and organisational productivity occur as outcomes of policy, practice and procedure.

Interactions between lead indicators and psychosocial factors predict worker health and productivity.

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Psychological Health and Safety Outcomes

Low Risk > 75

- Few sickness absences
- High levels of productivity
- Low rates of incidence/injury
- Low rates of turnover

Medium Risk > 50 < 75

- Medium rates of sickness absence
- Medium levels of productivity
- Sub-clinical symptoms for poor mental health
- Moderate turnover rates
- Low to medium rates incidence/injury

High Risk >25 < 50

- High rates of sickness absence
- Low levels of productivity
- Clinical symptoms for poor mental health
- Medium to high rates of incidence/injury
- Medium rates for turnover
- Moderate rates of bullying and harassment

Very High Risk < 25

- Very high rates of sickness absence
- Very low levels of productivity
- Clinical symptoms for poor mental health
- High rates for turnover
- High rates injury/illness
- High costs for return to work
- High rates for bullying and harassment

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Case study

Leading logistics company

733 x workers
20 x groups

Diverse demographics

Intervention design

- Awareness raising presentations & communications

- Baseline PRC16 Psychosocial Risk Assessment

- Workshop with key representatives from each group

- Co-design of action plans tailored to each group's risk profile

- Reasonable and practical risk controls, for example:
  - Skip level meetings with senior leaders
  - Meeting courtesies and protocols to promote rest and recovery
  - Leaders adjusted meeting operating rhythms based on team member feedback
  - Informal peer forums to discuss stress management strategies
  - Knowledge management, eg. Using Sharepoint to access templates and resources.
  - 'Managing High Conflict Personalities' training
  - Additional promotion of confidential EAP program

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Case study

Outcomes

Outcomes

- 75% of groups significant improvement of PRC16 indicators

- Improved results for workload, emotional demands, worker confidence, leader action, and senior priority

- Some groups achieving a major shift in worker participation from 50 (high risk) to 75 (low risk)

- Other groups were able to demonstrated statistically significant shifts for job demands and proactive climate

- Significant improvements in engagement, productivity and early health seeking behaviours

- 10% reduction in unplanned leave

Head of HR *"18 months ago we had crickets at team meetings... now we have non-stop conversation with everyone chipping in to share their thoughts and opinions"*

AHRI Award winner 2022 https://www.ahri.com.au/events-and-networking/ahri-awards/finalists-2022#Workplace-Mental-Health-Award

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Case study

N = 272

Diverse range
of roles related
to manufacturing
and operations

Intervention design

- Psychosocial risk assessment to determine baseline

- Mental health awareness training for all workers

- Workshop with key representatives

- Co-design of psychological safety action plans

- Reasonable and practical risk controls, eg:

  - Prestart-up stretches
  - Frequent rest breaks
  - Regular job rotations
  - Stop and fix if any issues
  - Strategic pause if any discomfort
  - Speak up sessions delivered via our toolboxes
  - Senior leaders walking the floor

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Case study

Outcomes

Outcomes

- 95% decrease in repetitive strain injuries

- Improved productivity across all packaging lines

- Significant increase in climate for psychosocial safety

- Reduction in stigma regarding mental health

- Regular discussion and communication about employee supports

References
- AMWU Project Page WorkWell Project - Australian Manufacturing Workers' Union - AMWU
- OHS Alert (2023) *How a global employer ramped up its mental health offerings and slashed its injury rate*, Thursday, 02 February, 2023, www.ohsalert.com.au.
- WorkWell Project Video AMWU Victoria WorkWell Project - YouTube

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Conclusion

Each organisation is **unique** and will need to determine psychosocial risk management processes in their own particular workplace taking into consideration:

- Organisation size & distribution

- Existing expertise & resources

- Types of factors (frequency & severity)

Thank you!

APOSHO38, Thailand
https://aposho2024.com/