# Small Business Worker Self - Assessment Tool

Supporting tool for the Victorian Mentally Healthy Workplaces Framework

Victorian Government

**Acknowledgement of Country**

We acknowledge the First Peoples of the lands and waters across Victoria and their ongoing strength in practising the world's oldest living culture. We acknowledge the Traditional Owners of the lands and waters on which we live and work and pay our respect to their Elders past and present.

We recognise that poor mental health disproportionately affects First Peoples' communities. Further, there are long-lasting, far-reaching and intergenerational consequences of the dispossession of First Peoples and their Country that are a direct result of colonisation and the establishment of the State of Victoria. This history, and the systems it gave rise to, continue to harm First Peoples today. It is only through community-led approaches to supporting healing and structural transformation to enable true self-determination that we can begin to right the wrongs of the past.

**Acknowledgement of Lived and Living Experience**

We acknowledge people with lived experience of mental ill-health and recovery and the experience of people who have been carers, families, or supporters. Some of the most powerful evidence to the Royal Commission into Victoria's Mental Health System came from the personal experience of people living with mental ill-health, their families, and carers. There has been extraordinary determination and courage as people have revisited painful memories in the hope of shaping a better future for themselves and others. We and other Victorians are deeply appreciative for this.

This website uses language to describe and discuss themes and concepts relating to mental health, but we acknowledge others might use different words to communicate their experience which are also valid.

**Disclaimer**

This guide is intended for general information and guidance purposes only and should not be considered or relied upon as an official compliance tool or advice. Using this guide does not ensure compliance with Occupational Health & Safety (OHS) regulations under the Occupational Health and Safety Act 2004. Additional resources such as those provided by WorkSafe Victoria need to be considered / adopted to abide by regulations.

While efforts have been made to ensure information presented is accurate and reliable, it is important to note that laws, regulations and requirements can change over time and may vary by jurisdiction.

This guide does not constitute legal, professional or regulatory advice. It is recommended that you consult the appropriate jurisdictional resources and consult with qualified legal or compliance professionals if you require specific compliance and regulatory guidance.

**Crisis support services**

If you or someone you know or work with are experiencing a mental health crisis, please contact one of these 24 hours, 7 days services

Lifeline: 13 11 14
Suicide Call Back Service: 1300 659 467
Beyond Blue: 1300 224 636
MensLine Australia: 1300 789 978
QLife: 1800 184 527 (3pm to midnight daily)
Kids Helpline: 1800 551 800
13YARN: 13 92 76

## Key terms and their meaning:

**Business Types:** This framework has been developed for all Victorian Businesses, including sole-traders, small business, not-for-profit organisations, for profit organisations, government organisations and volunteer organisations. Either the term "**workplaces**" or "**organisations**" has been used in this framework as a catch-all to represent all different types of businesses and places where people conduct work. Unless specifically mentioned, the information provided is guidance for all Victorian business types and all workplace types, including working from home or remote work, and working outdoors.

**Employment Type:** This framework has been developed for all Victorians engaged in work. It recognises that people are engaged in work as full-time, part-time or casual employees, self-employed, contractors, volunteers and other types of work. The term "**worker**" has been used in this framework to represent all different ways Victorians are engaged in work. This includes all forms of work, including short term, casual, irregular or insecure work.

# Small Businesses

## Leadership and Accountability

**Leaders in my workplace:**

| | Always (5) | Usually (4) | Sometimes (3) | Rarely (2) | Never (1) |
|---|---|---|---|---|---|
| 1. Visibly role model good mental health and wellbeing practices at work | ☐ | ☐ | ☐ | ☐ | ☐ |
| 2. Appear to balance both their professional and personal priorities well | ☐ | ☐ | ☐ | ☐ | ☐ |
| 3. Are available to their workers, and are willing to listen to worker mental health and wellbeing concerns | ☐ | ☐ | ☐ | ☐ | ☐ |
| 4. Are capable and confident in responding to worker mental health and wellbeing concerns | ☐ | ☐ | ☐ | ☐ | ☐ |
| 5. Appear empowered to safely speak about their lived experience and career learnings in the workplace | ☐ | ☐ | ☐ | ☐ | ☐ |

**DOMAIN SCORE** — /25

# Culture

| In my workplace: | **5** Always | **4** Usually | **3** Sometimes | **2** Rarely | **1** Never |
|---|---|---|---|---|---|
| 1. The organisation's purpose is well understood | ☐ | ☐ | ☐ | ☐ | ☐ |
| 2. Roles and accountabilities are clearly communicated to us | ☐ | ☐ | ☐ | ☐ | ☐ |
| 3. Workers are comfortable speaking openly about their needs at work, including those impacting their mental health and wellbeing | ☐ | ☐ | ☐ | ☐ | ☐ |
| 4. We have an open, honest and trusting environment and we are supported to foster this within our teams | ☐ | ☐ | ☐ | ☐ | ☐ |
| 5. We feel confident that our concerns will be taken seriously and that we will not be negatively impacted by raising them. | ☐ | ☐ | ☐ | ☐ | ☐ |

**DOMAIN SCORE** /25

# Policies and Practices

**In my workplace, policies and practices:**

| | Always (5) | Usually (4) | Sometimes (3) | Rarely (2) | Never (1) |
|---|:---:|:---:|:---:|:---:|:---:|
| 1. Provide workers with access to adequate support services to manage their mental health and wellbeing at work (e.g. counselling) | ☐ | ☐ | ☐ | ☐ | ☐ |
| 2. Are co-designed with workers, particularly those impacted by them | ☐ | ☐ | ☐ | ☐ | ☐ |
| 3. Are relevant to our needs and are easily accessible to workers | ☐ | ☐ | ☐ | ☐ | ☐ |
| 4. Supports workers to feel comfortable raising challenges or concerns in a safe environment | ☐ | ☐ | ☐ | ☐ | ☐ |
| 5. Are designed to allow workers to prioritise their wellbeing | ☐ | ☐ | ☐ | ☐ | ☐ |

**DOMAIN SCORE** /25

# Education and Capability

**In my workplace:**

| | Always | Usually | Sometimes | Rarely | Never |
|---|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 |
| 1. Workers understand/recognise signs of reducing and poor mental health and wellbeing, and know how to manage this for themselves (including accessing support and help seeking) | ☐ | ☐ | ☐ | ☐ | ☐ |
| 2. Workers know how to recognise and respond to other peoples' wellbeing needs in a timely manner | ☐ | ☐ | ☐ | ☐ | ☐ |
| 3. Training is available to all leaders and workers that builds capability and confidence to identify and manage the mental health and wellbeing at work | ☐ | ☐ | ☐ | ☐ | ☐ |
| 4. There are strategies in place to proactively monitor and prioritise mental health and wellbeing during times of increased workload/stress | ☐ | ☐ | ☐ | ☐ | ☐ |
| 5. We have access to tools and resources to create a mentally healthy workplace | ☐ | ☐ | ☐ | ☐ | ☐ |

**DOMAIN SCORE** /25

# Inclusion

**In my workplace:**

| | Always (5) | Usually (4) | Sometimes (3) | Rarely (2) | Never (1) |
|---|---|---|---|---|---|
| 1. Needs and preferences of workers are respected and supported | ☐ | ☐ | ☐ | ☐ | ☐ |
| 2. Opportunities exist for workers to build strong interpersonal relationships | ☐ | ☐ | ☐ | ☐ | ☐ |
| 3. There is a strong sense of belonging and connectedness amongst all workers | ☐ | ☐ | ☐ | ☐ | ☐ |
| 4. Wellbeing programs and initiatives are relevant to and easily accessed by all workers | ☐ | ☐ | ☐ | ☐ | ☐ |
| 5. Wellbeing programs and initiatives are tailored to meet the unique needs of workers from diverse backgrounds | ☐ | ☐ | ☐ | ☐ | ☐ |

**DOMAIN SCORE** /25

# Risk Prevention

**In my workplace:**

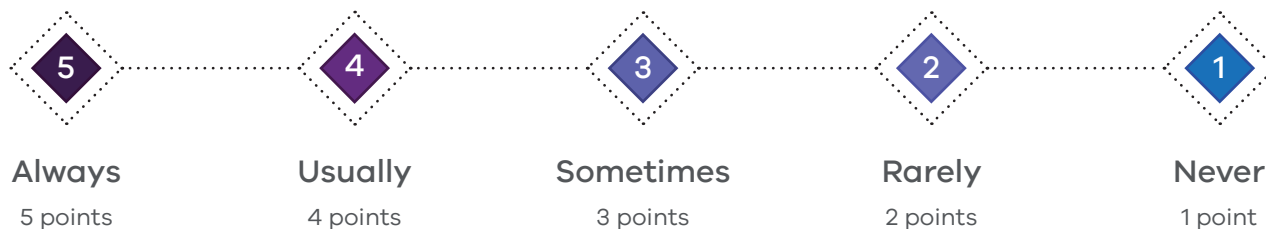| | Always (5) | Usually (4) | Sometimes (3) | Rarely (2) | Never (1) |
|---|---|---|---|---|---|
| 1. Workers are actively involved in identifying workplace risks or hazards that affect them | ☐ | ☐ | ☐ | ☐ | ☐ |
| 2. Hazards related to physical wellbeing, and mental health and wellbeing are proactively managed, allowing workers to share their thoughts and raise issues | ☐ | ☐ | ☐ | ☐ | ☐ |
| 3. Workers are appropriately trained to identify aspects of work that may cause physical or psychological harm and associated risks | ☐ | ☐ | ☐ | ☐ | ☐ |
| 4. There are clear processes in place on how to monitor, measure, and transparently report on psychosocial hazards at work | ☐ | ☐ | ☐ | ☐ | ☐ |
| 5. Workers are made aware of the organisation's commitment to support our mental health and wellbeing at work | ☐ | ☐ | ☐ | ☐ | ☐ |

**DOMAIN SCORE**                    /25

# Scoring

Where a business scores below 25 for a domain, it is important for the business to review their scores for each behaviour within the domain to understand which behaviours have been rated more favourably (e.g. "Always" or "Usually"). The behaviours that have been rated less favourably (Rarely or Never) indicate areas that should be prioritised for improvement within that domain. Each answer will achieve between 1-5 points based on the ratings as follows:

| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|
| **Always** | **Usually** | **Sometimes** | **Rarely** | **Never** |
| 5 points | 4 points | 3 points | 2 points | 1 point |

### Keep Going: (scoring results: 20-25 for a domain)

Where responses are predominantly "Always" or "Usually" (achieving an average score between 20-25), it is recommended that you continue to undertake and promote those behaviours using the current approach - as this score indicates the behaviour is working well.

### Need to focus actions: (scoring results: 5-19 for a domain)

Where items have been predominantly rated lower on the scale (achieving an average score between 5-19) for a particular domain, this suggests further actions are likely to be required. Below are resources that will guide you on the key actions areas that may help you improve.

In circumstances where multiple people have completed the tool within one business, it is suggested to average all the scores from participants, within each domain. For example, if an individual has responded with "Always" on 3 out of 5 questions and "Never" for the remaining 2 out of 5 questions for 'Leadership and accountability', giving a total score of 21 out of 25, while another participant's responses result in a total score of 19 out of 25, the overall score for that domain is the average of the two scores amounting to 20 out of 25 (assuming only 2 people completed the tool).

To help you understand your final scores for your business under each domain, the Scoring Card that has been attached as 'Attachment A' can be used to calculate the average responses.

You may seek to retake this survey every six months / one year to track progress over time, be proactive in addressing future potential issues, and knowing how to prioritise key actions.

# Scoring (Continued)

| Domain | Scores | | | | | | | | | | | | | | | | | | | | | Final Score |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | eg. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | |
| Leadership and Accountability | 21 | | | | | | | | | | | | | | | | | | | | | |
| Culture | 18 | | | | | | | | | | | | | | | | | | | | | |
| Policies and Practices | 16 | | | | | | | | | | | | | | | | | | | | | |
| Education and Capability | 18 | | | | | | | | | | | | | | | | | | | | | |
| Inclusion | 19 | | | | | | | | | | | | | | | | | | | | | |
| Risk Prevention | 22 | | | | | | | | | | | | | | | | | | | | | |

*Small Business Assessment Tool - Scoring Card*

## Resources to help you grow:

If **Leadership and Accountability** behaviours have been rated less favourably (eg a low-middle score overall or specific behaviours rated Rarely or Never) that could indicate that those areas should be prioritised for improvement. Resources that could help you include:

- Beyond Blue, NewAccess for Small Business Owners
- National Mental Health Commission, Mentally Healthy Workplaces, Principles of mentally healthy leadership
- Ahead for Business helps small business owners take action on their mental health and wellbeing through personalised resources and tools tailored to their specific needs
- Victorian Public Sector Commission Wellbeing Toolkit, Caring for yourself
- Black Dog Institute, Workplace Mental Health for Leaders (paid eLearn)

If **Culture** behaviours have been rated less favourably (eg a low-middle score overall or specific behaviours rated Rarely or Never) that could indicate that those areas should be prioritised for improvement. Resources that could help you include:

- SafeWork, Leadership and culture
- National Mental Health Commission, Mentally Healthy Workplaces, How culture affects psychosocial risk
- Allianz, Awareness into Action: A Holistic Approach to Cultivating Mentally Healthy Workplaces in Australia
- Victorian Public Sector Commission Wellbeing Toolkit:
  - Team Culture
  - How to talk with someone about their wellbeing

If **Policies and Practices** behaviours have been rated less favourably (eg a low-middle score overall or specific behaviours rated Rarely or Never) that could indicate that those areas should be prioritised for improvement. Resources that could help you include:

- SafeWork, Model Code of Practice: Managing psychosocial hazards at work
- SafeWork, Preventing workplace sexual harassment – guidance for small business
- The Centre for Transformative Work Design, How to Lead Flexible Work: A Guide to Successful Policy and Practice
- Beyond Blue, Workplace bullying, harassment and mental health

If **Education and Capability** behaviours have been rated less favourably (eg a low-middle score overall or specific behaviours rated Rarely or Never) that could indicate that those areas should be prioritised for improvement. Resources that could help you include:

- National Mental Health Commission, Mentally Health Workplaces
- Australian Small Business and Family Enterprise Ombudsman, Mental Health
- Beyond Blue, How to talk to someone you're worried about
- Victorian Public Sector Commission Wellbeing Toolkit, Reward and Recognition

If **Inclusion** behaviours have been rated less favourably (eg a low-middle score overall or specific behaviours rated Rarely or Never) that could indicate that those areas should be prioritised for improvement. Resources that could help you include:

- Australian Human Rights Commission, Employers Toolkits, guidelines and other resources
- Business.gov.au, Equal opportunity and diversity
- Black Dog Institute, Supporting young workers mental health in the workplace (webinar)
- Victorian Public Sector Commission Wellbeing Toolkit
    - Diverse and Inclusive Teams
    - 5 things to do to be an inclusive people manager
    - How to run inclusive meetings
    - Employees with a disability

If **Risk Prevention** behaviours have been rated less favourably (eg a low-middle score overall or specific behaviours rated Rarely or Never) that could indicate that those areas should be prioritised for improvement. Resources that could help you include:

- SafeWork, Managing psychosocial hazards at work
- Victorian Public Sector Commission Wellbeing Toolkit, Safe and Empathetic Work Environments
- Victorian Public Sector Commission Wellbeing Toolkit:
    - Workloads and Performance
    - Work Life Balance and Remote Work
- Black Dog Institute, Expert Insights for Workplaces (webinars):
    - Managing Psychosocial Risk Factors at Work
    - Focus on prevention and early intervention