As we navigate and adapt to cycles of change that impact the ways in which we work, the health and wellbeing of our staff remains a priority.

Whether in a physical or virtual environment, through regular connection, as leaders and managers you can have a major influence on the mental wellbeing and psychological safety of your staff. You can create an environment where staff feel valued, their fears and concerns can be heard and understood, and you can communicate processes and plans to mitigate real or perceived concerns or risks.

Below is a checklist to provide you with guidance in having mental health conversations with your staff:

**Personal connection through one-on-ones**

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| **Requirement** | **Notes** |
| Make contact with your staff at least on a weekly basis to ascertain if they are managing with the current circumstances. Depending on the discussion, consider:* increasing the frequency of contact; and
* including discussion around their general wellbeing, their personal circumstances and how they are managing remote working in your check-in process.
 | Click or tap here to enter text |
| Obtain a general understanding of any concerns the staff member may have – whether this is operational, access to resources to perform their roles, technology etc. | Click or tap here to enter text |
| Be aware of which staff members are potentially vulnerable and familiarise yourself with supports available to them. | Click or tap here to enter text |
| If they do not wish to share this with you, ensure you ‘leave the door open’ for discussion at any time. | Click or tap here to enter text |

If, following two or more weeks, you continue to observe behaviours that are concerning to you, have a subsequent meeting with the staff member to actively listen and explore their current circumstances.

Consider having a preparatory conversation with your line manager or People and Capability Partner before meeting with the staff member.

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| **Requirement** | **Notes** |
| Arrange a meeting and be clear about the changes in behaviour and purpose of the conversation. Take the time to prepare for the meeting considering the following:* the key behaviour/s you are observing and list the behaviours (e.g. lack of punctuality when this has not been a concern previously, disengaged with the team, withdrawn when the staff member has been engaged previously, etc.); and
* familiarise yourself with the basics of mental health and appropriate language to use.
 | Click or tap here to enter text |
| Assure the staff member that you intend to work with them to assist them to address their challenges and seek the support they may need. Reiterate that their wellbeing is most important.It is important that you do not feel required to provide all the answers. Mental health is a complex area. Referral to expert external agencies is part of the support that you can provide. **(Note: Address performance matters separately).** | Click or tap here to enter text |

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| **Requirement** | **Notes** |
| Identify the strengths they bring to the University and the positive contribution they make. | Click or tap here to enter text |
| Ask the staff member what support or assistance they think might help them during this time. | Click or tap here to enter text |
| Discuss support available if appropriate (e.g. EAP, People and Culture and other external services as shown on list below). | Click or tap here to enter text |
| Discuss University policies and processes that are in place to assist them (e.g. reasonable adjustments, workplace flexibility or leave entitlements). | Click or tap here to enter text |
| Organise a follow-up meeting. | Click or tap here to enter text |

**Team connectedness – ‘all in this together’**

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| **Requirement** | **Notes** |
| Meet with your team as a collective unit on a weekly basis. | Click or tap here to enter text |
| Schedule meetings at a mutually beneficial time for the team with consideration for part-time and differing work hours. | Click or tap here to enter text |
| Include discussion about general wellbeing as this will assist team cohesion and provide an overall sense of team wellbeing. | Click or tap here to enter text |
| Set expectations (i.e. regular meeting each week, ask staff to share personal successes for the week and include recognition of birthdays and other celebrations). | Click or tap here to enter text |
| Provide an update on any relevant University wide matters and a space for discussion and comments as this may indicate broader concerns/issues. | Click or tap here to enter text |
| Encourage reflections on key learnings/practices that have worked well and any key learnings from those.  | Click or tap here to enter text |
| Offer Staff Assistance Program (EAP) support by phoning 1300 687 327. Or otherwise, encourage your team to talk to someone they trust. | Click or tap here to enter text |
| Long hours of work can be a concern for people working remotely. Encourage supportive daily routines or create new ones if they are isolated at home. | Click or tap here to enter text |
| Check-in on your team’s working from home arrangements and [use the working from home information guide](https://federation.edu.au/__data/assets/pdf_file/0009/491823/Working-from-home-information-guide.pdf) in this toolkit to support them. | Click or tap here to enter text |

**Managing work requirements for team members**

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| **Requirement** | **Notes** |
| If you are at separate work locations, discuss and agree on how you will communicate with each other (e.g. via Microsoft Teams, telephone, etc.) with dates and times. | Click or tap here to enter text |
| Be clear and check for understanding. | Click or tap here to enter text |
| Check-in on their overall wellbeing and how they are doing including personal work successes and any assistance required, recognise birthdays and other significant events. | Click or tap here to enter text |
| Outline expected deadlines for critical work. Check if these are achievable and what support/assistance might be needed. | Click or tap here to enter text |
| Be clear on what work needs to be maintained on a daily/weekly basis. | Click or tap here to enter text |
| Ensure staff know who to contact if they require assistance or to raise concerns including the ability to meet the agreed expectations. | Click or tap here to enter text |
| Maintaining reasonable work hours can be a challenge for some people. Encourage your team to maintain supportive daily routines or create new ones. | Click or tap here to enter text |
| If the staff member has carer responsibilities, remind them of the [Working parents – tips and tricks resource](https://federation.edu.au/staff/working-at-feduni/human-resources/toolkit/working-parents-tips-and-tricks) and the EAP [Eldercare](https://federation.edu.au/__data/assets/pdf_file/0009/498600/cvi-eldercare-helpline.pdf) and [Disability and Carer](https://federation.edu.au/__data/assets/pdf_file/0010/498601/disability-carers-helpline.pdf) helpline support. | Click or tap here to enter text |
| Consult with your **People and Capability Partner** if you have any questions. The [Manager Assist](https://federation.edu.au/__data/assets/pdf_file/0008/460898/Manager-Assist.pdf) service which is provided through our EAP program also offers guidance or coaching on a range of management challenges. They can be contacted on 1300 687 327. | Click or tap here to enter text |

**Managing discussions around workplace changes**

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| **Requirement** | **Notes** |
| Assess staff emotions about the proposed change. | Click or tap here to enter text |
| Ensure the staff member is aware of safety processes (e.g. HIRAC or [COVIDSafe Plan](https://federation.edu.au/staff/working-at-feduni/risk%2C-health-and-safety/forms-and-templates/docs/staff-only-docs/COVIDSafe-Plan.pdf)) and how this will support safe workplace change. | Click or tap here to enter text |
| Involve all staff in discussions about the change and identifying any issues. | Click or tap here to enter text |
| Highlight positives in the proposed changes. | Click or tap here to enter text |
| Ensure staff have clarity about their roles, work processes and how that contributes to the University’s goals and objectives. | Click or tap here to enter text |
| Explore anything else the staff member believes is required to support them through the change process. | Click or tap here to enter text |

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| **Check-in with staff** |
| What do they most want to bring from the current state? What would they like to leave behind? What opportunities or aspirations do they have for the future state? | Click or tap here to enter text |
| What is one process/practice they would like to see their team or the University continue? | Click or tap here to enter text |
| What is one process/practice that they would like to see their team or the University discontinue? | Click or tap here to enter text |

**Seeking support**

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| **Internal resources** |
| **People and Culture** | [PC ServiceNow portal](https://federation.edu.au/staff/working-at-feduni/people-and-culture/pc-systems/pc-servicenow-portal-staff-only2) or contact your People and Capability Partner. |
| **Staff Assistance Program** | **Phone:** 1300 687 327 or (03) 8681 2444**Website:** [www.convergeinternational.com.au](http://www.convergeinternational.com.au/) |
| **Manager Assistance Program** | **Phone:** 1300 687 327 or (03) 8681 2444**Website:** [www.convergeinternational.com.au](http://www.convergeinternational.com.au/) |

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| **External resources (Australia)** |
| **Service** | **Category** | **Contact detail** |
| **Emergency Services** | Police, Fire or Ambulance – available 24 hours | 000 or 112 from a mobile |
| **Lifeline** | Phone support for those in crisis | 13 11 14 |
| Kids Helpline | Confidential telephone counselling for young people aged between 5 and 25 | 1800 551 800 |
| Mensline Australia | Telephone and online support, including referral information for men | 1300 789 978 |
| Suicide Call Back Service | Telephone and online counselling for people affected by suicide | 1300 659 467 |
| Beyondblue | Information, online and telephone support for depression and anxiety | [Beyondblue.org.au](https://www.beyondblue.org.au/) |
| Black Dog Institute | Information and support for depression and bipolar disorder | [Blackdoginstitute.org.au](https://www.blackdoginstitute.org.au/) |
| Carers Australia | Counselling and support for carers and their families | 1800 242 636 |
| Crisis Assessment and Transport Team (CATT) | Immediate support in a mental health crisis | Contact your local mental health crisis team |

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| **External resources (Australia)** |
| **Service** | **Category** | **Contact detail** |
| Headspace | Online and phone support services for young people aged between 12 and 25 | 1800 650 890 |
| Head to Health | Online information and resources | [Headtohealth.gov.au](https://headtohealth.gov.au/) |
| Mindspot Clinic | Online or telephone support providing free assessment and treatment for adults with anxiety or depression | 1800 614 434[Mindspot.org.au](https://mindspot.org.au/) |
| National Aboriginal Community Controlled Health Organisation | Aboriginal Community Controlled Health Services and Medical Services in each state and territory | [Naccho.org.au](https://www.naccho.org.au/) |
| QLife | Online and telephone counselling for LGBTI people | 1800 184 527[Qlife.org.au](https://qlife.org.au/) |
| Relationships Australia | Relationship support services for individuals, families and communities | 1300 364 277 |
| SANE Australia | Information on mental illness, treatment and support | 1800 187 263 |