



Visual
Media
Association

Wellbeing Program

Visual Media Association

Wellbeing Program

CONTENTS

INTRODUCTION: What is Workplace Wellbeing and Why is it Important?	03
MODULE 1: Understanding Workplace Wellbeing	05
MODULE 2: Mental Health in the Workplace	08
MODULE 3: Addiction, Violence and Harassment in the Workplace	13
MODULE 4: Diversity and Inclusion	17
MODULE 5: Digitalisation	20
MODULE 6: Creating a Workplace Culture that Fosters Wellbeing	23

INTRODUCTION

What is Workplace Wellbeing and Why is it Important?



INTRODUCTION:

What is Workplace Wellbeing and Why is it Important?

Workplace wellbeing encompasses all aspects of working life.

This includes the mental and physical health of employees, the physical work environment, and how working environments and cultures are designed and supported.

Workplace wellbeing measures and programs ensure that workers are safe, healthy, satisfied and engaged at work. Given that a large portion of our lives are spent at work, with an estimated third of our lifetimes spent in the workplace, fostering a positive workplace is essential for quality of life and overall life satisfaction.

Workplace wellbeing also has a myriad of benefits for employers and businesses. Studies have shown a positive correlation between employee wellbeing and improved business outcomes. Workplace wellbeing can increase staff retention, productivity, and reduce staff absenteeism and workplace conflict.

This guide will assist you in developing programs and organisational structures that will support employee wellbeing, focusing on key areas of mental and physical health. In turn, your business will benefit culturally and financially. For example, research by PwC has found that for every \$1 a business spends on creating a mentally healthy workplace, the average return on investment is \$2.30.



MODULE 1: Understanding Workplace Wellbeing

MODULE 1:

Understanding Workplace Wellbeing

1.1 What is workplace wellbeing?

Definition of Workplace Wellbeing

Workplace wellbeing refers to the overall health, satisfaction, and happiness of employees in their work environment. It encompasses various aspects of an individual's physical, mental, and emotional wellbeing within the context of their job and the workplace culture. Workplace wellbeing goes beyond physical health and includes factors such as: job satisfaction, work-life balance, mental and emotional resilience, interpersonal relationships, and a sense of purpose and fulfilment in one's work.



A focus on workplace wellbeing recognises that an employees' wellbeing is essential for their personal growth and satisfaction, as well as for the success and productivity of the organisation. It involves creating a supportive work environment that promotes and supports the holistic wellbeing of employees. This can include implementing policies, practices and initiatives that prioritise employee health, work-life balance, professional development, and overall job satisfaction.

Why Workplace Wellbeing?

Workplace wellbeing is integral for both employers and employees and can have a number of benefits, including:

- 1. Improved Employee Health:** Workplace wellbeing programs and initiatives can promote healthy habits such as regular exercise, healthy eating and stress management. This can lead to improved physical and mental health of employees, reducing absenteeism and healthcare costs.
- 2. Increased Productivity:** When employees are healthy and motivated, they tend to be more productive. Workplace wellbeing programs and initiatives can boost morale, reduce stress and improve job satisfaction, leading to increased productivity.
- 3. Enhanced Employee Engagement:** By providing employees with resources to support their physical and mental wellbeing, employers show that they care about their employees' overall wellbeing, which can improve employee engagement.
- 4. Better Employee Retention:** Employees are more likely to stay with an employer who provides a supportive work environment. Workplace wellbeing programs and initiatives can help employers attract and retain top talent.

5. Cost Savings: By investing in workplace wellbeing programs and initiatives, employers can reduce costs associated with employee illness and absenteeism, as well as decrease turnover and training costs. This can result in significant cost savings for your organisation over time

It is important to note that specific benefits may vary depending on the design, resourcing and implementation of each program or initiative.

1.2 Legal requirements

Pursuant to Australian and New Zealand legislation, all employers have a legal obligation to provide a healthy and safe workplace. This includes managing psychosocial risks (risks to mental health) in the workplace.

Useful Resources to Build Content & For Employers:

Australia

- safeworkaustralia.gov.au/safety-topic/managing-health-and-safety/mental-health
- humanrights.gov.au/our-work/1-mental-health-workplace
- blackdoginstitute.org.au/resources-support/wellbeing/workplace-wellbeing/
- ilo.org/safework/areasofwork/workplace-health-promotion-and-well-being/WCMS_118396/lang-en/index.htm
- this.deakin.edu.au/career/understanding-the-importance-of-workplace-wellbeing
- headsup.org.au/healthy-workplaces/why-it-matters/return-on-investment-tool - This tool shows you a breakdown of how investing in healthy workplaces can benefit your business based on industry)

New Zealand

- business.govt.nz/wellbeing-support/wellbeing-in-your-business/mental-health-workplace/
- worksafe.govt.nz/topic-and-industry/work-related-health/mental-health
- employment.govt.nz/workplace-policies/health-and-safety-at-work
- ilo.org/safework/areasofwork/workplace-health-promotion-and-well-being/WCMS_118396/lang-en/index.htm

MODULE 2:

Mental Health in the Workplace



MODULE 2:

Mental Health in the Workplace

2.1 Understanding mental health in the workplace

A mentally healthy workplace refers to an environment that promotes and supports the wellbeing of its employees' mental health. It is characterised by several key elements:

- 1. Supportive Culture:** A mentally healthy workplace fosters a culture of inclusiveness, respect and open communication. Employees feel valued, supported, and encouraged to express their thoughts and concerns without fear of judgment or reprisal.
- 2. Work-Life Balance:** The organisation recognises the importance of maintaining a healthy balance between work and personal life. Employees are provided with flexible work arrangements, time-off policies, and resources to manage their workload effectively and reduce stress.
- 3. Positive Leadership:** Effective leaders play a crucial role in creating a mentally healthy workplace. They prioritise employee wellbeing, promote a positive work environment and lead by example. They encourage collaboration, recognise achievements and provide constructive feedback.
- 4. Psychological Safety:** Employees feel safe to speak up, share their opinions, and contribute to discussions without the fear of negative consequences. There is a sense of trust and support within the workplace, enabling individuals to take risks, learn from mistakes, and innovate.

5. Mental Health Resources: The organisation provides access to mental health resources and support services, such as employee assistance programs, counselling services, and training on stress management and resilience. These resources help employees address and manage mental health challenges effectively.

The economic and social benefits of a mentally healthy workplace include increased productivity, less absenteeism, greater employee retention, better collaboration and creativity, and positive employer branding.

2.2 Identify need for extra support

Employers have a role to play in being able to identify signs of poor mental health among employees, and providing them with necessary support. Here are some common signs to look out for that might mean someone is struggling with their mental health:

- 1.** A noticeable change in an employee's behaviour, such as being less involved with social interactions, increased irritability and mood swings.
- 2.** A decline in job performance can mean an employee is having some mental health struggles. They may be having difficulty concentrating and making important decisions if they are preoccupied with a mental health issue.
- 3.** If the employee is missing days or consistently arriving late. This could be caused by a multitude of reasons linking back to mental health struggles.

Stress as a Mental Health Issue

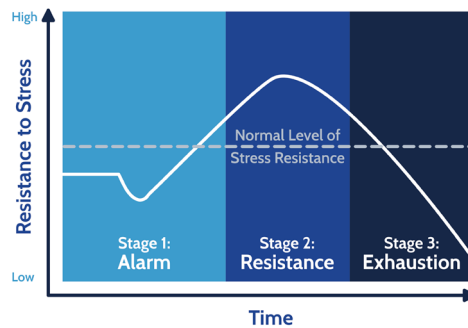
Stress is a real and common issue and it can not be eliminated completely from our lives, there will always be demands and challenges in life and at work. As employers, you do not have to eliminate all stress at the workplace to be supportive of employee wellbeing.

Stress is sometimes thought of as 'mental pressure', but it also has a physical effect on the body. Understanding the stages the body goes through when exposed to stress helps people become more aware of these physical signs of stress when they occur.

The term 'stress' is often used interchangeably to refer to a process as well as an outcome. This makes sense as we often think of stress as something that we go through, as well as a feeling that impacts us in negative ways. The terminology can become confusing however, therefore we can make the following distinctions:

- **Stressor:** the cause of stress
- **Stress:** the perception of stress
- **Strain:** the consequence of stress

General Adaptation Syndrome (GAS)



General Adaptation Syndrome (GAS) theory was first proposed Hans Selye in 1936 and explains that these changes occur as part of a three-stage response to a stressor.

In the alarm phase, the body becomes aware of a threat and a sudden release of hormones activates the body's sympathetic nervous system, triggering the physical indicators of stress.

Next is the resistance phase, during which the body tries to return to equilibrium after the initial shock of stress. However, if the stressor is still present or the stressful situation is not resolved, the body remains on high alert and continues to secrete stress hormones. Physical signs of this can include irritability and difficulty concentrating.

Ongoing resistance leads to the third stage, exhaustion, the result of chronic and persistent stress and the body's inability to keep resisting. People at the exhaustion stage can experience fatigue, anxiety, depression and burnout. At the exhaustion stage, people may also have a weakened immune system and be at risk of further illness.

Work stress is predictive of a number of poor organisational outcomes. Stressed employees tend to have lower levels of job satisfaction and organisational commitment. They are more likely to have lower morale and to make mistakes at work. It is difficult for stressed employees to make an effective contribution to team and organisational goals, or to a positive working environment. Decreases in employee performance and productivity, combined with increased stress-related illness and absenteeism, mean that employee stress can be costly for organisations.

Since it is not possible to eliminate every stressor, it is important to find ways to cope with stress. Knowing the signs and stages of stress can help you take appropriate steps to manage stress level and lower the risk of complications.

2.3 Managing mental health in the workplace

Provide individual, team, and organisational-wide strategies to address mental health issues. At the end of this section is a list of external links that you can provide to employees.



2.4 Returning to work

Supporting employees who are returning to work after a mental health crisis or long periods of unemployment due to mental health issues, requires a compassionate and inclusive approach. Here are some strategies to support their transition back into the workplace:

- 1. Open and Respectful Communication:** Establish open lines of communication with the returning employee. Create a safe space where they feel comfortable discussing their mental health challenges, concerns and any accommodations they may need. Encourage open dialogue, active listening and non-judgmental support.
- 2. Flexible Work Arrangements:** Consider offering flexible work arrangements to accommodate the employee's needs during their transition. This may include adjusted work hours, part-time schedules, gradual return to full-time work, or the option to work remotely if feasible. Flexibility can help ease the pressure and facilitate a smoother transition back to work for both employee and employer.
- 3. Training and Awareness:** Provide training and awareness programs to all employees to foster a supportive and understanding workplace culture. Education on mental health, de-stigmatisation, and building empathy can create an environment where employees feel safe, respected and understood. Promote mental health resources available within the organisation.
- 4. Employee Assistance Programs (EAPs):** EAPs can be valuable resources for employees returning to work after a mental health crisis. Ensure that employees are aware of these programs and their confidential nature. EAPs often offer counselling, coaching and referral services that can provide ongoing support during the transition.
- 5. Managerial Support and Training:** Train managers to recognise and respond to the needs of employees returning to work after a mental health crisis or extended absence. Managers should be equipped with the knowledge and skills to provide ongoing support, create an inclusive environment, and effectively address any concerns or challenges that may arise.

6. Gradual Workload and Responsibilities: Consider gradually reintroducing the returning employee to their workload and responsibilities. This can help prevent overwhelming stress and allow the employee to rebuild their confidence and skills gradually. Regular check-ins and adjustments to workload can ensure that the pace of work aligns with their capabilities.

7. Promote Work-Life Balance: Encourage work-life balance and self-care practices within the organisation. Promote the importance of taking breaks, utilising annual leave, and engaging in activities that promote mental wellbeing. Support a culture that values overall wellbeing and discourages excessive workloads or burnout.

8. Evaluate and Adjust: Regularly evaluate the effectiveness of the support provided and make adjustments as necessary. Maintain an ongoing dialogue with the returning employee to ensure their evolving needs are met and that they feel supported throughout their transition and beyond.

Remember, each employee's experience and needs may vary, so it is essential to approach their return to work with flexibility, empathy and individualised support. By creating a supportive environment, you can help employees rebuild their confidence, contribute their skills, and thrive in the workplace.

Useful Resources to Build Content & For Employers:

- headsup.org.au/docs/default-source/default-document-library/ten-things-you-can-do-to-make-your-workplace-mentally-healthy_tips-for-med-to-large-businesses_bl1250.pdf
- worksafe.vic.gov.au/preventing-and-managing-work-related-stress-guide-employers
- comcare.gov.au/safe-healthy-work/prevent-harm/psychosocial-hazards
- peopleatwork.gov.au/ - Businesses with more than 20 workers may find the People at Work psychosocial risk assessment tool useful
- mananchor.com.au/wp-content/uploads/2021/10/LetsTalk_mental_health-English.pdf

MODULE 3:

Addiction, Violence and Harassment in the Workplace



MODULE 3:

Addiction, Violence and Harrassment in the Workplace

3.1 Family & Domestic violence

Family and domestic violence is a horrible occurrence, but unfortunately is not uncommon and millions of Australians every year experience some form of family or domestic violence. The negative impact of family and domestic violence on an employee can be profound in both a personal and professional manner.

An employee's physical health can be affected by violence and depending on the job, an employee may be unable to carry out tasks due to injury. Furthermore, an employee's mental and emotional health is likely to be significantly affected in the events of family and domestic violence. They may be experiencing a range of mental health issues such as heightened levels of stress, anxiety, and depression.

This can, and more often than not, will lead to a decrease in job performance. An employee enduring family or domestic violence may experience reduced productivity, difficulty meeting deadlines, increased absenteeism due to physical or emotional health issues, or difficulty concentrating on tasks.

In addition, the safety of an employee can be compromised if the abuser has access to their workplace. Threats, harassment or stalking incidents can create an unsafe work environment for both the employee experiencing violence and the employer and other staff within the workplace.

In the event that an employee is the victim of family or domestic violence, employers should conduct a risk assessment to identify potential safety hazards related to family and domestic violence in the workplace. This assessment should consider factors such as potential abuser access, security measures, and any specific risks associated with the nature of the work or the workplace environment.

Based on the risk assessment, employers should implement appropriate safety measures to mitigate hazards related to family and domestic violence. Depending on the severity of the situation, this may include enhancing security systems, improving access control, providing safe areas or panic buttons, and implementing emergency response protocols.

The Fair Work Ombudsman states that employees both full-time, part-time and casual are entitled to 10 days of paid family and domestic violence leave under the National Employment Standards (NES).

Policies and procedures to address family and domestic violence in the workplace.



3.2 Drug & Alcohol abuse

Drug and alcohol abuse refers to the excessive or inappropriate use of drugs or alcohol, leading to negative consequences on an individual's health, wellbeing and functioning. In the workplace, drug and alcohol abuse can have significant impacts both on the affected employee and the overall work environment.

Drug abuse involves the misuse of illicit drugs, prescription medications, or over-the-counter substances. It encompasses the non-medical use of drugs, using them in higher doses or frequency than prescribed, or using drugs for non-medical purposes such as getting high or altering one's mood or perception.

Alcohol abuse refers to the excessive or harmful consumption of alcoholic beverages. It involves drinking in a manner that leads to negative consequences, such as impaired judgment, physical or mental health problems, or disruptions in personal or professional life.

Inside the workplace, drug and alcohol abuse can pose serious health and safety risks. Impaired judgment, decreased coordination and slowed reaction times associated with substance abuse increase the likelihood of accidents, injuries and workplace incidents. This endangers not only the affected employee but also co-workers and the overall work environment.

As an employer, there is a responsibility to manage the hazards associated with the use of drugs and alcohol within the workplace, and to identify substance abuse when it is happening. An employer should look to try and help their employees when they are struggling with substance abuse, and there are tools available to assist employers in doing so.

WorkLife is a website created by the State Government of South Australia and Flinders University. It provides a number of resources that are extremely helpful for employers trying to comply with legal obligations as well as improving the productivity of the workplace and minimising the effects of drugs and alcohol.

Addressing drug and alcohol abuse in the workplace requires proactive measures, including implementing drug and alcohol policies, offering education and awareness programs, providing access to counselling and support services, and promoting a culture of health and wellbeing. By addressing substance abuse issues, employers can create a safer, more productive work environment while supporting the health and recovery of their employees.

3.3 Bullying & Harassment

Sexual harassment can take various forms, including but not limited to:

1. **Unwanted Sexual Advances:** Making unwelcome sexual propositions, advances or comments.
2. **Hostile Work Environment:** Creating an intimidating, hostile, or offensive work environment through sexual comments, jokes, gestures or images.
3. **Sexual Coercion:** Conditioning employment benefits, promotions, or opportunities on sexual favours or submission to unwelcome advances.

Managers bare a large portion of responsibility in preventing sexual harassment at work. A manager must lead by example and create an environment where employees feel safe and also encouraged to report an incident if it does occur.

Management of sexual harassment should be proactive, this can be achieved by holding regular education and training sessions with employees on what can constitute as sexual harassment, how to report an incident, and the serious consequences of engaging in that type of behaviour.

As hard as a manager can try to prevent harassment, it is unlikely that they will be able to stamp it out completely, and it will likely occur at some stage. In the event that a harassment complaint is lodged, a manager needs to respond promptly and effectively. They must take any complaint or report very seriously, and consult with the Human Resources department to ensure they are being compliant. It is important that offenders are reprimanded and dealt with effectively in a manner that will deter them and others from committing something similar in the future.

3.4 Returning to work

When an employee is returning to work after being the victim of domestic violence or workplace harassment it is integral that they are walking back into a safe and supportive environment.

- 1. Ensure Their Safety:** Prioritise the safety of the returning employee. Assess the workplace environment for any ongoing risks or potential threats. Implement security measures if necessary, such as providing escorts, or adjusting work schedules.
- 2. Maintain Confidentiality:** Respect the privacy of the employee by keeping the details of their harassment or assault confidential. Share information only on a need-to-know basis with trusted individuals who can assist in ensuring their safety and support.
- 3. Provide Counselling and Support:** Offer access to counselling services or employee assistance programs that specialise in trauma and sexual harassment recovery. Encourage the employee to seek professional help if they haven't already done so. This support can aid in their healing process and help them cope with any emotional or psychological challenges.



- 4. Develop a Reintegration Plan:** Collaborate with the employee to create a reintegration plan that accommodates their needs. This plan may include modified work schedules, gradual return to full duties, changes in work environment or location, or adjustments in job responsibilities to minimise triggers and stress.

5. Train and Educate Employees: Conduct training sessions on sexual harassment prevention and workplace conduct for all employees. Reinforce a zero-tolerance policy for any form of harassment, and emphasise the importance of creating a respectful and inclusive workplace culture.

6. Foster a Supportive Work Environment: Encourage colleague to be understanding, empathetic and supportive. Promote a culture where open dialogue is encouraged and ensure that all employees know how to report incidents of harassment. Make it clear that retaliation against the survivor or any other individual who reports harassment will not be tolerated.

7. Monitor and Follow Up: Regularly check in with the returning employee to gauge their wellbeing and progress. Provide ongoing support and be prepared to make further adjustments to their work environment or schedule if needed. Ensure that their workload is manageable, allowing them to prioritise self-care and recovery.

Useful Resources to Build Content & For Employers:

- [fairwork.gov.au/leave/family-and-domestic-violence-leave/employer-guide-to-family-and-domestic-violence](https://www.fairwork.gov.au/leave/family-and-domestic-violence-leave/employer-guide-to-family-and-domestic-violence)
- [safeworkaustralia.gov.au/doc/preventing-workplace-violence-and-aggression-guide](https://www.safeworkaustralia.gov.au/doc/preventing-workplace-violence-and-aggression-guide)
- [humanrights.gov.au/our-work/domestic-violence-and-workplace-employee-employer-and-union-resources](https://www.humanrights.gov.au/our-work/domestic-violence-and-workplace-employee-employer-and-union-resources)
- [safework.sa.gov.au/workers/health-and-wellbeing/alcohol-and-drugs](https://www.safework.sa.gov.au/workers/health-and-wellbeing/alcohol-and-drugs)
- [worklife.flinders.edu.au](https://www.worklife.flinders.edu.au)

MODULE 4:

Diversity and Inclusion



MODULE 4:

Diversity and Inclusion

4.1 Religion & Culture

Diversity and inclusion in the workplace are essential aspects of creating a harmonious and productive environment for all employees. In today's globalised world, organisations must recognise the importance of accommodating employees' religious beliefs and practices, ensuring that everyone feels respected, valued, and able to fully contribute to the workplace. Three specific areas where diversity and inclusion intersect with religious practices are prayer at work, workplace dress codes, and scheduling adjustments or time off for religious purposes.

1. Prayer at Work: Religious practices often involve regular prayer or moments of reflection for employees. Organisations that value diversity and inclusion typically strive to provide reasonable accommodations for employees to observe their religious rituals during work hours. This can include designating quiet spaces or prayer rooms where individuals can engage in their religious practices without disruption or creating flexible work schedules that allow time for prayer.

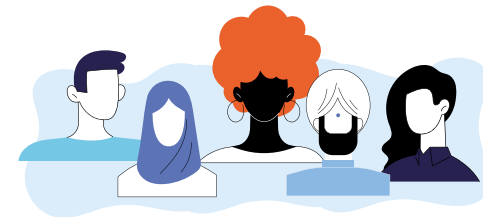
Respecting religious practices not only demonstrates inclusivity but also helps foster a sense of belonging among employees. Employers should strive to create a supportive environment where employees feel comfortable openly discussing their religious needs and where colleagues understand and respect these practices.

2. Workplace Dress Codes and Employees' Desires to Abide by Religious Mandates: Dress codes play a significant role in many workplaces as they contribute to the organisation's culture, brand image and professionalism. However, it is essential to consider how dress code policies may intersect with religious beliefs and practices. Employees deserve the right to express their religious identity through attire, as long as it does not interfere with safety or the essential functions of the job.

Organisations can develop inclusive dress code policies that provide reasonable accommodations for employees to adhere to their religious mandates. This may involve allowing religious head coverings, accommodating modest attire, or providing flexible options that align with diverse religious requirements. Employers should ensure that dress code policies are communicated clearly, taking into account religious diversity and maintaining a non-discriminatory approach.

3. Scheduling Adjustments and Time Off for Religious Purposes: Employees may request time off to observe religious holidays, rituals or ceremonies. Employers should make efforts to accommodate these requests whenever possible, as it promotes inclusion and acknowledges the significance of religious practices in employees' lives.

Flexible scheduling options, such as offering floating holidays or allowing employees to swap shifts, can enable individuals to meet their religious obligations without adversely impacting their work or the organisation's operations. Employers should establish clear policies regarding religious accommodations, including the process for requesting time off and ensure that managers and supervisors are trained to handle such requests respectfully and fairly.

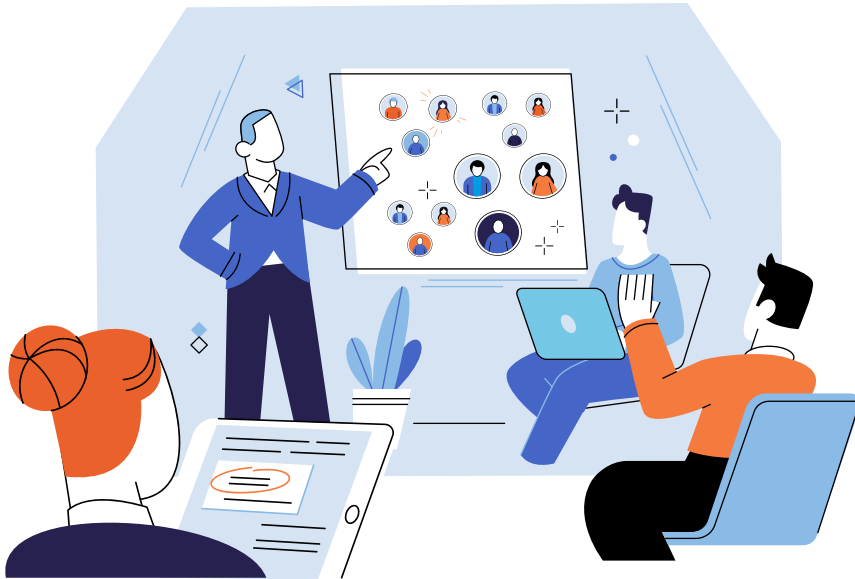


4.2 Gender and Sexuality

In addition to appropriately handling religion and culture, organisations must also ensure they are being inclusive of the LGBTQIA+ community.

This comes in many forms, but an education course for both employer and employees could be useful to ensure that every worker is able to come to work and feel comfortable and safe. Training and education should include a guide to gender and sexuality, outlining and explaining binary and non-binary, as well as the use of appropriate pronouns.

It is important that all employees understand and are well versed on using inclusive language in the workplace such as addressing a non-binary person as they/them, as well as avoiding the use of exclusive language, i.e., referring to a group of people as 'guys' when it is not a group of exclusively males.



4.3 Empowerment & Gender/race equality

Acknowledging the strengths of having a diverse team means to recognise that individuals from different backgrounds, cultures, experiences and perspectives can contribute a wide range of ideas, insights, and approaches to problem-solving. A diverse team brings together a variety of skills, knowledge and creativity, which can lead to innovative solutions and better decision-making. By acknowledging and embracing this diversity, you can tap into the full potential of your team members.

Creating equity in the workplace involves ensuring fair and just treatment of all employees, regardless of their backgrounds or characteristics. It means providing equal opportunities for growth, development and advancement, and eliminating any biases or barriers that may exist. Equity goes beyond equality, as it recognises that different individuals may require different resources or support to achieve the same level of success. It involves actively promoting a culture of inclusivity and belonging where everyone feels valued, respected, and empowered.

To achieve these goals, it is important to actively listen to your staff, foster open and transparent communication, and create a safe and inclusive work environment. Take the time to understand their individual aspirations, strengths and challenges. Provide opportunities for professional development and growth that consider their unique needs. Encourage collaboration and teamwork where diverse perspectives are appreciated and respected. Additionally, ensure that policies, practices and decision-making processes are fair, unbiased, and promote equal opportunities for all.

MODULE 5: Digitalisation



MODULE 5:

Digitalisation

5.1 The Digital Divide

The digital divide refers to the gap between individuals or communities that have access to and can effectively use digital technologies, such as the internet, computers, and smartphones, and those who do not. It encompasses disparities in access to technology and digital literacy skills. The digital divide is a global issue that can have significant social, economic and educational implications.

In Australia, the digital divide has been a topic of concern as the country strives for digital inclusion for all its citizens. The Australian Inclusion Index (ADII) is a useful tool that measures digital inclusion and provides insights into the extent of the digital divide in the country. It assesses various dimensions of digital inclusion, including access to digital infrastructure, affordability, digital skills, and attitudes towards technology.

Digital literacy and skills are becoming increasingly important in the workplace due to the rapid digitisation of processes, systems and communication channels. Therefore, programs that aim to build digital literacy and skills play a crucial role in addressing the digital divide and promoting digital inclusion in Australia.

According to the 2023 Australian Digital Inclusion Index, less than 40% of Australians feel they can keep up with the rapid changes in technology. Furthermore, one in four people across Australia are digitally excluded.

Because of this, the importance of programs that help build digital literacy and skills cannot be overstated, particularly in the context of addressing the digital divide and supporting individuals who are disadvantaged or lack access to technology.

5.2 Digital Fatigue

Digital fatigue refers to the exhaustion and mental strain that can result from excessive and prolonged use of digital technologies, such as smartphones, computers and social media platforms. As technology becomes increasingly integrated into our daily lives, digital fatigue has become a common phenomenon. It manifests as a sense of overwhelm, reduced productivity, difficulty concentrating, increased stress, and a general feeling of being mentally drained.

To counterbalance the negative effects of digital fatigue and promote wellbeing, many individuals are turning to a practice called 'digital detox.'

Digital detox refers to a deliberate and temporary break from digital devices and online activities. It involves consciously disconnecting from screens and digital platforms to allow time for relaxation, rejuvenation and real-world engagement.



During a digital detox, individuals may engage in various activities to recharge and regain balance in their lives. These can include spending time outdoors, reading physical books, engaging in hobbies, participating in social activities, practicing mindfulness, or simply taking time for self-reflection and relaxation. The goal is to create a healthy balance and regain control over technology usage, reducing the negative impacts of constant digital exposure.

In the fallout from COVID-19 lockdowns and remote work, many workplaces have shifted to a hybrid model where a portion of workers will be working remotely from home every day. This has led to a spike in screen time due to most meetings now being had on programs like Microsoft Teams and Zoom. This has been a large contributing factor in the widespread digital fatigue.

As an employer, it is important to incorporate breaks from digital technology into the work day. Whether it be an extra added break throughout the day to allow workers to stretch their legs and step away from their screens, or making sure some of their work is to be done by paper rather than having it all happen on the computer screen.

Useful Resources to Build Content & For Employers:

- enterpriseproject.com/article/2022/5/digital-exhaustion-work-life-balance
- goodthingsfoundation.org.au/the-digital-divide/

MODULE 6:

Creating a Workplace Culture that Fosters Wellbeing



MODULE 6:

Creating a Workplace Culture that Fosters Wellbeing

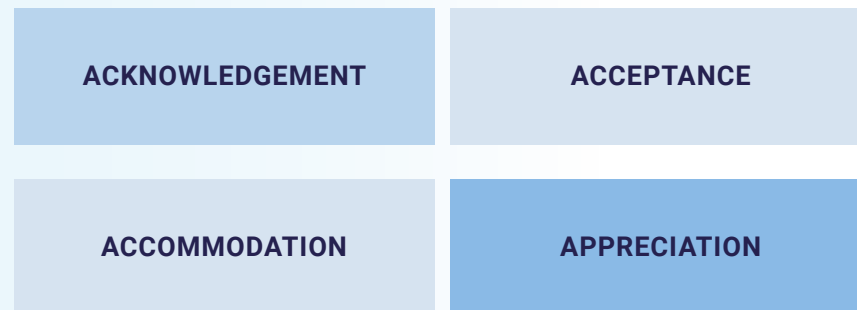
6.1 Understanding positive work cultures

Creating a Positive Workplace Environment

A respectful work environment is an essential component of organisational performance and success. An important first step in creating a positive environment is for business owners and managers to model the behaviours they would like to see. Although owners and managers do not bear sole responsibility for the atmosphere within their team, it is the onus of every member of a workplace to help shape a positive, respectful and constructive working environment.

The Four A's

The four A's of a positive workplace proposed in 2011 by organisation psychologist Michael P Leiter, provide simple guidelines which anyone can follow to increase positive and respectful interactions at work.



Awareness: The first step is simply being aware of other people, that quality implies more than it appears on the surface. In a rushed-work world, people often put their heads down and purposefully ignore others around them. There are contexts where such behaviour makes sense, such as the subway commute, but it clashes with a supportive workplace culture.

Attention: Paying attention to others goes an additional step beyond awareness. Attention requires more focus on the individual person, recognising their unique qualities and potential for your work together. Attention has a greater impact when you let the other person know that you're paying attention. People enjoy the right kind of attention in the right circumstances.

Accommodation: A broader quality of civility is accommodation, which means fitting another person's perspective into your shared work. It opens the possibility that you don't have everything worked out on your own and that a fresh perspective other than your own can be something of value. Accommodation requires a generosity of spirit that is essential to developing an effective workplace culture.

Appreciation: The fourth and perhaps most consequential quality of civility is appreciation. In showing appreciation, you are explicitly acknowledging the value that others bring to your shared activities. Being thankful is good for your own peace of mind and receiving appreciation confirms others in their sense of participation in the group's culture.

6.2 Wellbeing workshops and training for employees

In order to have a workplace that fosters positive wellbeing, it is important to be able to identify the needs for certain programs and workshops to be implemented and distributed to employees.

In order to fully understand the employees and their needs, an employer should conduct the following:

- **Conduct Surveys:** Use surveys or questionnaires to gather feedback from employees about their wellbeing concerns, stress levels and areas where they would like support.
- **Analyse Data:** Analyse employee turnover rates, absenteeism, or engagement surveys to identify patterns or areas of concern related to employee wellbeing.
- **Hold Focus Groups:** Organise focus groups or feedback sessions to provide employees with a platform to express their needs, challenges and suggestions regarding wellbeing initiatives.

After conducting this internal research and analysing the results, an employer should use the findings to set some clear objectives for wellbeing initiatives. This could include ensuring every worker is happy to be coming to work, and this could be measurable by keeping track of levels of absenteeism and aiming for a certain amount of reduction.

In terms of the initiatives themselves, it is important that they cater to a wide range of wellbeing issues, including mental issues such as stress and anxiety, and also physical health initiatives including nutrition and exercise. It could be productive to hold meetings with the staff to understand which type of initiatives they would prefer to ensure everyone is getting as much out of it as possible.

Useful Resources to Build Content & For Employers:

- mhfa.com.au/mhfa-workplace
- blackdoginstitute.org.au/education-services/workplaces/workplace-programs/building-resilience-to-workplace-stress/
- link.springer.com/article/10.1007
- workplacetesting.com/definition/988/health-screenings
- thewellnessworkshop.com.au/wellbeing-workshops



Visual
Media
Association

+61 3 9421 2206

hello@visualmediaassociation.org.au

visualmediaassociation.org.au

Suite 6, 151 Barkly Avenue
Burnley VIC 3121