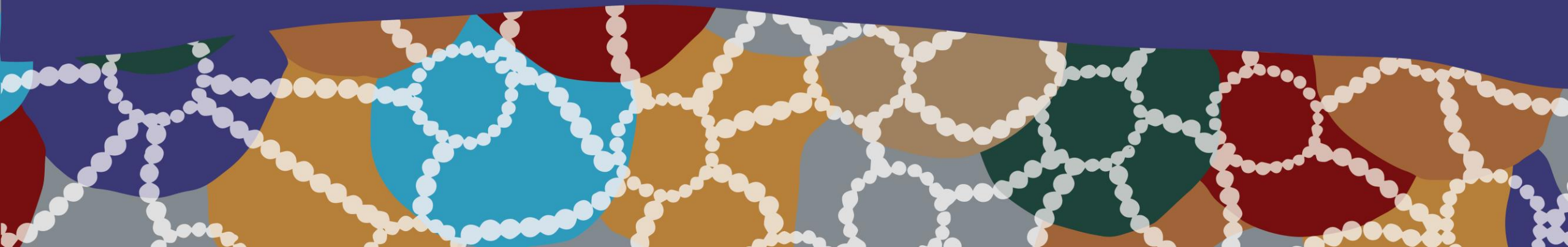


Building shelter from the perfect storm

Understanding psychological injury risks and responsibilities, and the supports your centre should provide

CLC Queensland Leadership Forum – November 2022



knowmore Legal Service Limited | ABN 34 639 490 912 | ACN 639 490 912.
knowmore is funded by the Commonwealth Government, represented by
the Attorney-General's Department, the Department of Social Services and
the National Indigenous Australians Agency.

Image inspired by original artwork by Dean Bell depicting knowmore's
connection to the towns, cities, missions and settlements within Australia.



Acknowledgment of Country

We acknowledge and pay respects to Traditional Owners of the lands and waters across Australia on which we live and work. We pay our deep respects to Elders, past and present for their ongoing leadership and advocacy.

**We also acknowledge and pay our respects to all
Aboriginal and/or Torres Strait Islander people
joining us today.**



Overview

What we will cover

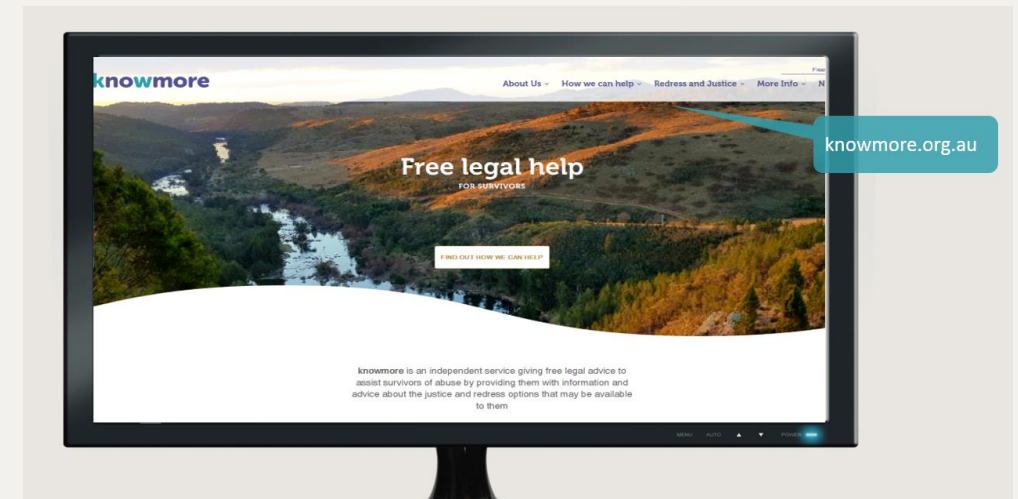
SESSION ONE

- ✓ Understanding psychological injury risk and legal responsibilities for community legal centres;
- ✓ The role of the Board and CEO;

SESSION TWO

- ✓ What supports workers need;
- ✓ Preparing your workforce for culture shifts and practice change;
- ✓ Tackling the realities of implementation.

- knowmore Legal Service was set up via Australian Government funding in 2013, to assist people engaging with the Royal Commission into Institutional Responses to Child Sexual Abuse. We were due to wind up in early 2018, but were then funded by the Australian Government to provide legal support services for people considering their redress options, including under the National Redress Scheme. This has recently been expanded to also include non-institutional child sexual abuse survivors, and those eligible for the Territories Stolen Generation Redress Scheme.
- We are a national service with offices in Brisbane, Melbourne, Sydney, Perth and Adelaide (and an office opening soon in Darwin) and outreach throughout Australia.
- We have a multidisciplinary model including:
 - Lawyers
 - Intake workers
 - Social work and counselling staff
 - Aboriginal and Torres Strait Islander Engagement Advisors; and
 - Financial Counsellors



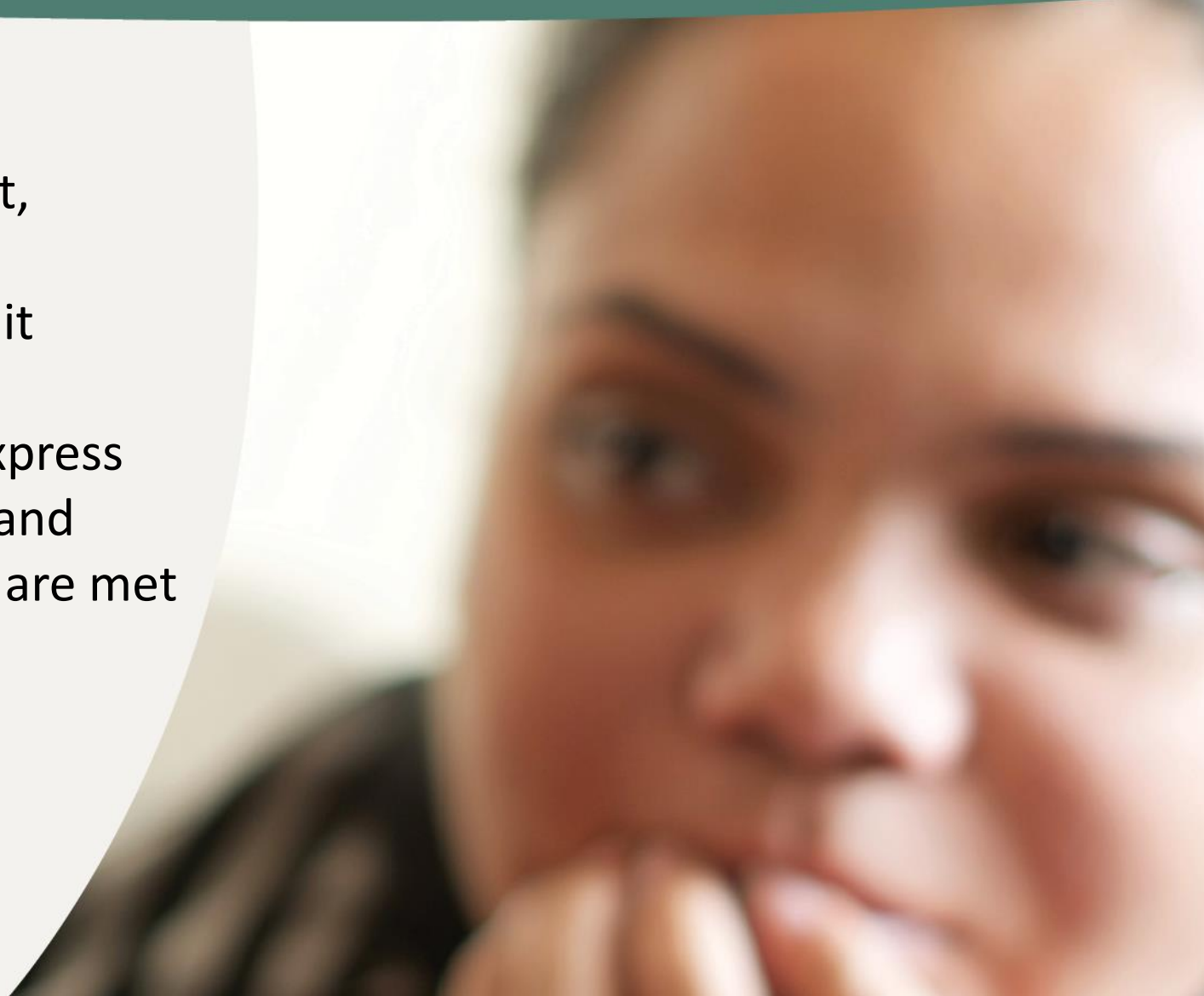
We are ***trauma-informed, culturally safe and person-centred.***

We believe all three weave together to ensure we respond best to our client group's needs and limit their re-traumatisation.

We actively seek to reduce the silos between our disciplines so that we wrap around the people we serve, instead of asking them to navigate our services on their own.

What is cultural safety?

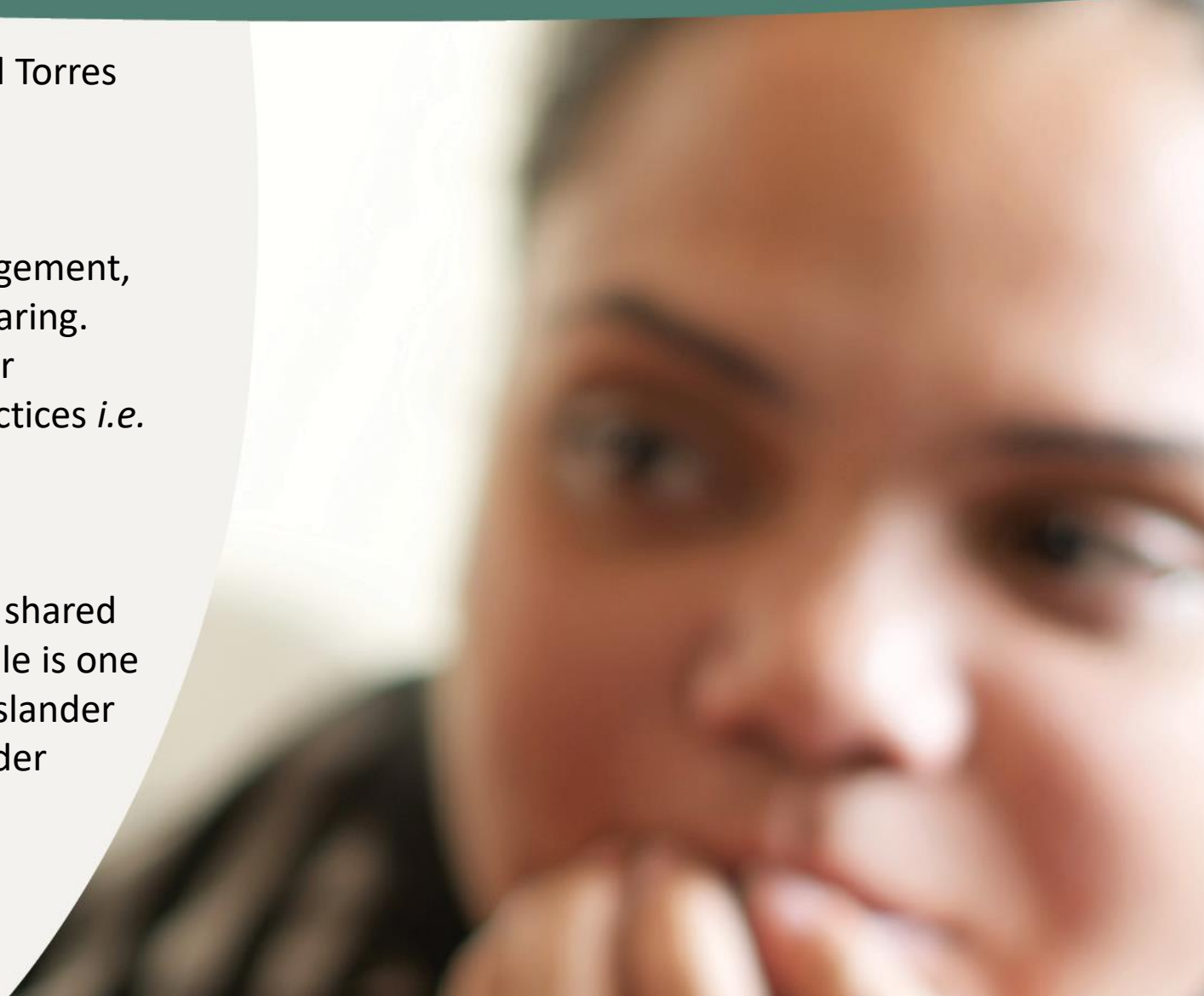
Cultural Safety is when there is no assault, challenge or denial on a person's cultural identity. For Aboriginal and/or Torres Strait Islander peoples, **cultural safety** is an environment in which one feels safe to express themselves spiritually, socially, culturally and emotionally in which their cultural needs are met and respected.



What is a culturally safe workplace?

A **culturally safe** work environment for Aboriginal and Torres Strait Islander employees is an environment that is:

- Safe from harm and cultural re-traumatisation
- Focused on capacity building over symptom management, with a strong focus on collaboration and power sharing.
- Supportive and facilitates a culturally safe space for employees to be active participants in cultural practices *i.e. sorry business*.
- Actively addressing racism (*both consciously and unconsciously*) within the workplace.
- Focused on building trust – the collective memory shared by many Aboriginal and Torres Strait Islander people is one of mis-trust between Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander peoples.

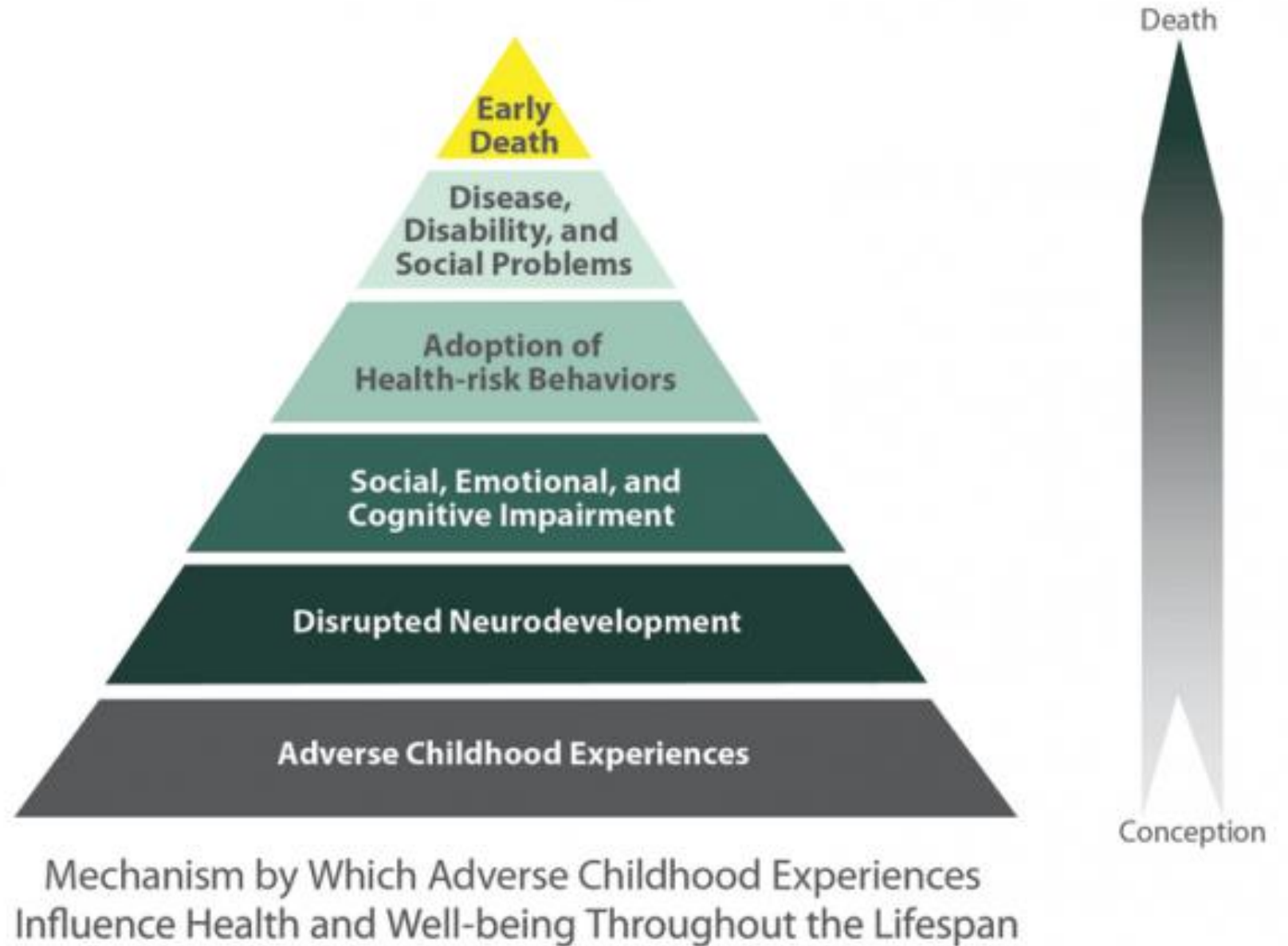


Trauma informed practice



- Means that we work in a way that recognises the impacts that trauma has had on the lives of who we serve, ensures we have the right skills to work well with them, seeks to reduce risks of re-traumatisation for clients and vicarious trauma for staff and wherever possible to stay engaged and keep clients and ourselves in our window of tolerance so that our legal work can be safe and helpful;
- We advocate for a trauma-informed ‘stance’ or approach/practice for our sector: none of us are in the business of treating trauma symptoms (trauma-informed care) but we can and should be, trauma-aware;
- PEOPLE MOVE IN AND OUT OF WELLNESS AND RECOVERY IS ALWAYS POSSIBLE “WE ARE ALL IN RECOVERY”
- **SAFETY, TRUST, CHOICE, EMPOWERMENT, COLLABORATION ARE THE CORNERSTONE OF HOW WE WORK**
(www.blueknot.org.au)

**Relationship of
Childhood Abuse
and Household
Dysfunction to
Many of the
Leading Causes of
Death in Adults
The Adverse
Childhood
Experiences (ACE)
Study**



The Perfect Storm



“a particularly violent storm arising from a rare combination of adverse meteorological factors;

an especially bad situation caused by a combination of unfavourable circumstances” (Oxford dictionary)

The Perfect Storm was a phrase first adapted by knowmore for a presentation to the 2018 NACLC conference to try and describe the unique stressors and pressures of regular work with complex trauma survivors in a legal setting. Although we were originally describing our own storm, we soon realised we shared it with many others in our sector.

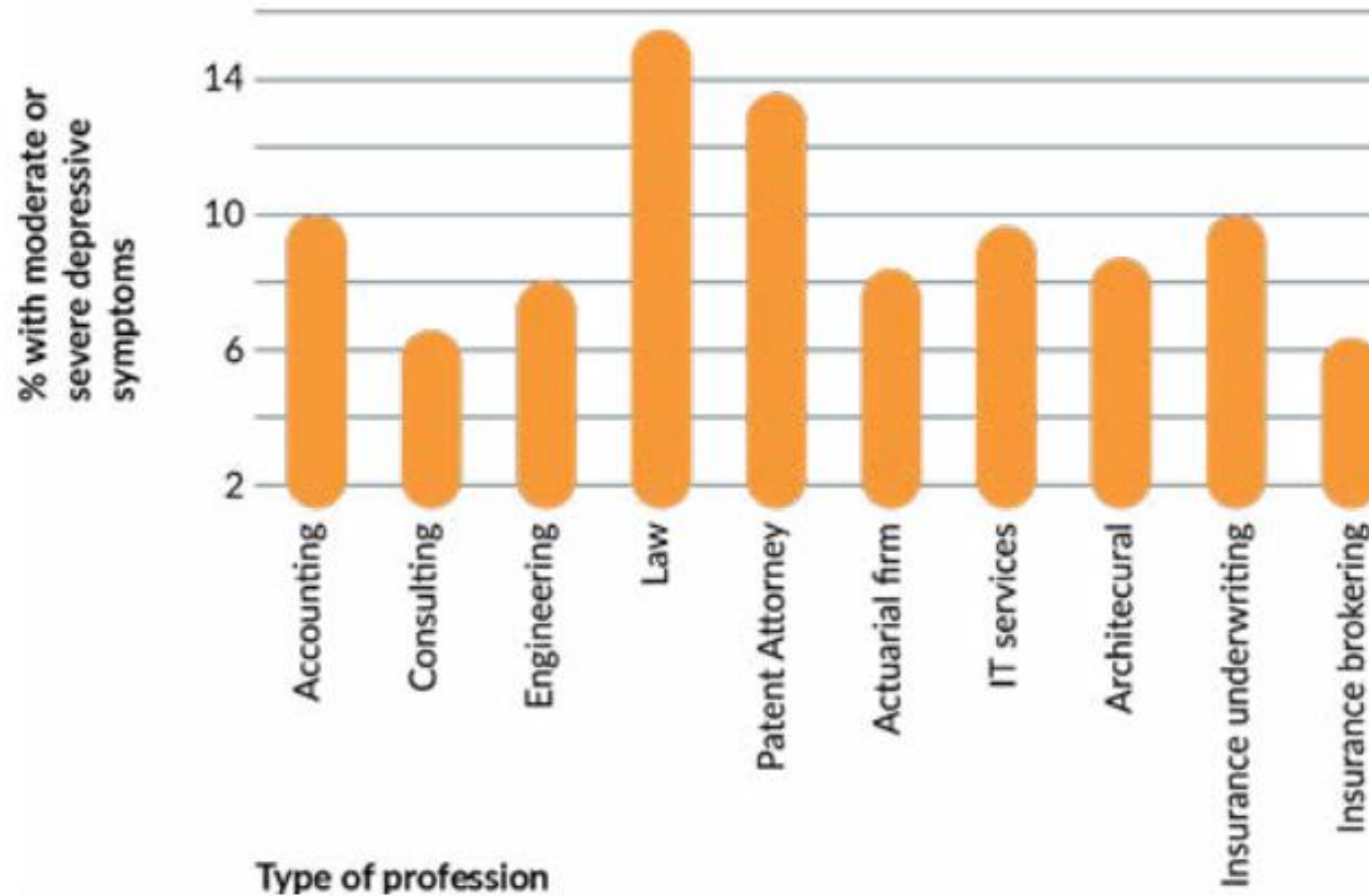
The Supercell: COVID-19 as a whole of community sustained stress/trauma

For CLC staff, we recognise:

- The potential impacts of managing their own COVID-19 community trauma responses while talking to a traumatised client population who themselves are more likely to have their complex trauma responses elevated (due to all of the above);
- That the nature of those discussions, may also be about highly traumatic experiences;
- That these interactions are occurring in isolation, without the usual office-based support of colleagues and line managers;
- That they are occurring in their home environment (which for most is usually their 'sanctuary' from work); and
- That they may also be coinciding with enhanced demands for those in caregiver roles including those with young/school aged children, elderly relatives or others who require additional support
- The heightened impacts over time of border closures, lockdowns and other restrictions that result in disenfranchised grief
- ***For those in leadership, there have also been unique and ever-changing disruptions and challenges that often require diversion of attention and constant crisis management. The fatigue this creates over time is real.***

It is widely recognised that the mental health of the legal profession is amongst the worst of any profession in Australia. With 33% of lawyers and 20% of barristers suffering disability and distress due to depression, poor help-seeking behaviours, challenging sector and workplace cultures continue to see lawyers more likely to let their symptoms go untreated, self-medicate with alcohol and, most concerning, suffer rates of suicidal ideation and completion higher than any other professional group.

Beyond Blue/Beaton consulting survey (2006)



How its tracking: pandemic impacts

Pandemic mental health toll on lawyers revealed



Lawyers reported declining rates of mental wellbeing and have struggled to focus amid extended lockdowns, according to a recent survey conducted by Australian lawyer Amelia Schubach.

In a sample of 440 lawyers working around Australia, with 82 per cent responding from locked-down areas when surveyed in mid-September, the average mental wellbeing rating reported was 3.82 out of 10. This was a decline from 5.25 when the same survey was carried out in May last year.

Almost all – 93 per cent – respondents said they had been struggling to focus more than usual, which was up from 73 per cent last year. Sixty-three per cent said they were experiencing disrupted sleep. General productivity was, on average, reported at 40 per cent of usual levels.

<https://lsj.com.au/articles/pandemic-mental-health-toll-on-lawyers-revealed/>

How its tracking: Post pandemic

According to research from the World Health Organisation, the COVID-19 pandemic has led to 27.6 and 25.6 per cent in depression and anxiety, respectively, across the world.

The scientific brief: *Mental Health and COVID-19: Early evidence of the pandemic's impact*, states that "evidence suggests the pandemic and associated PHSMs have led to a worldwide increase in mental health problems, including widespread depression and anxiety".

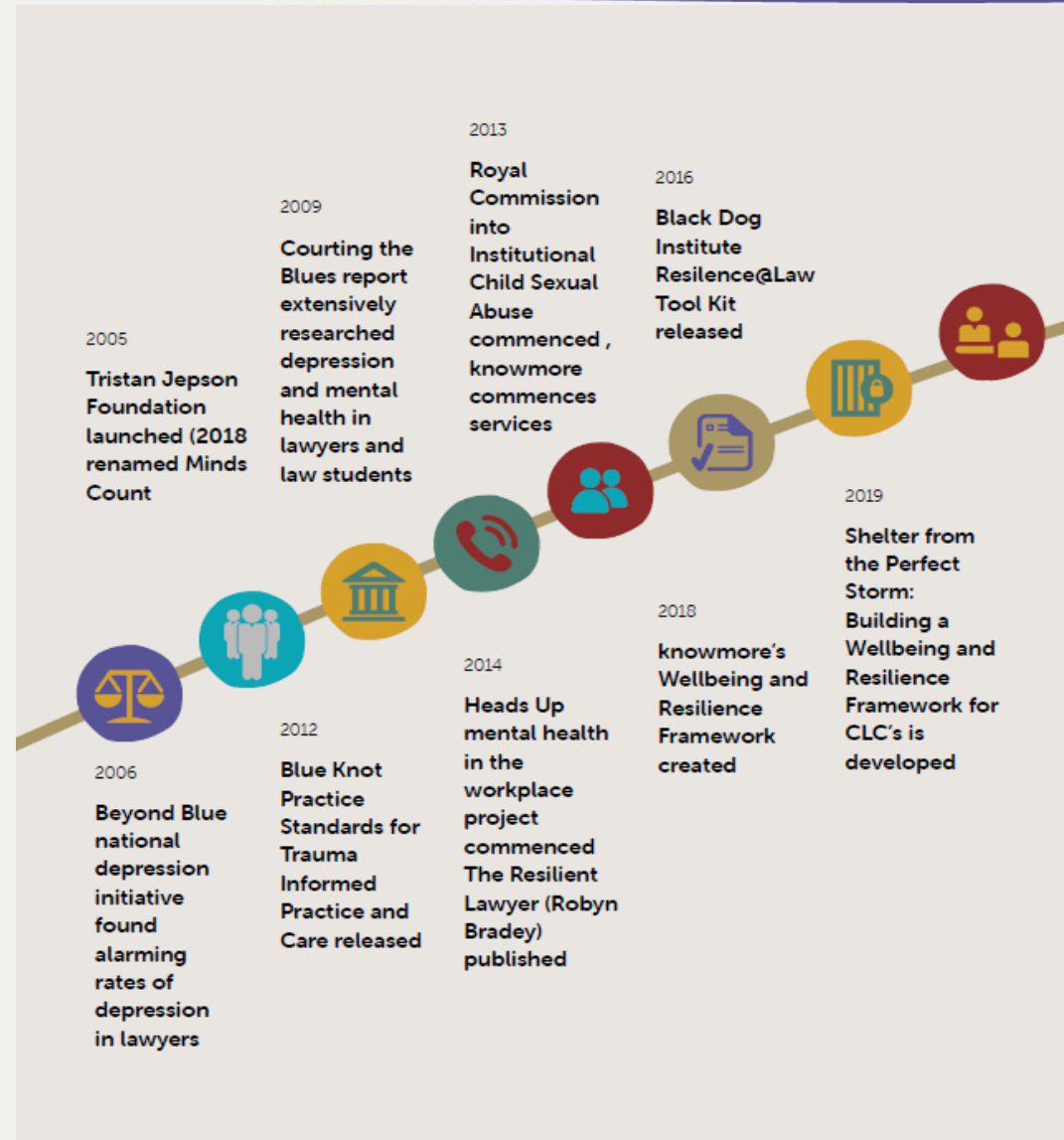
In addition, the Productivity Commission calculated that the direct costs of poor mental health to the Australian economy ranged from \$40 to \$70 billion annually. By 2025, it was estimated that the pandemic would cost the NSW economy alone up to \$7.4 billion in mental health and depression disorders among workers.

The decline in mental health across the globe, [as well as within the profession](#), said Kozarov Lawyers principal director Zagi Kozarov, has been due to the uncertainties and fears associated with the pandemic, as well as the mass lockdowns and negative economic effects of COVID-19.

"For many, the psychological impacts of the virus were generally associated with poor mental health, financial insecurities and the fear associated with losing our daily routine and social connections at that time. The legal profession has adapted amazingly to accommodate a digital environment during the pandemic. We have had to facilitate employees working from home and as a result, COVID has had a serious impact on the morale and wellbeing of some lawyers which I believe got worse to some extent as the pandemic dragged on. Having to switch to working from home had many lawyers feeling isolated, lack of motivation and having issues surrounding communication," she said.

<https://www.lawyersweekly.com.au/biglaw/35501-mental-health-is-a-365-day-issue>

The legal profession and addressing mental health, wellbeing and resilience



The bottom line \$\$\$

With limited resources it can be difficult to find the time and money to provide our people with all of the supports that we might wish to have in place to support their safety and wellbeing. In considering competing priorities it is useful to consider that *“workplaces with a positive approach to mental health and safety have increased productivity, improved worker engagement and are better able to recruit and retain talented people. They also have reduced absenteeism, risk of conflict, grievances, turnover, disability injury rates and performance or morale problems. Research has shown a potential return on investment of \$2.30 for every one dollar organisations invest in creating mentally healthy workplaces”* (Heads Up, Good Practice Framework for Mental Health and Wellbeing in First Responder Organisations (beyondblue, 2016) 5)

Secondary traumatic stress, vicarious trauma, compassion fatigue and burnout

Secondary traumatic stress *“refers to negative though predicatable and treatable psychological consequences of working with, and proximity to, suffering people”* (Bloom, 2011)

Vicarious trauma is a normal outcome of exposure to traumatic content or trauma symptoms or responses, and is a natural consequence of having empathy for others. *“the negative transformation in the helper that results [across time] from empathic engagement with trauma survivors and trauma material, combined with a commitment or responsibility to help them”* (Pearlman & Caringi, 2009:202-203).

Compassion fatigue is the depletion over time of empathy reserves that can arise from helping other people

Burnout is a state of emotional, physical and mental exhaustion caused by excessive and prolonged stress, occurring when a worker feels overwhelmed, emotionally drained and unable to meet demands. It is literally about not having anything left to burn.

Burnout

Burnout often **results from a misalignment of input and output**; you get burnt out when you feel like you're putting more into your work than you're getting out of it.



The twelve stages of burnout

1. Excessive drive/ambition. Common for people starting a new job or undertaking a novel task, too much ambition can lead to burnout.

2. Pushing yourself to work harder. Ambition pushes you to work harder.

3. Neglecting your own needs. You begin to sacrifice self-care like sleep, exercise, and eating well.

4. Displacement of conflict. Instead of acknowledging that you're pushing yourself to the max, you blame your boss, the demands of your job, or colleagues for your troubles.

5. No time for nonwork-related needs. You begin to withdraw from family and friends.

6. Denial. Impatience with those around you mounts. Instead of taking responsibility for your behaviors, you blame others, seeing them as incompetent, lazy, and overbearing.

7. Withdrawal. Social invitations to parties, movies, and dinner dates start to feel burdensome, instead of enjoyable.

8. Behavioral changes. Those on the road to burnout may become more aggressive and snap at loved ones for no reason.

9. Depersonalization. Feeling detached from your life and your ability to control your life.

10. Inner emptiness or anxiety. Feeling empty or anxious. You may turn to thrill seeking behaviors to cope with this emotion, such as substance use, gambling, or overeating.

11. Depression. Life loses its meaning and you begin to feel hopeless.

12. Mental or physical collapse. This can impact your ability to cope. Mental health or medical attention may be necessary.

Who gets burnout?

- Anyone who's continually exposed to high levels of stress can experience burnout. Helping professionals, such as lawyers, social workers, first responders, doctors and nurses are especially vulnerable to this condition.
- Along with career-induced burnout, people caring for children can also have this type of extreme exhaustion. Just like doctors and business executives, mothers, fathers and caregivers can also burn out.
- Personality characteristics like needing to be in control, perfectionism, and being "Type A" can also increase your risk of burnout.

Burnout Symptoms

- **Exhaustion.** Feeling physically and emotionally depleted. Physical symptoms may include headaches, stomachaches, and appetite or sleeping changes.
- **Isolation.** People with burnout tend to feel overwhelmed. As a result, they may stop socializing and confiding in friends, family members, and co-workers.
- **Escape fantasies.** Dissatisfied with the never-ending demands of their jobs, people with burnout may fantasize about running away or going on a solo-vacation. In extreme cases, they may turn to drugs, alcohol, or food as a way to numb their emotional pain.
- **Irritability.** Burnout can cause people to lose their cool with friends, co-workers, and family members more easily. Coping with normal stressors like preparing for a work meeting, driving kids to school, and tending to household tasks also may start to feel insurmountable, especially when things don't go as planned.
- **Frequent illnesses.** Burnout, like other long-term stress, can lower your immune system, making you more susceptible to colds, the flu, and insomnia. Burnout can also lead to mental health concerns like depression and anxiety.

Three types of burnout

- **Overload burnout.** Linked to exhaustion, overload burnout is driven by the ambition to work harder to achieve success, frequently at a cost of personal life and even health;
- **Lack of development or under-challenge burnout.** As the name suggests, this type of burnout is caused by the lack of opportunities for personal or professional growth;
- **Neglect burnout.** Neglect burnout is a feeling of being helpless or inadequate that usually appears as a reaction to workplace challenges, and/or a lack of effective guidance and support.

Question: As a leader, have you ever noticed these different types of burnout? What different strategies might you use to address them?

The costs of burnout

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FOOTING THE BURNOUT BILL

\$10.9^{bn}

Cost of stress-related burnout to Australian businesses each year.

Source: Beyond Blue

40%

Proportion of lawyers who are likely or very likely to leave their current firms in the next year.

Source: Law360

33%

Proportion of Australian lawyers suffering disability and distress due to depression.

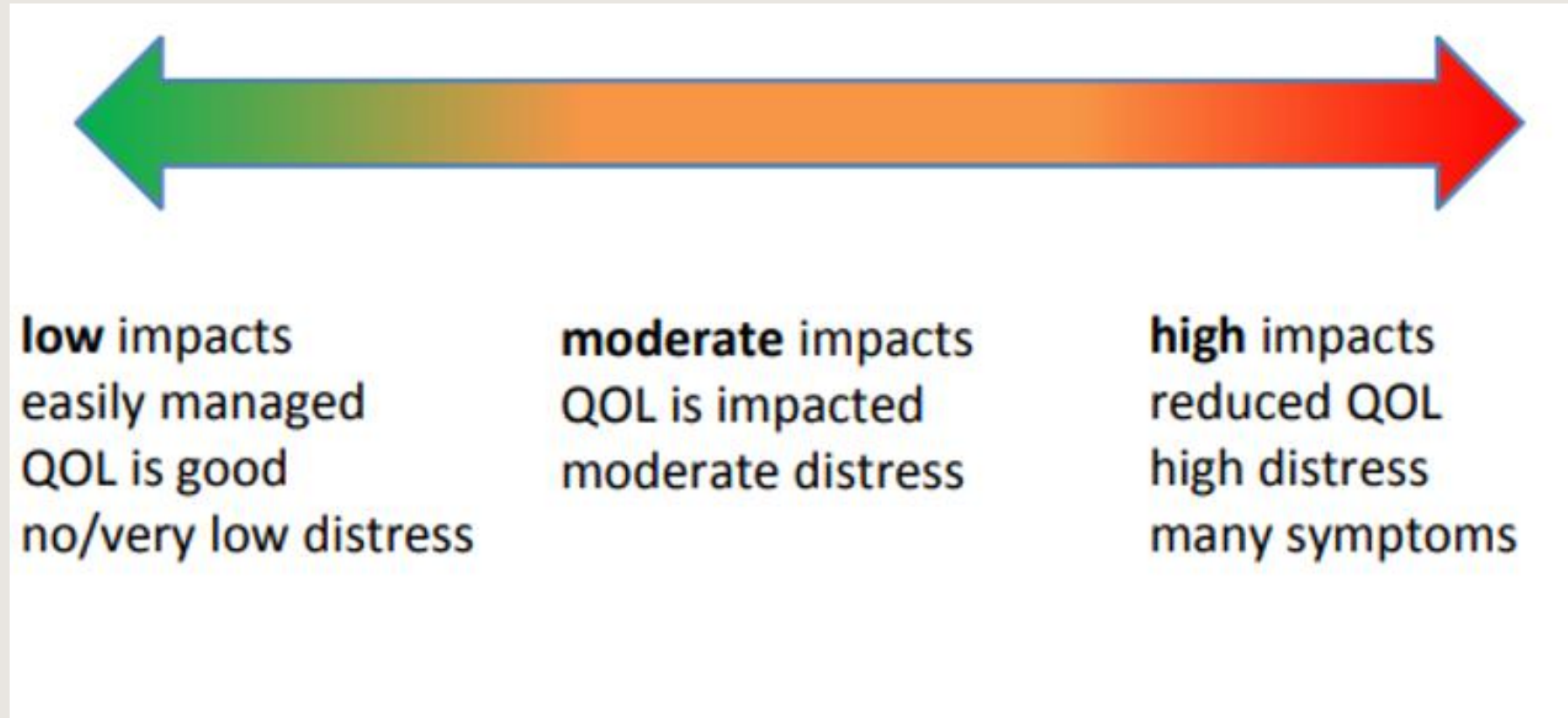
Source: Brain and Mind Research Institute

<https://lsj.com.au/articles/the-burnout-profession/>

"We carry the stories of trauma and they change our worldview. It is part of the human condition to be affected by the pain of others. Over time—and as a result of ongoing exposure to suffering—someone experiencing vicarious trauma may have the sense that all the upsetting things they see and hear are slowly seeping into their daily lives. It may seem as if something has shifted inside"

<https://www.joyfulheartfoundation.org/learn/vicarious-trauma/about-issue>

The Vicarious Trauma continuum



Useful self assessment tool: The Professional Quality of Life Survey

Common signs of VT

This is not an exhaustive list but it covers some of the common signs of vicarious trauma:

- Invasive thoughts of client's situation/distress
- Frustration/fear/anxiety/irritability
- Disturbed sleep/nightmares/racing thoughts
- Problems managing personal boundaries
- Taking on too great a sense of responsibility or feeling you need to overstep the boundaries of your role

Common signs of VT cont...

- Difficulty leaving work at the end of the day/noticing you can never leave on time
- Loss of connection with self and others/loss of a sense of own identity
- Increased time alone/a sense of needing to withdraw from others
- Increased need to control events/outcomes/others
- Loss of pleasure in daily activities

The effects of vicarious trauma vary from person to person. For some people, there may be a wide range of signs and symptoms, while others may experience problems in one particular area of their lives.

The costs of vicarious trauma in workplaces

- Are often harder to calculate, as they may be captured in other measures including burnout, turnover etc
- They also vary depending on the individual and their experience and impacts
- They are often less readily reported, due to a lack of awareness, a lack of reporting mechanism, or shame and/or fears of being judged
- What can be measured however is the individual's psychological injury, and we will discuss after the break some of the recent judgements that have been made in relation to this in workplaces in Australia

Let's take a 5 minute break

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What the law says: Legislative responsibility

For your employees, you must provide and maintain a working environment that is safe and free of risks to health, so far as is reasonably practicable

- *Work Health and Safety Act 2011 (Qld)* and Regulations (2011) and codes of practice
- “So far as is reasonably practicable” – see [WorkSafe guidance](#)
- Obligations extend to psychological health and safety.
- A new [Code of Practice](#) for managing the risk of psychosocial hazards at work will commence on 1 April 2023.

Areas of responsibility

Five main areas of responsibility:

1. Organisational matters
2. Training and supervision
3. Support
4. Health monitoring
5. Consultation

- Officeholders (principal solicitors, directors and management staff) are personally responsible as PCBU's for ensuring the employer meets its obligations
- A systemic approach – “provide and maintain safe systems of work” and a “work environment without risks to health and safety”
- A work environment must be fostered, led by senior staff, where workers are empowered to discuss impacts of their work upon their psychological wellbeing

- Workers must be trained and supervised to enable them to work safely
- Psychological safety or vicarious trauma training must be provided where relevant
- Senior staff must be trained to recognise and respond to psychological distress where relevant

In Model Law jurisdictions:

- Officeholders must be trained in relevant health and safety matters

In Model Law jurisdictions and Victoria:

- Workers must have access to adequate facilities for their welfare at work
- Support provided must be of adequate quality
- Consider extending reflective supervision requirements to all client-facing staff

In Model Law jurisdictions and Victoria:

- Employers must monitor workers' health and the workplace conditions to prevent injury or illness
- Signs of development of psychological distress must be addressed

- Workers must be consulted about health and safety matters
- Recommendations from health and safety advisors (such as a health and safety committee) should be implemented

In Victoria:

- Employers must engage or employ health and safety advisors

Kozarov v State of Victoria [2020] VCS 78; State of Victoria v Kozarov [2020] VSCA 301; [2022] HCA 12

- Plaintiff employed by Victorian Office of the DPP, in the Specialist Sexual Offences Unit. Claim for damages for psychiatric injury during the course of employment; alleging an unsafe system of work and failure by the employer to take reasonable steps to protect her from harm
- Plaintiff succeeded at trial. On appeal, C of A held a lack of causation between the employer's breach of duty and the exacerbation of K's psychiatric injury. Overturned in the High Court

- Where an employee is engaged to perform an occupation that presents an obvious and inherent risk of psychiatric injury and the employer has knowledge that employees face this risk in the performance of their duties,* a duty of care arises for the employer to take **proactive steps** in respect of employees performing that role to reduce their risk of psychiatric injury
- * this knowledge on the part of the State of Victoria was identified through the ODPP's policy on vicarious trauma, which recognised VT as an unavoidable consequence of the work, and the detrimental impacts VT can have on the staff member. The State was taken to have a "*lively appreciation*" of the serious risk of psychiatric injury

- As such 'no further warning signs were necessary' to oblige the employer to take reasonable steps to safeguard Ms K's mental health (which the employer failed to do)
- The HC's decision confirms that employers must take precautions to mitigate known risks to the health and safety of employees, including known risks arising from the nature of the work being undertaken, and which might arise from the date of commencement
- Key lesson = where the risk of psychological injury resulting from the performance of the employee's duties is obvious/well-established, it will be insufficient to seek to defend a claim on the basis that there were no signs that the particular employee was at risk of developing an injury. **You must take proactive and reasonable steps to safeguard employee's against psychological harm**

The measures found as required to be in place in response to the risks

- An active OH & S system/framework – follow-up; uphold internal policies in practice; rigorous training about risks attaching to the work and available organisational measures, managers identifying ‘red flags’, conducting welfare checks, referring for screening
- More intensive training for management and staff regarding the risks posed by VT and PTSD – fundamental to a proper system of work. Induction, heeding concerns of staff and responding promptly. ‘High-risk’ workplace.

The measures found as required to be in place in response to the risks

- A system of welfare checks/intervention accompanied by the offer of occupational screening in response to staff showing heightened risk – monitor for red flags, approach staff at heightened risk, risks attaching to the work need to be acknowledged as part of a welfare approach, to facilitate the option of screening
- a flexible approach to case/work allocation, especially where required in response to screening, including option of temporary or permanent rotation from the Unit, where appropriate

The judgments identify a range of factors that Courts must consider in determining the content and scope of the employer's duty to protect their employee from foreseeable risk of psychiatric harm, whether that duty has been breached and if so, if that breach caused the employee's psychiatric harm. Those factors include:

- The employment contract
- The nature and extent of the employee's work
- The assumption that an employee is capable of performing the job they are contracted to do
- The foreseeability of the risk of psychiatric harm in the particular workplace and for the particular employee
- Any notice to the employer, express or implied, that a particular employee is at risk of harm

- The measures that an employee has put in place to create a safe system of work
- Any other reasonable measure that an employer ought to have put in place to protect employees generally, or a specific employee
- The application of the *Shirt* calculus (a finding about the scope and content of an employer's duty of care to avoid psychiatric injury to an employee depends on the circumstances of the individual case. Consideration of measures must take into account the likely cost, practicality and convenience of such measures – *Wyang Shire Council v Shirt* (1980) HCA 12
- The likely effect the proposed measures would have had, if implemented, and whether they would have prevented the injury sustained.

YZ v Age Company [2019] VCC 148; Age Company v YZ (2019) VSCA 313

Another recitation of measures the employer needed to have in place – including training, formal peer support, rotation/transfer.

- Training of journalists as to nature of trauma, including a checklist of signs and symptoms. Training of managers in trauma awareness and detecting symptoms in staff
- Recognition of the literature relating to risk of psychological injury from exposure to trauma
- A risk management review had suggested a peer support program to complement the EAP (should have been heeded)
- Providing staff with training about dealing with ‘intrusions’ setting boundaries, and debriefing

- Allowing for immediate access to trained professionals as part of the EAP
- Considering implementation of programs undertaken at other agencies (e.g. the BBC)
- Changing the organisational culture, which discouraged reporting of psychological symptoms and distress
- Considering moving reporters, such as the plaintiff, who complained of symptoms (found this should have happened)
- Duty requires proactive as well as reactive steps to be taken

Other cases – *Koehler v Cerebos (Australia) Ltd [2005] HCA 15*; *State of NSW v Briggs [2016] NSWCA 344*; *Sills v State of NSW [2018] NSWDC*

Rule 37 “must exercise **reasonable supervision** over solicitors and all other employees engaged in the provision of the legal services

Tribunal in *Commissioner v Baker*: “The supervision required, however, **varies** according to the employee’s **experience**, qualifications and role, and with the type and **complexity** of the work”

See QLS *Supervision of practice and staff checklist* -
link <https://www.qls.com.au/Content-Collections/Checklists/Supervision-of-Practice-and-Staff-Checklist>

- Compliance issues – PCs etc
- Induction and training, performance review systems
- Scope of supervision
- Supervision training
- Mechanics
- Feedback
- File reviews

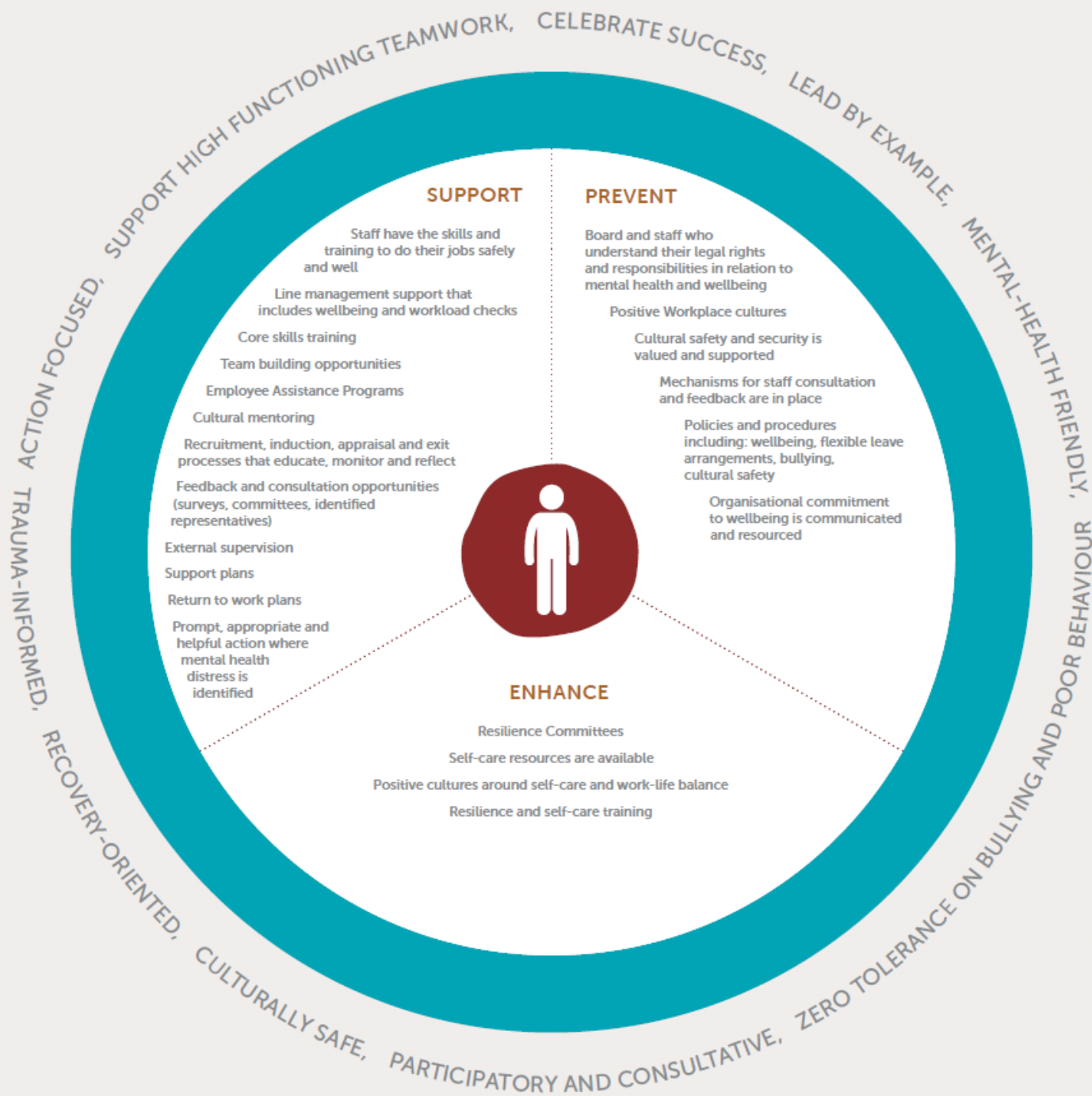
PREVENT, SUPPORT, ENHANCE

Best practice research on mental health in the workplace and understanding what the law says suggests we have three primary responsibilities. These are to:

PREVENT: to reduce risk factors for people in the course of their work

SUPPORT: to monitor mental health and wellbeing, and to act where required

ENHANCE: to build resilience and other protective factors for staff member



A CLC framework for supporting our people

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Image inspired by original artwork by Dean Bell depicting knowmore's connection to the towns, cities, missions and settlements within Australia.

Wellbeing and Resilience – Responsibilities and Action Plan

Prevent: to minimise risk

- Commit the organisation to wellbeing. Develop a statement of commitment. Utilise all appropriate opportunities to communicate this including annual reports & AGM's, funding reports, submissions, CLE
- Create a cultural safety commitment and plan or similar
- Understand legal responsibilities regarding psychological injury, mental health and bullying via training and induction materials for Boards/CEO Exec leaders. Have staff wellbeing as a standing agenda item on board/executive leadership meetings
- Ensure policy and procedures that support wellbeing are in place including a wellbeing policy, flexible work arrangements, cultural leave, WHS inclusive of psychological injury, bullying and interpersonal conflict, including grievance procedures
- Ensure staff know their legal rights, and how to voice concern/complaint
- Ensure staff consultation and participation process are in place. Review WHS arrangements including committees and identified staff. Consider a Wellbeing Committee or similar. Ensure staff know where to go with concerns, and feel confident in doing so.
- Identify the core-skills, external supports & individual professional development requirements of staff and leaders and resource appropriately
- Review staffing profile to identify where coordination/oversight best sits
- Create, enhance and maintain positive organisational cultures. Consult with staff on current culture & identify strategies to address deficits
- Consider a staff survey or other anonymous opportunities for feedback

Support: to monitor & act

- Ensure supports are in place for Board members, CEO, Executive leaders
- Ensure that staff supports provided via line managers are resourced and occurring
- CEO, Exec leadership - Create a management supervision framework and monitoring mechanism
- CEO, Exec leadership – Create a wellbeing supports monitoring mechanism
- CEO, Exec leadership - regularly review reports back from monitoring mechanism
- CEO to update Board on all of the above

Enhance: to build resilience

- Lead by example including modelling own self-care, reasonable work hours, work-life balance, own recovery when impacted
- Resource resilience-building activities – many can be generated from staff's own ideas or skills
- Create a Resilience committee or similar so that interested staff can contribute to ideas for activities and share their own interests (eg yoga, mindfulness)
- Resource training or other materials for staff on resilience and self care that they can access

- Understand legal responsibilities re psychological injury, mental health and bullying via training and induction materials. Have staff wellbeing as a standing agenda item on team meetings
- Ensure you and staff know and work to policy and procedures that support wellbeing
- Ensure staff know their legal rights, and how to voice concern/complaint
- Ensure staff consultation and participation processes occur including WHS committees, Wellbeing Committee, Resilience Committee or similar. Ensure staff know where to go with their concerns, and feel confident in doing so.
- Ensure individuals attend and benefit from core-skills training, external supports and individual professional development
- Create, enhance and maintain positive organisational cultures. Action results of staff consultations and surveys
- Promote non-compulsory support such as Employee Assistance Programs

- Provide clear line management support and regular file reviews that monitor performance and workload as per the Risk Management Guide, checks in on wellbeing (inclusive of cultural safety) and addresses and supports where required, identifies and addresses poor behaviour, interpersonal conflict or bullying
- Monitor and act, promptly and well, on issues of staff wellbeing (including mental health distress, cultural safety, vicarious trauma and burnout)
- Monitor and act, promptly and well, on issues of poor staff member behaviour, interpersonal conflict and bullying
- Develop and lead happy, high functioning teams
- Ensure staff participation and consultation practices (including WHS, Wellbeing committees or similar) are in place and occurring according to legal requirements
- Ensure HR strategies that are overt and clear in relation to wellbeing including recruitment, induction, appraisals, support plans, return to work places and exit interviews.
- Ensure staff supports including external supervision (if provided), mentoring, cultural supervision/mentoring are in place and being attended with recommended frequency. Periodically monitor the quality of external supports
- Ensure core skills training is offered regularly and attended by all staff who require it. Develop and maintain a register of mandatory training and attendance. Report to the CEO/ exec leadership group on this.

- Lead by example including modelling own self-care, reasonable work hours, work-life balance, own recovery when impacted
- Ensure staff are aware of and utilising training or other materials for staff on resilience and self care
- Support the resilience committee or similar so that interested staff can contribute to ideas for activities and share their own interests (eg yoga, mindfulness)
- Champion examples of good self-care in the work group

- Understand legal rights and responsibilities re psychological injury, mental health and bullying via training and induction materials.
- Know and work to policy and procedures that support wellbeing
- Understand the purpose of supports provided and available to the staff member including supervision and EAP
- Know about participation and feedback opportunities including WHS, Wellbeing and/or Resilience Committees, surveys or similar, who they can talk to if they have concerns, and how to lodge a complaint
- Participate in core-skills training, external supports & individual professional development
- Contribute to positive organisational cultures.
- Understand core wellbeing concepts including mental health distress, vicarious trauma and burnout, bullying and what signs and symptoms are
- Understand what cultural safety means and how to work in a culturally safe way.

- Know what own signs and symptoms are in relation to mental health distress, vicarious trauma and burnout and engage in discussion with appropriate members of staff about getting help
- Act when concerned about a colleague, including talking to a line manager if required
- Attend and participate in all compulsory supports provided by the organisation
- Contribute to positive work environments by ensuring own good behaviour, and by raising concerns when the behaviour of others is affecting that staff member.

- Develop a self-care plan
- Utilise training or other materials for staff on resilience and self-care
- Participate in the resilience committee or similar and contribute to ideas for activities and share their own interests (eg yoga, mindfulness)
- Share own examples of good self-care with the work group

A CLC framework for supporting our people

knowmore
free legal help for survivors

Image inspired by original artwork by Dean Bell depicting knowmore's connection to the towns, cities, missions and settlements within Australia.

Governance and Executive leadership

Key tasks: Understand the risks of psychological injury and their legal responsibilities in regard to wellbeing and safety of their staff, ensure proper reporting in place, be overt in their organisation's commitment to wellbeing and resilience, ensure supports are resourced and occurring, cultures are monitored/adapted, frameworks, policy and procedure in place and practiced, patterns are analysed and responded to, and lead by example.

Management and Operations

Key tasks: Monitor workloads, call out and respond to bullying/poor workplace behaviour, foster strong teams, identify staff who might require assistance and offer support, participate in support plans for staff including returns to work, lead by example, check in on self care/work life balance priorities and support where practicable, explore flexibility in work options, ensure attendance at supervision, ensure core skills training is appropriate, ongoing and attended; adequate reporting processes in place to keep Boards, management committees informed.

Staff and Volunteers

Key tasks: Understand the culture they are joining, understand what a trauma-informed, culturally safe workplace means, understand what burnout and vicarious trauma are and what symptoms they might notice, be accountable for their own behaviour, name and call out bullying and/or poor behaviour in others (or raise with a supervisor), attend supervision and actively participate, be responsible for their own self-care, raise when they see/feel signs or symptoms of burnout or Vicarious Trauma developing and talk to either a supervisor or a line manager, raise concerns for colleagues with them, and encourage them to seek support, understand what resilience is and how to build it, attend core skills training

Contacts

Warren Strange
CEO

T: 07 3218 4500

E: warren.strange@knowmore.org.au



Amanda Whelan
Director of Client Services

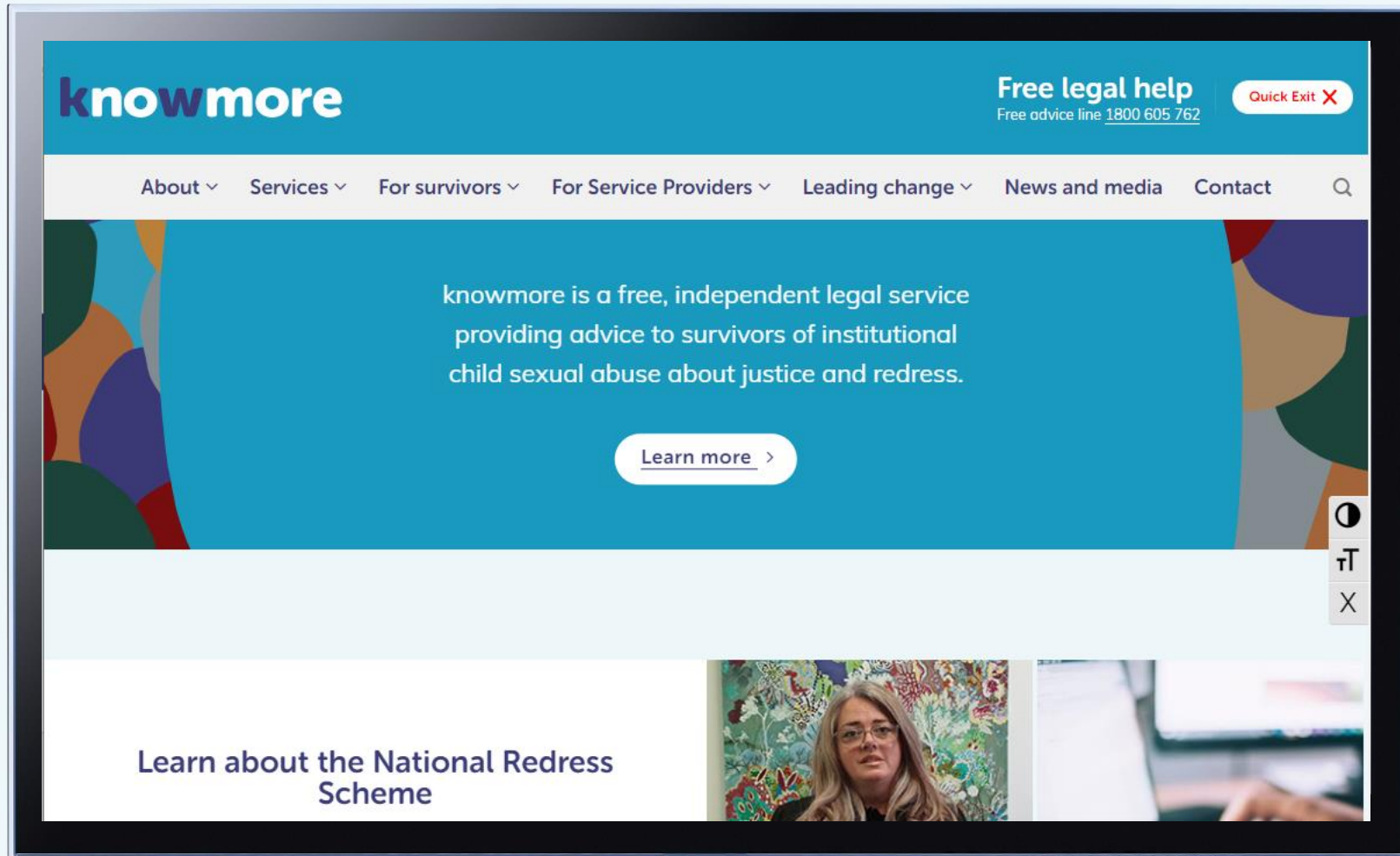
T: 07 3218 4500

E: Amanda.Whelan@knowmore.org.au



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Contacting knowmore



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Questions?

