



*Mental Health Showcase 2023*



# Work Design and Workplace Mental Health and Wellbeing

Facilitated by Dale McQualter  
Senior Associate Employment, Safety & People,  
Maddocks

- **Judy Chi** - Applied Organisational Research Leader, Future of Work Institute, Curtin University



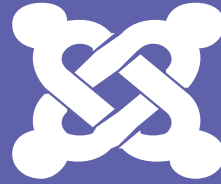
# Session Plan



What is  
workplace  
mental health  
and wellbeing?



Why work  
design?  
What is SMART  
work design?



What factors  
shape our  
work design?



Job Crafting  
Example: First  
Responders  
Work Group



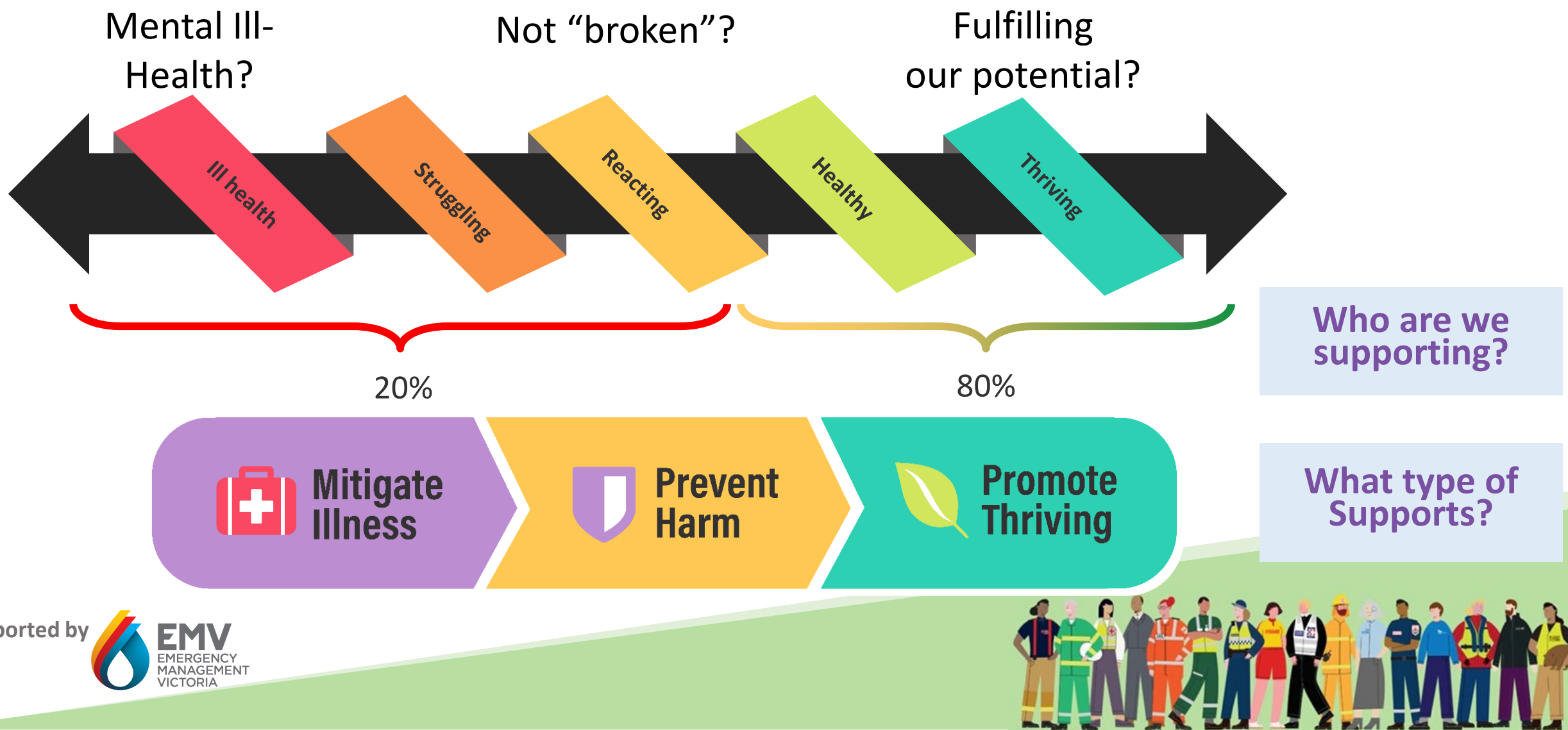
Q & A



# What do you mean by Mentally Healthy Workplace?



# And this has consequences for practice...






**What are some of your key  
practices and initiatives?  
Which part of the MH spectrum  
are these activities supporting?**





# Prevent Harm by Designing Good Work



Pillar	Building Block	Key Strategies
 <b>Mitigate Illness</b> Monitor, accommodate, and treat illness, ill-health and injury.	<input checked="" type="checkbox"/> Detect Illness	→ Build capacity to monitor & identify illness → Create HR systems for monitoring and detection
	<input checked="" type="checkbox"/> Support and Accommodate Illness	→ Provide appropriate support → Remove barriers to support → Manage crisis & injury → Provide effective return to work processes
	<input checked="" type="checkbox"/> Increase Individual Resources for Managing Mental Ill-health	→ Raise awareness of personal mental health → Build individual willingness to seek help → Build individual capacity to recover
 <b>Prevent Harm</b> Minimise harm and protect against risk.	<input checked="" type="checkbox"/> Increase Job Resources	→ <b>S</b> Provide stimulating work → <b>M</b> Provide mastery resources → <b>A</b> Provide agency → <b>R</b> Foster relational resources
	<input checked="" type="checkbox"/> Ensure Tolerable Demand	→ <b>T</b> Create tolerable job demands: load & time, emotional, role, cognitive, environment & physical, and relational → Create tolerable organisational demands: organisational change, organisational justice & job security
	<input checked="" type="checkbox"/> Increase Personal Resources for Preventing Harm	→ Foster resilience and coping → Support job crafting & other strategies to prevent stress → Support appropriate self-care strategies
 <b>Promote Thriving</b> Optimise well-being and generate future capabilities.	<input checked="" type="checkbox"/> Promote Purpose & Growth	→ Provide visions & foster purpose → Foster confidence & learning → Support career progression & life-long development
	<input checked="" type="checkbox"/> Promote Connection	→ Value connections & diversity → Foster work connections & linkages → Enable diversity and inclusion
	<input checked="" type="checkbox"/> Increase Personal Resources for Thriving	→ Support job crafting for personal well-being → Foster positive psychology practices → Support community engagement

**S M A R T**  
**Work Design.**





# How <sup>not</sup> to foster wellbeing in the workplace





# Work design is neglected as a strategy

**Symptom**

**Root Cause**



Stress



EAP

Low job performance



Training

Low innovation



'Fun Zones'

Poorly designed  
work



**Join us at [menti.com](https://menti.com)  
use code 6548 4840**



# What is SMART Work Design?

**S**

Jobs that provide **Stimulating** work are interesting and challenging. These jobs involve a variety of tasks, allow workers to use a variety of skills, and present opportunities for problem-solving.

**M**

Jobs that support **Mastery** build a sense of competence and proficiency. These jobs have well-defined roles, provide constructive feedback, and allow workers to complete whole pieces of work with a visible outcome.

**A**

Jobs that provide **Agency** allow a sense of control and autonomy. These jobs provide workers with reasonable control over when, where, and how to work, and supports their input in decision making processes.

**R**

Jobs that support **Relational** experiences allow for social connections and meaningful work.  
  
These jobs enable workers to feel supported by leaders and co-workers, and feel that they are making contributions to the wider organisation/community

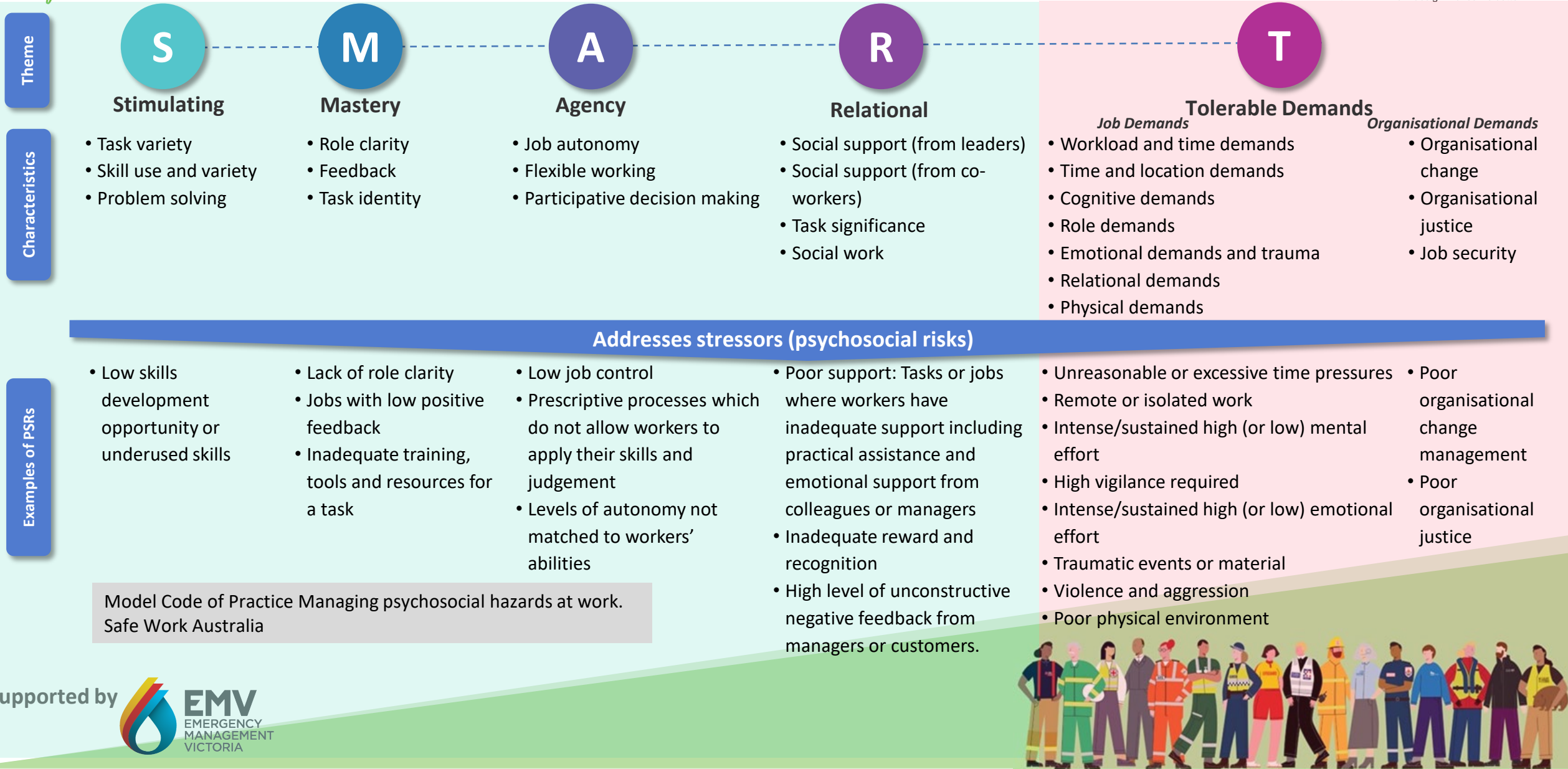
**T**

Jobs with **Tolerable Work Demands** have manageable levels of workload, cognitive, emotional, relational, physical, environmental stressors.  
  
Jobs with **Tolerable Organisational Demands** provide a fair, secure, and consultative work environment.

See [smartworkdesign.com.au](http://smartworkdesign.com.au)



# SMART Work Design and Psychosocial Risks



# How do we design **S M A R T** work?

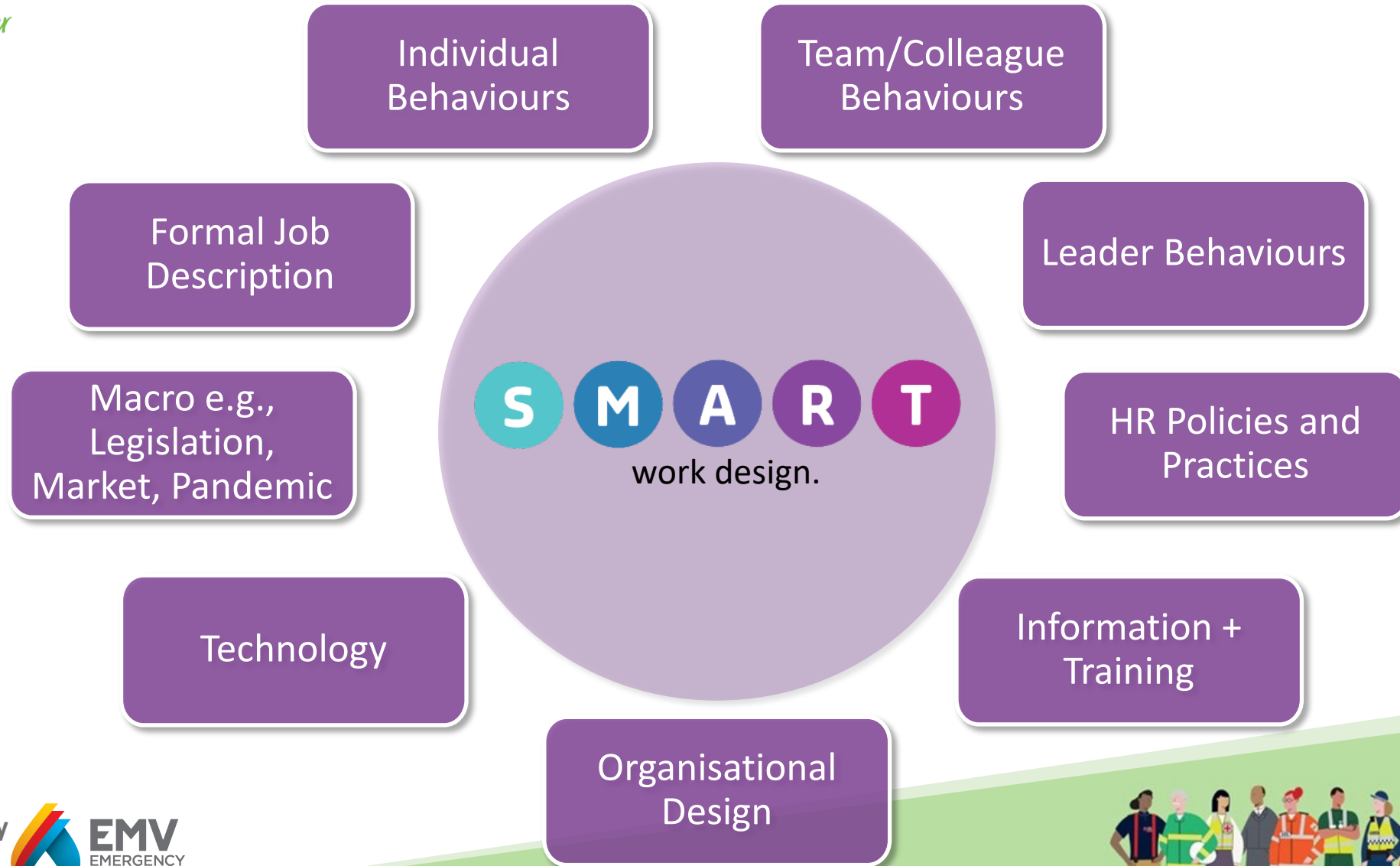


**Join us at [menti.com](https://menti.com)  
use code 6548 4840**





# What shapes our work design?



# What can organisations do?

✓ Design/re design jobs to be

**S M A R T**

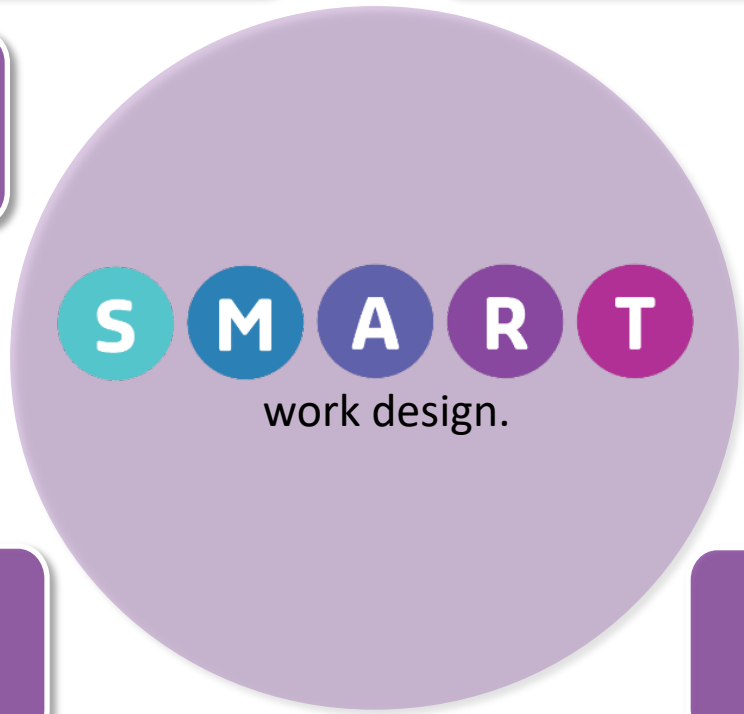
Individual Behaviours

Team/Colleague Behaviours

Formal Job Description

Leader Behaviours

Macro e.g.,  
Legislation,  
Market, Pandemic



HR Policies and Practices

✓ Provide reinforcing information, training, instructions, procedures

Technology

Information + Training

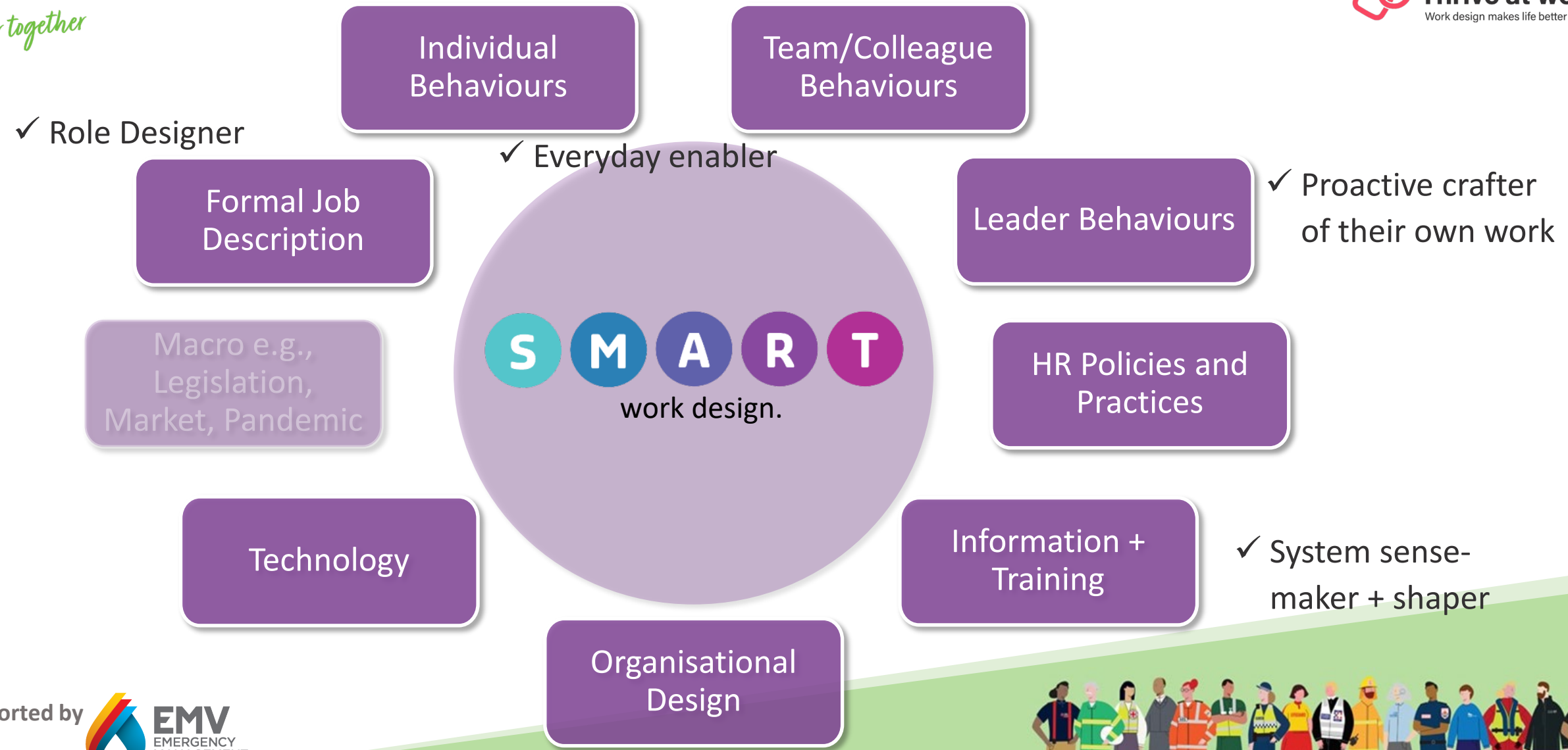
✓ Design/redesign of the BI/IT systems, workplace environment and 'plant'

Organisational Design

✓ Organisational design/redesign



# What can leaders do?



# What can individuals do?

- ✓ Proactive crafter of their own work

Individual Behaviours

Team/Colleague Behaviours

Formal Job Description

Leader Behaviours

Macro e.g.,  
Legislation,  
Market, Pandemic

HR Policies and Practices

Technology

Information + Training

Organisational Design

**S M A R T**  
work design.



# First Responders Working Group: Prevent Harm through Work Design

Job Crafting 'toolkits' to support frontline staff

- Enhance the job resources (SMR) available to first responders
- Develop first responders and frontline leaders to be confident and competent to proactively shape SMARTer work.



GOVERNMENT OF  
WESTERN AUSTRALIA

Department of **Justice**



GOVERNMENT OF  
WESTERN AUSTRALIA

Department of  
**Biodiversity, Conservation  
and Attractions**





Agency	PoC	Framing	SMAR Focus	Touchpoint	Stakeholders	Structure
DBCA	WHS	Talk about Work	M + R	Informal catchups	First Responder + Team Leaders	General MHWB
WAPF	Health Welfare	Fostering Care and careers	S + M + R	Informal Check-ins	Sargent + Senior Constables	General MHWB
St John	HR & Education	Fostering collaborative learning	M + R	During shift conversations	Ambulance Officer + Paramedics	Mentoring for operational effectiveness
DoJ	Debriefing	Enhance safety and welfare	M + R	Informal Debriefs	Unit Manager + Prison Officer	Debriefing for operational effectiveness
DFES	Wellbeing	Look after each other	M + R	During shift – informal check-in	Station Officers + Fire Fighters	General MHWB

