

WORKWELL LEARNING NETWORK

Creating Positive, Mentally Healthy Workplaces



STATE OF PLAY

The Australian Retailers Association (ARA) have established a Learning network supported by WorkSafe Victoria's WorkWell program.

The aim of the program - to **build and maintain mentally healthy workplaces** in Victoria.

The ARA Consortium, led by a Steering committee, oversees the program, from the distribution of the WWI Baseline Survey through to the implementation of workplace intervention solutions to address and prevent mental health concerns in the workplace.

We set in place a Project Management plan that included completion of the Workwell survey by retailer committee members and their frontline team members. The information from this survey forms the basis for solutions and interventions designed to promote positive mental wellbeing and assist in the reduction of work place claims due to mental illness.

Activity has commenced at this time in up to **five worksites** that have taken part in the Learning network.



COVID-19 IMPACT

The introduction of socialisation restrictions to suppress COVID-19 has meant for front line service industry sectors, the evolution of greater challenges relating to work-related **stress physiology and wellbeing concerns** that have not been fully addressed in the WWI Baseline Survey questions. The challenges to understand, capture, review and deliver solutions on these factors is still very much underway

To bring this project full circle, valuable information from the surveys has the potential to support orchestration of a new mental health program to **assist retailers in their support of front line team members** to the workplace as restrictions are progressively lifted.

PROJECT TIMELINE

2019

PRE-COMMENCEMENT

- Attended and contribute at Workwell Workshops
- Develop Workwell Proposal
- Create Steering Committee of ARA retail members
- Identify retail partners for Baseline survey

Q1-2020

THE PROJECT COMMENCES

- Communication plan developed to increase Participant Engagement
- Retailers set up on the WWI platform ready to complete the survey
- Steering Committee & Consortium meetings became COVID focussed
- Social Network Analysis (SNA) completed on a monthly basis
- Milestone & quarterly report reviewed

COVID-19

The First Lockdown

Q2-2020

THE PROJECT IS PAUSED

- Steering Committee & Consortium meetings formed the connection with retailers while in lockdown
- Surveys are put on hold while team members are stood down
- Social Network Analysis (SNA) completed monthly
- Review milestone & quarterly report

COVID-19

The Lockdown Continues

Q3-2020

THE PROJECT RESTARTS

- Monash Uni and Superfriend come on board as Academic partner and subject matter experts to boost the depth of direction with the survey data and evaluation
- Delays in the reinstatement of the WWI survey portal for the retailers resulted in the Co-design timing being delayed also
- Steering Committee & Consortium meetings held to plan the the Co-design format and determine the participants
- While the delays are deferring the Co-design phase, the ARA Seeks training scalability through Accredited Retail Training Package and accesses Infection control Training that is contextualized for the Retail industry
- Successfully sought funding for Accredited Training Modules
- Milestone & quarterly report reviewed

COVID-19

The Second Lockdown Commences

Q4-2020

THE PROJECT SLOWLY MOVES FORWARD

- Delays waiting on access to the data slows the Academic report post the Co-design
- Steering Committee & Consortium meetings are Maintaining engagement while the frontline team members are returning to work in varying stages
- Infection Control training has become an important part of the Workwell training interventions as the COVID safe plans start to come into force
- The results from the survey assist also in the creation of the COVID safe training module (Infection Control and Dealing with Agressive and Abusive customers)

2021 - PLANS

- New retailers to participate in the WWI survey.
- Greater awareness of mental wellbeing as a priority in frontline workers
- The pans for 2021 are on track to see the monitoring and evaluation of training already with work forces as well as introducing new frontline workers to the survey and identifying and implementing prevention strategies to assist in the new Post Lockdown retail world.

WORKWELL BASELINE SURVEY

RESULTS BY WORK RELATED FACTOR



SURVEY RESULTS

These businesses have submitted over 200 responses to the baseline survey that will give us such good core information to commence building solutions and interventions.

The overall results of the survey are represented via the Work related factors that contribute to the mental health of frontline team members.



WHAT HAS BEEN LEARNT

From WorkWell Project

Flexibility, Resilience and Communication are the 3 main learnings the ARA Learning network has made over the first year of the Workwell project.

Decisions about deferring the program or continuing was really made for us when the Retailers we were working with were all closed shortly after the lockdown was announced.

Understanding that this time and these events were in fact of extreme importance as part of the **ongoing learning of the Workwell project**. The impact to the psychological safety of the frontline retail staff was very real and immediate. This meant maintaining engagement with the Retailers gave us very good insights into the mental challenges their teams were facing through each stage.

The flexibility shown in **understand and implement the Infection Control training** that would reduce workplace stress as the front line members returned has given us opportunities to seek more data from the year 1 and year 2 retailers to compare.

CHALLENGE

#01

COVID - 19 means progress is paused

- Retailers priorities shifted as the first lockdown was instigated.
- Retailers that were part of the Baseline survey group decided to defer that commitment
- As the retailers closed for the duration, keeping the communication channels open was really difficult but definitely worthwhile

CHALLENGE

#02

- Delays in restarting the program pushed all the activities too close to Christmas
- Retailers were unable to access the baseline survey via the portal.
- Retailers that were committed to returning to the program did not.
- New retailers did not commence with the survey as the timing was too close to Christmas.

OVERCOME

#01

Discussion with Workwell allowed the pause in the program as more time was created post the completion date. This allowed us to monitor and evaluate how the retailers were faring by regular communication and mitigate the downturn in results with plans for more retailers to join

OVERCOME

#02

- Currently working through this challenge
- Preempting the Co-design SME and Academic report with the introduction of training solutions to meet the needs of front line workers in reducing workplace stress and having a positive impact on the psychological safety of the teams

PLAN

#01

Year 2 Recommence program with tighter turn around times for new retailers

PLAN

#02

Monitor and Review the interventions implemented in Year 1 though survey and interviews. Compare the yearly results of the impact on frontline workers at the completion of the program

LONG TERM PLAN

The ARA plans to make long-term and sustainable change through the creation and frequent evolution of resources and ongoing learning, promotions, campaigns and events, support and information and the continual development of the learning network's strategy's, programs and resources.

PREVENTION STRATEGIES

Workplace violence and aggression

Area of influence

Area of control

TIMEFRAME

0 - 3 MONTHS

LOYALTY / THANK YOU PROGRAM

Loyalty program messaging

Thank you card program

Behavioural nudge messaging

SIGNAGE

Overhead signs

Customer facing signs

Online and in store customer

Contact point signage

TIMEFRAME

3 - 6 MONTHS

Positive reinforcement

CUSTOMER SATISFACTION PROGRAM

Behaviour models using teenagers and casual employees to model behaviour to adults

Good behaviour rewarded with \$ savings

Role model respectful behaviour

CUSTOMER SATISFACTION PROGRAM

Respectful behaviour promoted through company values

Website supports civil and respectful behaviour

TIMEFRAME

6+ MONTHS

Industry campaign

BUILD GUIDELINES FOR RETAIL ENVIRONMENT

United retail front

Industry alliance

Advertising campaigns

Public awareness

Social media campaign

BUILD GUIDELINES FOR RETAIL ENVIRONMENT

Feedback opportunities to improve service

Advertising campaigns

Public awareness