

Work Care Factor Evaluation Report



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Executive Summary

Introduction

The Give Where You Live Foundation was funded by WorkSafe WorkWell to lead a WorkWell Learning Network project that would address the following objectives:

- To better understand the complex needs of youth and people affected by industry transitions, and how workplace policy, practice, culture and behaviours can impact significantly on staff attraction and retention.
- Development of learnings and resources that will support long term and ongoing workplace policy, practice, and culture change.
- Address broad mental health issues within G21 region workplaces.
- Engage with businesses, job seekers, and workers to understand perceptions of barriers, risks, attitudes, and behaviours regarding inclusive, supportive and mentally healthy workplaces.
- Demonstrate a link between diverse inclusive workplaces and improved mental wellbeing of employees.

As a result, the Work Care Factor (<https://workcarefactor.com.au/>) was created as an online website with information and resources around developing mentally healthy and inclusive workplaces. This was targeted toward small to medium businesses, as well as young workers, who have been identified as a vulnerable population in the workforce.

Evaluation

An evaluation was conducted by a research team from Deakin University. The evaluation assessed the Work Care Factor website, in particular:

- assessment of the utility of the Work Care Factor
- assessment of how the Work Care Factor has achieved the project's proposed objectives and outcomes
- assessment of the extent that the Work Care Factor addresses the WorkSafe Work Related Factors
- recommendations for how the project could achieve mid-term to long-term outcomes proposed as part of the project
- recommendations for enhancing the utility and sustainability of the Work Care Factor website

The evaluation involved interviewing businesses who had trialled the tool, a focus group with an independent panel of mental health experts, and a focus group/survey with young people.

Findings

Overall, the Work Care Factor was found to a useful tool that can provide businesses with relevant resources for developing a mentally healthy and inclusive workplace. However, there were limitations and gaps that need to be addressed to support the long-term sustainability of the website.

Key positives:

- Useful for businesses that are less developed in terms of policies, procedures and HR practices that contribute to mentally healthy and inclusive workplaces.
- Helps young people develop awareness around acceptable experiences in the workplace, and what should not be acceptable.

Improvement areas:

- Clarifying which audience content is relevant to. There is a mix of employee and employer resources, but it can be unclear as to which content is for which audience.
- Lack of guidance on how to implement policies/procedures.
- Lack of explanation on what exactly is a mentally healthy and inclusive workplace.

Recommendations:

- Demonstrate clarity on the audience and purpose of the WCF
- Provide an option to divide website between employer and employee content. The evaluation participants highlighted a need to tailor the content to the relevant audience. For example, employees/young people would have to sift through additional employer resources (e.g., policies) to access the content relevant to them.
- Provide an introduction as to what a mentally healthy and inclusive workplace is.
- Provide relevant information regarding young people in the workplace. For example, statistics/research on their experiences, exposure to certain psychosocial risks, mental health outcomes.
- Include an assessment tool for organisations to identify areas they need to target.



- Include an assessment for young people to identify potential risks they could be experiencing, or where to get support from.
- Regularly update the website and provide a method for users to get updated on changes.
- Demonstrate credibility by providing references for where resources are coming from.
- Partner with high schools or employment agencies - helps to introduce the website to young people so that they are aware of it.

Limitations

- Trial inconsistency - the organisations that trialled the Work Care Factor had been using it for different lengths of times and for different purposes.
- Young people involvement - it was difficult to engage with young people who were involved in organisations that made changes as a result of the Work Care Factor
- Evaluation commenced after trial of tool - the evaluation team from Deakin University were only involved after the trial had been set up and were not able to collect key data pre and post the trial.

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Introduction

Background

What is being evaluated?

The Give Where You Live Foundation (GWYLF) was funded as part of WorkSafe's WorkWell program. The focus of the grant funding was to lead a WorkWell Learning Network (WLN), working with local small to medium businesses (SMEs) in the Geelong Regional Alliance (G21) region which encompasses five municipalities (Colac-Otway, Golden Plains, Greater Geelong, Queenscliff, and Surf Coast). The project focused on devising tools and resources to help create mentally healthy and safe workplaces, with a particular focus on young workers in the workforce who have been identified as a vulnerable population. The project was titled the Safe and Empowering Workplaces project.

The WLN consulted with employers and young workers from the various industries including construction, transport, manufacturing and health sectors, to understand their experiences, challenges and needs in relation to building mentally healthy workplaces.

In response to these learnings, they consulted with workplace mental health experts and human resources professionals to help co-design the key output of the project being a website: <https://workcarefactor.com.au/>. Still in development, the website is comprised of a number of resources for the workplace including audio and flowchart stories to start conversations and build awareness about mental wellbeing, it introduces the CLEAR technique to help guide difficult conversations, as well as a number of workplace policies and procedure templates. The resources are provided in clear and practical language, so that individuals in the workplace can easily access helpful resources.

Needs that were intended to be addressed

Challenges identified by local employers in the G21 region, particularly SME's and industries in transition, include:

- Shortage of job ready applicants, with more responsibility given to employers to train and support potentially vulnerable employees
- Issues with having the capacity to support employees with mental health barriers
- Gaps and challenges regarding the implementation of policies and culture change with the aim of supporting inclusive workplaces
- Lack of HR skills/resources, particularly for SME's.
- Local businesses are needing additional resources and support to create inclusive, supportive and mentally healthy workplaces.

Target Population

- Industries in transition in the G21 Region
- G21 Regional Opportunities for Work (GROW) target communities of Corio, Norlane, Whittington and Colac.
- Communities that have experienced high levels of retrenchment and changes to workforce, and high levels of youth unemployment.
- Young workers who have been identified as vulnerable, particularly in regards to mental health risks in the workplace.

Objectives

The following are objectives that the project set out to achieve across the whole process through design and delivery of the project.

- To better understand the complex needs of youth and people affected by industry transitions, and how workplace policy, practice, culture and behaviours can impact significantly on staff attraction and retention.
- Development of learnings and resources that will support long term and ongoing workplace policy, practice, and culture change.
- Address broad mental health issues within G21 region workplaces.
- Engage with businesses, job seekers, and workers to understand perceptions of barriers, risks, attitudes, and behaviours regarding inclusive, supportive and mentally healthy workplaces.

- Demonstrate a link between diverse inclusive workplaces and improved mental wellbeing of employees.
- Address WorkSafe’s Work Related Factors (poor workplace relationships, low recognition and reward, low job control, low job clarity, high and low job demands, and poor support)

Project Timeline

The following table summarises the key milestones, description of milestone, commencement of data collection and completion date.

Table 1. Project Timeline

Milestone	Details	Commencement date	Completion date
Technical Advisory Group established	Roles and responsibilities confirmed. Funding agreements completed.	7/6/2019	30/04/2020
Learning network convened	Commencement of initiative communicated and partnership confirmed.	1/6/2019	2/3/2020
Co-design 1	a. Problem identification b. Development of prototype c. Testing of prototype with employers and young people d. Contract with consultant team for website construction.	5/8/2019	1/7/2020
Co-design 2	a. Prototyping, testing and feedback with employers and young people b. Minimum Viable Product completed and shared with TAG and learning network.	1/10/2020	1/1/2021
Co-design 3	a. Prototyping, testing and feedback with employers and young people b. Prototyping, Testing & Feedback with participating workplaces c. Testing & Feedback with participating workplaces	1/1/2021	1/7/2021
Evaluation	a. Develop evaluation plan b. Collect feedback from participating workplaces that tested the tool c. Collect feedback from independent panel and young people d. Develop report based on findings	21/07/2021	15/12/2021

Note: A more detailed project timeline on the development of the product can be found in appendix A.

Key Stakeholders

As part of the Safe and Empowering Workplaces initiative, a number of stakeholder groups were involved and contributed to the development of The Work Care Factor (WCF) website <https://workcarefactor.com.au/>. These stakeholder groups include:

WorkWell Learning Network

The WLN comprises organisations in the G21 region that are dedicated to creating equitable opportunities in the region. Many of these organisations have been involved in the GROW project and were invited to participate in the Safe and Empowering Workplaces initiative. This group was involved in the co-design process.

Technical Advisory Group

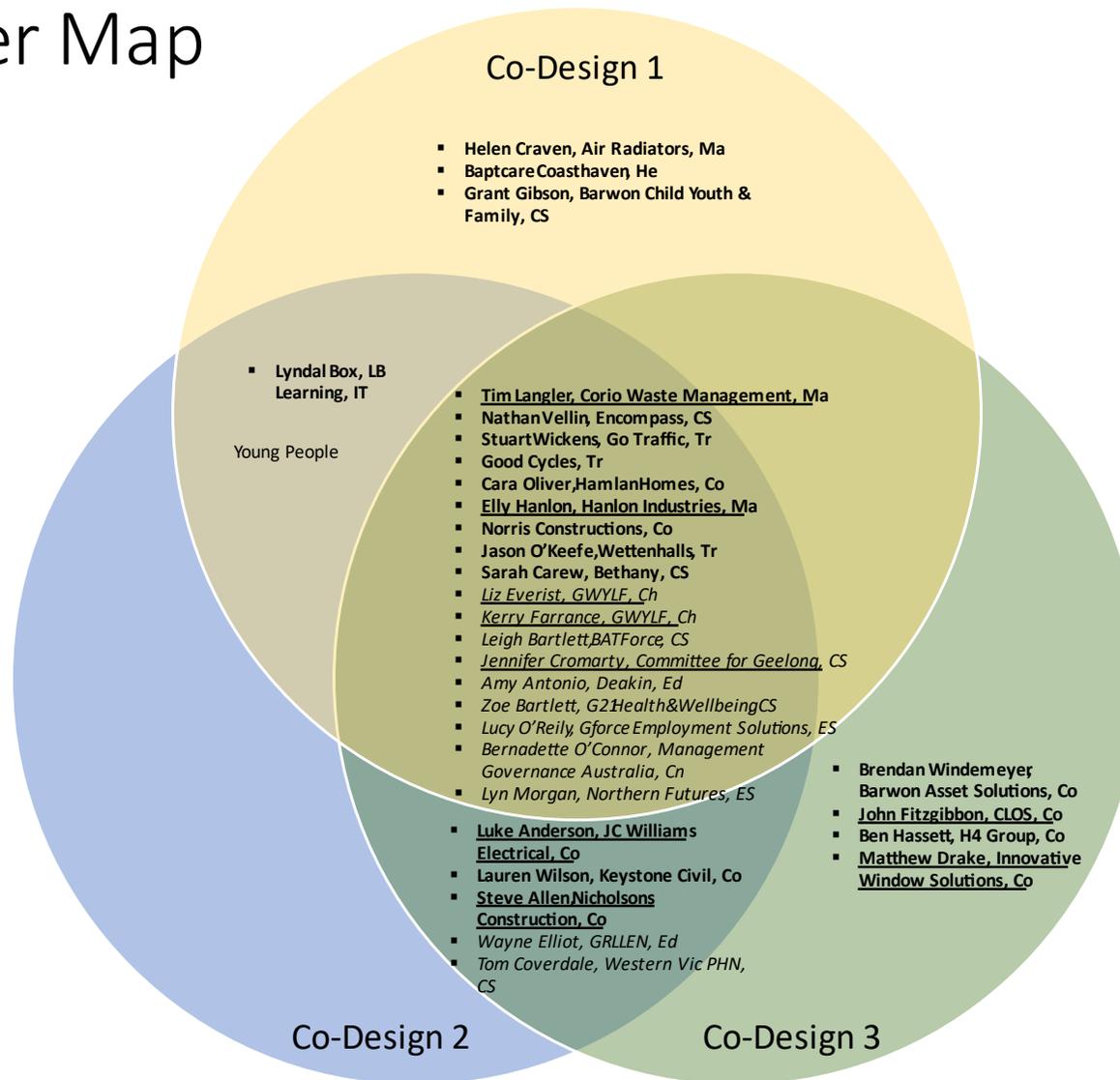
The Technical Advisory Group comprises a network of individuals with a wide reach across the community and expert knowledge. They have been involved in the steering of the Safe and Empowering Workplaces initiative and the project output.

Young People

Approximately 20 young people were recruited through convenience sampling to participate in interviews and the co-design process, which was led by the Safe and Empowering Workplaces initiative to capture the voices of young people in the development of the project output.

The stakeholder map on the following page provides an overview of the involvement of these stakeholder groups in the co-design process that led to the development of the Work Care Factor.

Stakeholder Map



Key:

Learning Group

Technical Advisory Group

Businesses Trialling the Tool

Industry:

Ch = Charity, 2

CS = Community Services, 7

Co = Construction, 9

Cn = Consultant, 1

Ed = Education, 2

ES = Employment Services, 2

He = Health, 1

IT = IT Training, 1

Ma = Manufacturing, 3

Tr = Transport, 3

If no name, "staff moved on"



Project Description

The following table provides an overview of the project, with the problem statement, key inputs and outputs, and desired outcomes in the short-medium-long term.

Table 2. Overview of the project with highlighted outcomes representing the focus of the evaluation

Problem Statement	GWYLF Learning Network employers have indicated that improved mental health is a priority of managers. However, there is a lack of knowledge and awareness around mental health in the workplace.
Inputs	<ul style="list-style-type: none"> Funding Partner organisations (GROW, Learning Network, Technical Advisory Group) Research and evidence Co-Design process Interviews with young people
Outputs	A web-based tool providing resources to help small to medium businesses and employees understand mental health in the workplace, and provide practical resources to help build inclusive and mentally healthy workplaces.
Short-term outcomes	<ul style="list-style-type: none"> ST1. Improved motivation to create inclusive and mentally healthy workplaces. ST2. Increased awareness and understanding of work related factors contributing towards poor mental health. ST3. Increased access to relevant tools and resources to support inclusive and mentally healthy workplaces. ST4. Increased training and skill development around inclusive and mentally healthy workplaces. ST5. Improved policy and procedures that embed inclusive and mentally healthy work practices across an organisation. ST6. Development of a values aligned peer support network. ST7. Increased collaboration, connection and learning across businesses.
Medium-term outcomes	<ul style="list-style-type: none"> MT1. Increased influence by organisational leadership towards a values and people driven approach. MT2. Improved organisational capacity and systems to create inclusive and mentally healthy workplaces. MT3. Improved empowerment of staff (including youth) to become the best version of themselves.
Long-term outcomes	<ul style="list-style-type: none"> LT1. Improved workplace culture.

Evaluation Design & Framework

Scope

This evaluation assessed the Work Care Factor website and involved:

- assessment of the utility of the Work Care Factor
- assessment of how the Work Care Factor has achieved the project objectives
- assessment of how the Work Care Factor has achieved the project’s proposed outcomes
- assessment of the extent that the Work Care Factor addresses the WorkSafe Work Related Factors
- recommendations for how the Safe and Empowering Workplaces project could achieve mid-term to long-term outcomes proposed as part of the project
- recommendations for enhancing the utility and sustainability of the Work Care Factor website

Please note that the focus of this evaluation is on the output of the Safe and Empowering Workplaces, The Work Care Factor. The co-design process is being reported on by as part of *The Action Research Study* being prepared by Bernadette O’Connor from Management Governance Australia Pty Ltd.

Team

The evaluation team comprises a team of psychologists and researchers who are members of the School of Psychology at Deakin University. The team will be involved in all aspects of this evaluation project and will consult closely with Safe and Empowering Workplaces Project Leaders, Liz Everist and Kerry Farrance (*GROW Learning Network & Give Where You Live Foundation*).

Table 3. Evaluation team, roles, and qualifications

Name	Project Roles	Qualifications / Experience
Associate Professor Arlene Walker	Evaluation Officer	Psychologist Researcher Wellbeing & Mental health expertise
Cathy Caballero	Evaluation Officer	Organisational Psychologist Researcher Wellbeing & Mental health expertise
Caroline Rosenberg	Project Manager	Organisational Psychologist Researcher
Scott Peterson	Project Coordinator	Provisional Psychologist Researcher - Currently researching the mental wellbeing of young people in the workplace as part of a master’s thesis

Evaluation Design

The evaluation of the Safe and Empowering Workplaces project commenced in the final stages of the project. It is important to note that the evaluation team was not engaged throughout the project and hence ongoing evaluation data was not collected

through the course of the project. Data that was gathered as part of this evaluation took place between August – November 2022 and was gathered to assess the Work Care Factor website in line with:

- evaluation questions proposed by the Safe and Empowering Workplaces initiative
- evaluation questions proposed by WorkSafe in the WorkWell Monitoring and Evaluation Plan.
- the short-term and medium-term outcomes proposed by the Safe and Empowering Workplaces initiative.

Evaluation questions and outcomes that were assessed by this evaluation

Table 4. Evaluation Framework

<p>1a. To what extent have workplaces increased awareness and understanding of inclusive and mentally healthy workplaces? <i>ST2. Increased awareness and understanding of workplace factors contributing towards poor mental health.</i></p>
<p>1b. To what extent do workplaces have access to tools and resources for building inclusive and mentally healthy workplaces? <i>ST3. Increased access to relevant tools and resources to support inclusive and mentally healthy workplaces.</i> <i>MT2. Improved organisational capacity and systems to create inclusive and mentally healthy workplaces.</i></p>
<p>1c. To what extent do workplaces increase training and skill development around inclusive and mentally healthy workplaces? <i>ST4. Increased training and skill development around inclusive and mentally healthy workplaces.</i></p>
<p>1d. To what extent have workplaces implement improved policies and procedures that support inclusive and mentally healthy workplaces? <i>ST5. Improved policy and procedures that embed inclusive and mentally healthy work practices across an organisation.</i></p>
<p>2. To what extent has the Learning Network supported workplaces to increase their capacity to promote and create, inclusive, supportive, positive mental health and wellbeing and prevent mental injury through introducing appropriate policies, procedures, initiatives or programs? <i>ST1. Improved motivation to create inclusive and mentally healthy workplaces.</i></p>
<p>3. To what extent have the Learning Network's initiatives resulted in positive culture changes and the creation of inclusive, supportive and mentally healthy workplaces (for youth)? <i>MT3. Improved empowerment of staff (including youth) to become the best version of themselves.</i> <i>LT1. Improved workplace culture.</i></p>
<p>6. What were the key factors that supported or prevented change in the organisation?</p>
<p>7. What were the unintended outcomes?</p>
<p>8. To what extent was the project able to involve partners in the program development and delivery?*</p>
<p>9. To what extent does the tool address the WorkSafe identified Work Related Factors that were a focus of the project?</p>
<p>10. What are the key indicators that will assist the Work Care Factor in being a sustainable resource into the future?</p>

* Evaluation question 8 was in the evaluation plan, however the evaluation did not collect sufficient evidence to address this question. This can be better responded to by The Action Research Study being prepared by Bernadette O’Connor from Management Governance Australia Pty Ltd.

Method

Participants & Recruitment

Three groups of participants were recruited for this evaluation:

1. Organisations trialling the website (5 to 6 months);
2. young people (who were either part of the co-design process or from one of the organisations trialling the Work Care Factor (WCF) website); and
3. an independent panel of workplace mental health experts.

1. Organisations trialling the Work Care Factor website

All organisations that were part of the WorkWell Learning Network for this project were offered the opportunity to trial the Work Care Factor website. Of the 18 organisations, 6 volunteered to trial the WCF.

Organisations were shown the WCF website individually and in person by the Safe & Empowering Workplaces project manager. The WLN purposely did not provide organisations with specific instructions on how to use the website or information on who the website was designed for. Organisations were encouraged to share the website with supervisors, with staff, or use it when and if needed - whatever would suit that organisation. This was done so to understand how the website would be used without any pressure or direction from the project leader.

The evaluation team were provided the contact details by the WCF Project Manager for the 6 organisations that were trialling the tool. We were able to secure interviews with 5 of these organisations. People that were recruited ranged in their roles within the organisation, including Director, Business and Finance Coordinator, Manager for Improvement & Innovation, Training and Development Manager, CEO, and Executive Assistant.

Table 5. Representatives from organisations that trialled the WCF.

Organisation	N	Organisation size	Young Employees*	Co-Design	Involvement in Trial of Website
Innovative Window Solutions	2	25	24%	Yes	[Unspecified length] Have been implementing things from the tool
Committee for Geelong	1	<10	0%	Yes	[4-5 weeks] Browsing tool, but yet to implement anything.
Corio Waste Management	1	55	1%	Yes	[4 months] Browsing tool. No intention to implement.
Norris Construction & Nicholson's Construction	1	Norris, 100+	20	Yes	[Unspecified length]
Give Where You Live Foundation	2	17	12%	No	[1.5 months] Browsing, referring to policies.

*Approximation

2. Young People

The evaluation team reached out to the WCF Project Manager for assistance with engaging with young people. The Project Manager was able to provide contact details for a young person who was involved in the co-design of the WCF, as well as 2 young people from one of the trialling organisations. Through snowballing the young person from the co-design engaged with 2 other young people who were involved in the co-design who then joined the evaluation resulting in a total of 5 young people recruited.

3. *Independent Panel of Mental Health Experts*

The evaluation team reached out to a network of psychologists specialising in organisational psychology and workplace mental health. Four psychologists in total were recruited for the independent panel, all registered with the Australian Health Practitioner Regulation Agency, with Masters qualifications in organisational psychology.

Table 6. Non-organisation participants

Who	N	Experience with website	Co-Design
Independent Panel of Mental Health Experts	4	1 hour browsing website	No
Young People Group A	3	1 hour browsing website	Yes
Young People Group B	2	1 hour browsing website	No

Data Collection Materials

Data collected for this evaluation consisted of qualitative data collected through interviews, focus groups and surveys. The table below outlines the questions that formed the basis of the data collection and align to the evaluation framework. The table also outlines which of the participant groups provided data in relation to the question.

Evaluation Questions and Outcomes	Participant Group
1a. To what extent have workplaces increased awareness and understanding of inclusive and mentally healthy workplaces? <i>ST2. Increased awareness and understanding of workplace factors contributing towards poor mental health.</i> <i>MT2. Improved organisational capacity and systems to create inclusive and mentally healthy workplaces.</i>	OT, IP, YP
1b. To what extent do workplaces have access to tools and resources for building inclusive and mentally healthy workplaces? <i>ST3. Increased access to relevant tools and resources to support inclusive and mentally healthy workplaces.</i>	OT, IP
1c. To what extent do workplaces increase training and skill development around inclusive and mentally healthy workplaces? <i>ST4. Increased training and skill development around inclusive and mentally healthy workplaces.</i>	OT
1d. To what extent have workplaces implement improved policies and procedures that support inclusive and mentally healthy workplaces? <i>ST5. Improved policy and procedures that embed inclusive and mentally healthy work practices across an organisation.</i>	OT
2. To what extent has the Learning Network supported workplaces to increase their capacity to promote and create, inclusive, supportive, positive mental health and wellbeing and prevent mental injury through introducing appropriate policies, procedures, initiatives or programs? <i>ST1. Improved motivation to create inclusive and mentally healthy workplaces.</i>	OT

3. To what extent have the Learning Network's initiatives resulted in positive culture changes and the creation of inclusive, supportive and mentally healthy workplaces (for youth)? * <i>MT3. Improved empowerment of staff (including youth) to become the best version of themselves.</i> <i>LT1. Improved workplace culture.</i>	OT, IP, YP
6. What were the key factors that supported or prevented change in the organisation?	OT
7. What were the unintended outcomes?	OT, IP, YP
8. To what extent was the project able to involve partners in the program development and delivery? <i>ST6. Development of a values aligned peer support network.</i> <i>ST7. Increased collaboration, connection and learning across businesses.</i>	OT
9. To what extent does the tool address the WorkSafe identified Work Related Factors that were a focus of the project?	OT, IP
10. What are the key indicators that will assist the Work Care Factor in being a sustainable resource into the future?	OT, IP, YP

Note: OT = Organisations Trialling the WCF, IP = Independent Panel, YP = Young People

Interview Schedule Development Qualitative interview schedules were developed by the evaluation team. For the evaluation questions and outcomes outlined in Table 4, interview schedules were designed to address them for each participant group. The interview schedules can be viewed in appendix B.

Data Collection Procedure

1. Organisations trialling the Work Care Factor website

Organisation representatives were contacted by the Project Coordinator and invited to participate in a 1 hour interview meeting conducted via teleconference (zoom). The invitation provided a description of the interview including its purpose as well advising the participants that the interviews would be recorded for data collection and transcription purposes and informed of confidentiality of data collection and analyses. Their acceptance of the interview indicated their consent to participate in the interview process. In total, there were 5 one hour interviews. All interviews were attended and facilitated by the Project Coordinator, three of the interviews were also co-facilitated by one of the Project Evaluation Officers in combination with the Project Officer. The interview schedule in Appendix B.1 was used for all 5 interviews with organisations trialling the tool. Interviews were then transcribed for qualitative data analysis.

2. Young People in Group A and Group B

Young people in groups A and B were contacted by the Project Coordinator and invited to participate in a focus group held via video conference (zoom), which was estimated to run for 35 minutes. The invitation provided a description of the focus group including its purpose as well advising the participants that the focus group would be recorded for data collection and transcription purposes and informed of confidentiality of data collection and analyses. Their acceptance to attend the focus group indicated their consent to participate in the interview process.

Young People Group A – Due to difficulty in organising a time for participants in group A to attend an interview or focus group, specific to the young people involved in the co-design of the tool, a survey was developed to collect data from them as an alternative method. The questions used in the survey were similar to that of the interview schedule used for Young People B and

can be found in appendix C. The Project Coordinator provided the survey to the young people in group B via a survey link sent via email and the young people were able to complete the qualitative survey in their own time.

Young People Group B – Prior to attending the focus group, the Project Coordinator provided this group a guided pre-work activity via email. The pre-work required the young person to browse the WCF website for one hour, with no specific guidance or direction. The young people in this group then attended the scheduled focus group where the Project Coordinator ran through the focus group schedule (see Appendix B.3). The focus group recording was then transcribed for qualitative data analysis.

3. *Independent Panel of Mental Health Experts*

All participants of the independent panel were contacted by the Project Coordinator and invited to participate in a 1 hour focus group via teleconference (zoom). This group was also provided with pre-work to browse the website in a guided manor for one hour. Guidance was specifically targeted at browsing the website and navigating the main features, tools, and resources of the website. The instructions provided to the independent panel can be found in appendix D. The independent panel participants then attended the focus group where the Project Coordinator ran through the focus group schedule (Appendix B.2). The focus group recording was then transcribed for qualitative data analysis.

Data Analysis

Transcriptions for each of the separate data collections were analysed according to the evaluation framework using NVivo 20.0. Thematic analysis was used to identify themes and categories. In reporting the results, participants' verbatim comments are represented in italics. The following data are the findings of a combination of the interviews, focus groups, and surveys and will be reported against the outcomes and evaluation questions for the project as displayed in table 4.

Notes: WCF = Work Care Factor.

The total respondents for each question from the organisation testing group varies, as there were two organisations with 2 representatives interviewed, and they did not both contribute to all questions.



Findings

Early in the interviews, participants were asked to provide their understanding of inclusive and mentally healthy workplaces. Their responses are summarised below.

Defining mentally healthy workplaces

"...we thrive over positive workplace culture we really value having a supportive team here.... We also understand that not everyone is the same, and everyone has different things that they're going through, but us being able to support our workforce to allow them to be the best worker is what we need to do as employers."

"...mentally healthy workplaces is an environment where people feel comfortable to be able to speak up and talk to either their peers or managers about any issues that may come up..."

"...it's safe to feel a bit stressed or it's safe to feel a bit anxious or it's safe to feel a bit of tension. And, and when it's safe to do that, then you deal with that differently, rather than bottling it up, exploding... The other part of it is that I think a mentally healthy workplaces is one that, it is clear that people's views, differences, diversity are welcomed"

"...mentally healthy work places looks like a team that can communicate efficiently, where everyone is friendly and respectful to everyone... if there were to be any issues within the team, it's crucial that everyone feels comfortable to go to someone else about their issue, especially to a manager, in a healthy workplace."

"A mentally healthy workplace in my opinion is one where people of all ages and backgrounds come to complete work in a space that safe and respectful, a place free of judgement and bullying. It should have preventative and remedial measures in place for mental health situations."

"A workplace that... creates an environment where it's...facilitating happiness and contentment at work and also an environment where you can stand up and like say 'hey I'm a bit stressed tired overwhelmed whatever' and not be ostracized for that."

Defining inclusive workplaces

"...an inclusive workplace is where we can accept everyone"

"...an environment where people are given opportunities. Based on their capability and not excluded based on any gender or race or background or sex or language."

"So, providing a place where all individuals can participate regardless of ability or disability, and also in regards, regardless of race, gender, religion, etc. And I also think, an inclusive workplace does take into consideration personal circumstances and has an element of flexibility to cope with those, particularly circumstances beyond individuals' controls."

"...everyone has the same opportunities, regardless of your experience everyone's voice is heard whether you're a junior staff senior staff CEO."

"inclusive workplaces isn't just hiring people of all different types but working together with staff to create a welcoming and safe space for all workers."



Evaluation Question 1a: To what extent have workplaces increased awareness and understanding of inclusive and mentally healthy workplaces?

Short-term Outcome 2: Increased awareness and understanding of workplace factors contributing towards poor mental health.

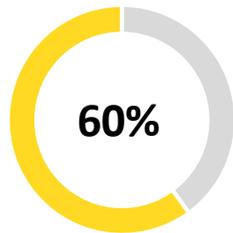
Medium-term Outcome 2: Improved organisational capacity and systems to create inclusive and mentally healthy workplaces.

<i>Organisations Trialling Tool</i>	<i>Young People</i>	<i>Independent Panel</i>
<p>Inclusive Workplaces</p> <p>Improved Understanding: 60%</p> <p>Improved Ability to Create: 80%</p>	<p>Inclusive Workplaces</p> <p>Improved Understanding: 80%</p>	<p>WCF provides information that can help improve understanding of both mentally healthy and inclusive workplaces</p> <p>100%</p>
<p>Mentally Healthy Workplaces</p> <p>Improved Understanding: 67%</p> <p>Improved Ability to Create: 60%</p>	<p>Mentally Healthy Workplaces</p> <p>Improved Understanding: 100%</p>	<p>Rating the effectiveness of the WCF in helping someone understand how to create a mentally healthy workplace</p> <p>5/10</p>

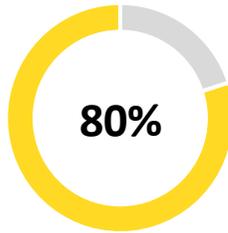
Organisations Trialling Tool

Inclusive Workplaces

Improved Understanding



Improved Ability to Create



3 of the 5 representatives suggested that the WCF helped to develop their understanding of inclusive workplaces.

Of the 2 that did not have an improvement in their understanding, one noted that they already had an understanding so the website did not add further to their existing understanding.

4 of the 5 representatives indicated that the WCF contributed to their ability to create an inclusive workplace

The 1 that reported the WCF did not increase their ability to create an inclusive workplace stated their organisation was already doing well in that aspect.

“Definitely by reading it, the more you read the more awareness you get of it”

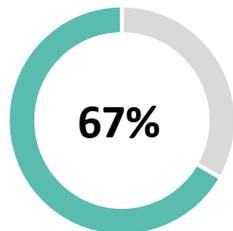
“I’m pretty on top of the everyone being the same and treating everyone the same and pretty much everyone here is like that anyway so don’t really have that much of an issue so I’ve not really looked into that aspect.”

*“It must have, even if it’s subconsciously everything you read and you take in will have an effect on what you do “
“Yeah probably I think like I said it’s a really good resource and reference point to go back to.”*

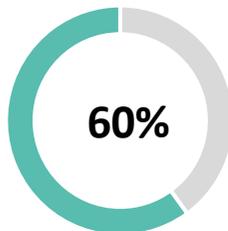
“But yeah I think we’re doing a pretty good job on that front already, but the website can only help from what I can see.”

Mentally Healthy Workplaces

Improved Understanding



Improved Ability to Create



Of the 2 that stated the WCF did not improve their understanding of mentally healthy workplaces, one noted this was because they were already comfortable with their knowledge in that space before testing the website.

For creating a mentally health workplace,3 organisations highlighted that the WCF provided tools help encourage conversations and resources for building awareness.

While 2 representatives noted that the WCF did not improve their ability to create a mentally healthy workplace, they both indicated that they did not refer to that tool in that context or had not had the chance to yet.

“I feel comfortable with what I think I know about having a workplace that’s mentally healthy and safe... I would have known that well before work care factor was around”

“ you have to ask people if they’re okay and that this website gives you a lot of tools to be able to do that.”

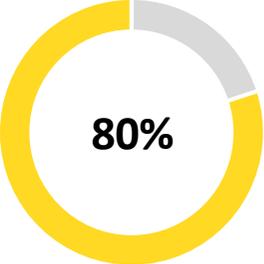
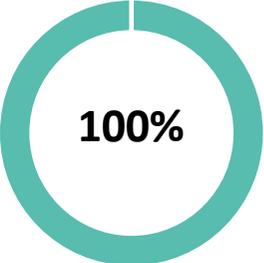
“ I think there’s a huge amount of tools in there that would help.”

“I think the audio wall is really good. You can actually explain a lot of real life incidents or ‘this is actually what harassment is”

“I don’t think it can, we didn’t use this as a tool to increase anything”

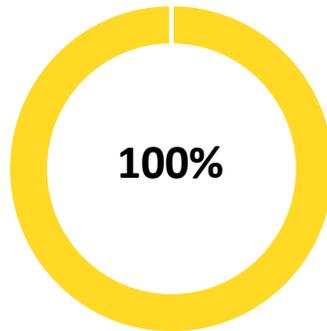
“I have to say no, and it’s not necessarily a reflection of the website, rather than it’s just it’s just something that I haven’t.”



Young People		
<p>Inclusive Workplaces</p> <p>Improve Understanding</p>  <p>80%</p>	<p>4 of the 5 young people suggested that the WCF helped to improve their understanding of inclusive workplaces. Reasons included growing their perspective and building their awareness.</p> <p>The 1 young person that did not feel the WCF improved their understanding of inclusive workplaces felt that their workplace was already very inclusive.</p>	<p><i>“Yeah absolutely, it’s helped grow my perspective, and understanding on how other people may feel.”</i></p> <p><i>“Listening to the audio dialogue of the Sam and Jade was interesting. As someone who has never worked in the trade industry it was saddening to hear the low levels of inclusiveness people can experience in different industries and that people are not included based on their gender or sex.”</i></p> <p><i>“so it kind of makes me think about how I can be a better employee for people to work with around me.”</i></p> <p><i>“Not really at my work we also work to be as inclusive as we can.”</i></p>
<p>Mentally Healthy Workplaces</p> <p>Improve Understanding</p>  <p>100%</p>	<p>All of the young people thought that the WCF helped to improve their understanding of mentally healthy workplaces</p> <p>It was also highlighted that these examples helped the young people reflect on previous experiences, and made them aware that conditions they’ve worked in in the past were not mentally healthy.</p>	<p><i>“It helped me understand perspective of mental health in workplaces I am not familiar in and in situations I have never experienced.”</i></p> <p><i>“Reflecting back on previous employment... it’s made me think oh that probably wasn’t the best environment I was in”</i></p> <p><i>“...in long stories there’s a lot of things like: Oh, I can relate to that on level that maybe I probably shouldn’t...yeah didn’t, it wasn’t healthy or mentally healthy.”</i></p>

Independent Panel

WCF does help improve understanding of both mentally healthy and inclusive workplaces

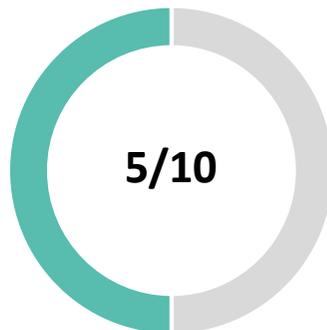


The consensus among the members of the independent panel was that the website does provide resources that can help improve understanding of mentally healthy and inclusive workplaces, as well as tools to help create such workplaces.

“Yeah, even though it does because, again, if you spend time looking through that you know, it touches on everything that you want to see in a mentally healthy workplace it touches on everything there that an employee would likely see from a person risk perspective as well. So yes it does, it just probably doesn't do that the best way, but if I have to give a yes or no, it's a yes.”

“ yeah I think there's, the content is all there. If they just put it together in a more cohesive manner.”

Rating of WCF ability to help someone understand how to create a mentally healthy workplace



However, there were some issues raised. , It was noted that the website lacks guidance in how to implement the provided policies and procedures and lacked an introduction into what defines a mentally healthy workplace..

“I would have liked to see something along the lines of this is, you know, like maybe in like little video or something that kind of communicates this is what a mentally healthy workplace is.”

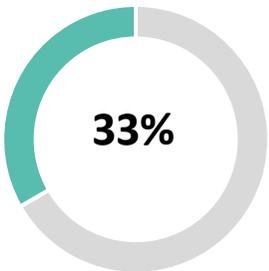
“...If I were an employer or a small business owner that didn't, like if I wasn't a HR professional, maybe I would want more guidance on like how to implement some of these things.”

Overall, the group provided an average score of 5 out of 10 for the tool in its ability to help someone understand how to create a mentally healthy workplace.

“ so if I was somebody who wasn't in psych, and I came across this, my first question would be “well, what does that mean, like what is a mentally healthy workplace?” And , I would have liked to see something along the lines of this is, you know, like maybe in like little video or something that kind of communicates this is what a mentally healthy workplace is.”

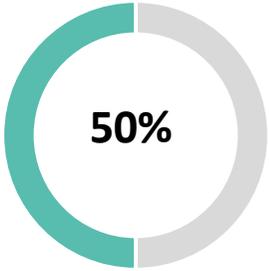
Evaluation Question 1b: To what extent do workplaces have access to tools and resources for building inclusive and mentally healthy workplaces?

Short-term Outcome 3: Increased access to relevant tools and resources to support inclusive and mentally healthy workplaces.

Organisations Trialling Tool		
<p>Complimented existing resources</p>  <p>33%</p>	<p><u>Complimented existing resources</u></p> <p>2 organisations noted that the WCF complimented or added to their existing tools and resources for building inclusive and mentally healthy workplaces</p>	<p><i>“ Work Care Factor has opened up communication with our employees about mental health and about how we can support them”</i></p> <p><i>“I just think it simplifies the resources we have now, which is all basically just file sitting in a, in a drive. Whereas this is more sort of user friendly, so I think if you wanted to - the explanation that you can get off the website compared to what you would get just looking and reading the policy in a file. That to me is, is, is the benefit of it.”</i></p>
	<p><u>Already had well-developed resources</u></p> <p>3 organisations (4 representatives) indicated that the WCF did not complement existing resources as they already have well-developed policies and procedures in place</p>	<p><i>“we haven’t used [the WCF] in conjunction with our systems because we haven’t found a need.”</i></p>
	<p><u>Good resource for small to medium enterprises</u></p> <p>2 representatives noted that they could see value in the tool to be used in this context for other organisations that were small to medium businesses or were less mature from a policy and procedure perspective</p>	<p><i>“Well, this is again where depends where the organization is in terms of its maturity from a policy and process procedure. [Organisation] is very compliant and very structured. Policies are taken care of at a different level. Yeah, I don’t know if I can - Just depends, it depends on where the organisation sits, really. If they’ve got no structure, might be useful”</i></p>
	<p><u>Reaffirms existing resources</u></p> <p>1 of the representatives indicated the WCF helped to reaffirm what they already had</p>	<p><i>“You read in this policy that says: you should do A, B and C and when you look at our policy and we’ve already been doing A, B and C, so alrighty, we must be on the right track.”</i></p>

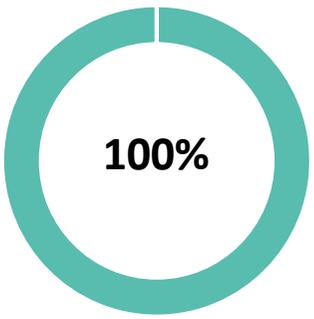
Evaluation Question 1c: To what extent do workplaces increase training and skill development around inclusive and mentally healthy workplaces?

Short-term Outcome 4: Increased training and skill development around inclusive and mentally healthy workplaces.

Organisations Trialling Tool		
<p>Increased or could increase training</p> 	<p><u>Helped with training or could help in the future</u></p> <p>3 representatives stated that the WCF either helped with training or highlighted that it could help with training/skill development in the future.</p>	<p><i>“It was more educating ourselves like we haven't really got our employees to come and sit down and have a look at it and I guess we haven't really shared it with them. And it was more resources for ourselves, and how we can better support our workers.”</i></p> <p><i>“...there is a lot of information there that our employees... the work, health and safety aspect and that kind of stuff so it might be something that we do share with them”</i></p> <p><i>“I actually thought it would be quite useful in updating that particular component of the training and development at Nicholson's.”</i></p> <p><i>“if we were to run a training session - perhaps even an online training session, it might actually sort of sit within that training module. Here's an example of yeah, this is what people have experienced in their workplace and that's I think that's having people understand.”</i></p>
	<p>For the 3 representatives where the WCF did not increase training and skill development, 2 noted that they did not utilize the WCF in that way, whereas the other representative highlighted that their organisation was already involved with training/skill development in this space.</p>	<p><i>“...you know we're sort of involved in a lot of that on a very regular basis, so the website, yes, is a good reference, I think, but we, I feel like our team and our organization actually have quite a good thing in place”</i></p> <p><i>“But they were more worried of me trying to incorporate that into our already made systems and they could see that we're doubling up on that and we're doubling up on that”</i></p>

Evaluation Question 1d: To what extent have workplaces implement improved policies and procedures that support inclusive and mentally healthy workplaces?

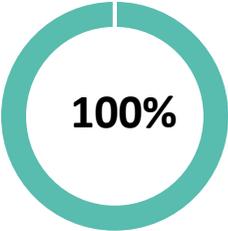
Short-term Outcome 5: Improved policy and procedures that embed inclusive and mentally healthy work practices across an organisation.

Organisations Trialling Tool		
<p>Did or intend to refer to WCF for updating Policies</p>  <p>100%</p>	<p><u>Referred to or would refer to when updating policies</u></p> <p>6 out of 6 representatives (across all 5 organisations) indicated that they either referred to the WCF for improving their policies and procedures, or would refer to the WCF when they go through that process.</p>	<p><i>"I did mention that we're going to be reviewing our policies and procedures in the last quarter of the year and I can see now that you've got all these resources on there and templates that can be you know might be quite handy for us to you so definitely something that will look into moving forward"</i></p>
	<p>1 organisation highlighted that the WCF did improve the procedures they had for dealing with difficult relationships between employees, stating that they got advice from the bullying/discrimination resources on the WCF to deal with an incident between employees</p>	<p><i>"So we kind of get came to the work care factor; the bullying discrimination kind of between employees and got a little bit of advice from there in how we can deal with it and. You know there's good example like actual examples on the website about how you guys should deal with it. Which was you know listen evaluate and then act and that's kind of what we did with you know the two employees and discussions about how we can you know move forward, and it really helped us"</i></p>
	<p><u>Policies were too basic</u></p> <p>2 organisations that referred to the WCF policies and procedures thought that they were basic and not comprehensive enough for their needs.</p>	<p><i>"I was really looking for actual probably some more comprehensive policies, whereas if I was a young person I understood why it was quite simple as in it was quite a basic step-by-step this is a policy, this is the procedure or, this is the area that you're looking in, this needs to happen. So it was quite a simple and easy to follow process, but I was probably looking at something a bit more high level from a management perspective."</i></p> <p><i>"I have found the policies or the templates and things on there, um, probably a bit basic is what I would say."</i></p>



Evaluation Question 2: To what extent has the Learning Network supported workplaces to increase their capacity to promote and create, inclusive, supportive, positive mental health and wellbeing and prevent mental injury through introducing appropriate policies, procedures, initiatives or programs?

Note: There were limitations in the evaluations capability of answering this question. Only 1 organisation interviewed had implemented practices and processes from the WCF within their organisation, while the other 4 organisation representatives only provided their thoughts or intentions with the tools.

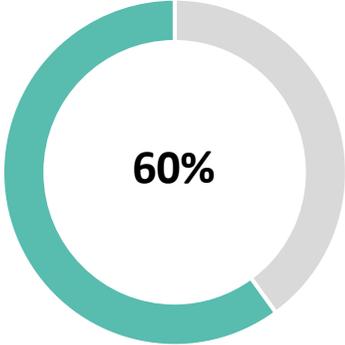
Organisations Trialling Tool		
<p>For the 1 organisation that did implement procedures, they highlighted that that the WCF has helped provide them to update policies and procedures, as well as providing them with a process for having difficult conversations and managing difficult relationships.</p> <p>This organisation did note that it is difficult to determine whether the WCF solely contributed to improvements in their organisation.</p>		<p><i>“I think it's something that we kind of now use all the time, not necessarily the whole CLEAR section but definitely the listen evaluate and act is something that we do pretty much every day now”</i></p> <p><i>“I think any employee when you talk to them and they feel like you're listening to what or value what they're saying it completely changes your balance of you know the managers and how you guys interact together, and I think that's greatly helped our workplace positive workplace culture that we're trying to you know shift and change yeah”</i></p>
<p>Involvement in co-design improved understanding</p> 	<p><u>Co-design process enhanced understanding of mentally healthy and inclusive workplaces</u></p> <p>4 of the 5 organisation representatives were involved in the co-design process for the WCF. When asked whether their involvement in the co-design process impacted their understanding of mentally healthy and inclusive workplaces, all 4 organisations felt that this was the case.</p> <p>2 representatives in noted that their involvement helped increase their awareness.</p>	<p><i>“I think it was It made me really think of the experience for a young person compared to my experience at the same age in terms of you know, what my school life experience might have been up into the point I was looking to go into the workforce and then what the workforce looks like 20 something years ago.”</i></p> <p><i>“Oh, maybe subconsciously bringing awareness, or being involved in it, it was somewhat rewarding. Especially when you're in a room with people with different ideas and different experiences and and so forth, so that sort of creates a bit of awareness”</i></p>

Evaluation Question 3: To what extent have the Learning Network's initiatives resulted in positive culture changes and the creation of inclusive, supportive and mentally healthy workplaces (for youth)?

MT3. Improved empowerment of staff (including youth) to become the best version of themselves.

LT1. Improved workplace culture.

Note: Given the lack of implementation of content and tools from website by the organisations interviewed, most of the data from the organisations trialling the tool focuses on how the WCF could support young workers or its potential in that context.

Organisations Trialling Tool		
<p>WCF could apply to young workers</p>  <p>60%</p>	<p><u>Building awareness for young people</u></p> <p>3 of 5 organisations noted that the WCF could be helpful for young people. 1 highlighting that it could help raise awareness around mentally healthy workplaces, whereas the other 2 noted that it could help young people access information, identify services, and was an accessible tool.</p>	<p><i>“Look any information is going to be help whether it's taken on board, or whether it just creates a bit of awareness, so it could help with young employees.”</i></p> <p><i>“I think it's an easily accessible tool, where they, if they're unsure of who to go to or they're not feeling confident about being able to address an issue with someone. This gives some really clear guidelines on: A., probably validating feelings too, like being and having your feelings and your experiences validated; and then B., what the process should look like if they do address it, which I think is also really important”</i></p>
	<p><u>Positive changes</u></p> <p>In terms of making positive culture changes, 1 organisation highlighted that they recently introduced a mentoring system to support young workers, and that the CLEAR process in the WCF has helped enhance their culture.</p>	<p>In response as to whether implementing the CLEAR process has impacted their organisation: <i>“100% I think any employee when you talk to them and they feel like you're listening to what or value what they're saying it completely changes your balance of you know the managers and how you guys interact together, and I think that's greatly helped our workplace positive workplace culture that we're trying to you know shift and change yeah.”</i></p>
	<p><u>Resources appear general rather than young-people specific</u></p> <p>2 organisations did not consider applying the WCF with young people, with 1 noting that the resources on the website felt more general.</p>	<p><i>“And my sense is without knowing, without having a sort of encyclopaedic knowledge of the website, my sense is it feels like there are a lot of resources here that just apply in general. And that, that doesn't matter you know, whether you're like 24 or 34 or 44. It doesn't, sort of doesn't make much difference, I think”</i></p>



Young People	
<p><u>Understanding how to handle situations</u></p> <p>A common theme across the focus group and surveys with young people was that they could refer to the website to understand how to handle certain difficult situations.</p>	<p><i>“To get information on how to go about resigning. To understand how to handle difficult situations/conversations. To find out general information. To learn how to confront a manager/HR about issues in the workplace.”</i></p> <p><i>“This is how you can approach your boss and talk about it or this is, you know where to go, or who you can get support from, which is what [the WCF] does”</i></p>
<p><u>Building awareness of what a workplace should look like</u></p> <p>It was noted that the WCF would be a useful resource for people entering the workforce/starting a placement/internship, as it can help build their awareness of what a workplace should look like.</p>	<p><i>“It kind of gives a - I wouldn't say are a red flag checklist - but sort of something like that to someone going into the workforce, or like going on uni placement. And they're noticing things and they're just not sure 100% because they may have just been like for uni placement, you get the bare minimum, you don't get a full staff induction you're only going to be there for six weeks, however long it is. They might see all over here, something and be like [that] doesn't actually sit right with me, but they actually don't know where to turn to for it. I think the website would be good as a resource like that.”</i></p>
Independent Panel	
<p><u>Building awareness of what a workplace should look like</u></p> <p>Similar to above, the independent panel highlighted that the WCF could be helpful for educating young people on what is “normal” or “good” in the workplace - specifically sections such as the audio stories and flowcharts.</p>	<p><i>““Probably the stories, the like audio stories, flow charts, for a young person, I'm thinking they don't have, maybe like lots of different work experiences they can compare to, so if they learn about that they're like “oh that's not normal, that's not good,” so that's useful for them.”</i></p>
<p><u>Unclear if content is targeted at young people or had the intention of addressing the needs of young workers</u></p> <p>It was noted that the WCF was not clearly targeted at young people or the WCF did not clearly show that it had the intention of addressing the needs of young workers.</p>	<p><i>“I actually just thought it was for the general working population.”</i></p> <p><i>“Are we, assuming that employers, they already know that they need to you know, do something different to support young people, or do we also need to give some education on why it is different”</i></p> <p><i>“I think, in the very first intro just like highlighting I know it's a solid paragraph, but if you could really highlight that, you know, probably some key statistics as well, because I think there have been a few reports talking about how different and difficult it's been for young people in the workplace in the past few years. So make, I think just yeah, that making that super clear at the front at the start.”</i></p>



Evaluation Question 6: What were the key factors that supported or prevented change in the organisation?

Theme	Quotes
Supporting Change	
<p><u>Accessibility</u></p> <p>Ease of use and accessibility was highlighted by several organisations who were trialling the tool.</p>	<p><i>“exceeded my expectations really because I just thought everything was so very much more simplified, very easy to find and just not again as serious”</i></p> <p><i>“ I think the way that it's set out is very easy to use and the required information is very easy to find.”</i></p>
<p><u>Trust in G21</u></p> <p>The organisation that had implemented processes from the WCF highlighted that they trusted the resource as they knew where it came from.</p>	<p><i>“It's really hard when you go and try to Google something and Google information because you don't know if what you're looking at is a legit source or not, or if they're you know, what you're reading is right or wrong, and I guess because we've gotten this from reputable source, I guess, and from the G21 and Liz and stuff, we kind of got the right information and we're quite happy to use it”</i></p>
Preventing Change	
<p><u>Capability of merging with existing systems</u></p> <p>It was noted by one organisation representative that there was hesitance in implementing the WCF into their existing systems, as they did not want to double up on content. If it could be easily implemented into currently existing systems, that could be beneficial.</p>	<p><i>“But [the managers] were more worried of me trying to incorporate [the WCF] into our already made systems and they could see that we're doubling up on that and we're doubling up on that. Where I should be trying to streamline our systems and make it easier yeah.”</i></p> <p><i>“If we were to, if we were to put it in, I'd have to almost disguise it as a way of... 'cause you know, implementing a new system or a new platform - everyone goes 'oh another platform to use, another thing to manage'. “</i></p>
<p><u>Policies being too basic</u></p> <p>Refer to evaluation question 1d where it was noted by some representatives that the policies were too basic and less comprehensive than what they were hoping to find.</p>	<p><i>“...I was probably looking at something a bit more high level from a management perspective.”</i></p> <p><i>“I have found the policies or the templates and things on there... probably a bit basic...”</i></p>



Evaluation Question 7: What were the unintended outcomes?

Theme		Quotes
<p><u>Target Audience Unclear (Organisations Trialling Tool & Independent Panel)</u></p> <p>There was the general impression that the tool was suitable for more small-medium enterprises that are less mature or developed in this space (i.e., HR practices, policies, procedures) which aligned with the objectives that guided the development of the tool. However, given that there was an intention for the website to be targeted to young people or to address the needs of young people, this was not as clear.</p>		<p><i>"it needs a bit of clarity what it's aimed at."</i></p> <p><i>"it's tricky to figure out whether it's, as a tool that needs to be a bit more specific to a management group or whether it's for young people only and then there's it becomes sort of two separate age brackets."</i></p> <p><i>"This webpage more feels like if I was running an organization and I had someone come on board in the HR function, and I need to onboard them in terms of like what HR would include. It's more like a website like that"</i></p>
<p><u>Target Audience Unclear (Young People)</u></p> <p>When asked who they thought the most appropriate target audience for the website was, there were a range of responses from the young people. However, the young people surveyed and interviewed all noted that the website's purpose seems to be to educate or aid employers and employees about mental health in the workplace, their rights within a workplace, with 1 person highlighting that it <i>"possibly could have been clearer at some points"</i> as some of employer resources were not relevant for them. The section below provides a summary of the responses from young people.</p>		
Total	Young People Responses	Quotes
2	Young people and management	<p><i>"probably 18 to 30 year olds, out of uni going into the workforce they've only really worked maybe casually or part time... senior management would benefit from it massively"</i></p> <p><i>"especially for smaller businesses where they don't have necessarily an HR person or a dedicated you know it's just someone's job to, like it might be the owner, it might be a manager it's just someone's job to manage employees....18 to 30 year olds sort of entering the workforce, for the first time."</i></p>
1	People in management	<i>"The most appropriate would be people in management positions of most ages because it has a lot of information about perspective of employees that perhaps management doesn't get to see or hear a lot as well as some of the language used it targeted towards that demographic."</i>
1	Old people in the workplace	<i>"Really old people in the workplace, only because I think they're less likely to be understanding of some of the issues brought up on the website. And less likely to change their ways."</i>
1	All employees	<i>"All Employees, it will show new employees what is good and bad and shows older employees what they can change and work on"</i>



Theme	Quotes
<p><u>Lacking Credibility</u></p> <p>1 organisation representative felt that the content, policies, and templates within the WCF were credible as it was coming from the G21, however thought that the website needed to better demonstrate credibility.</p> <p>Another organisation representative were concerned that if the content was collated from other areas, perhaps these sources may be more informative.</p> <p>The independent panel thought it would be good to highlight where the information is coming from to provide credibility.</p>	<p><i>"I guess because we've gotten this from reputable source, I guess, and from the G21 and Liz and stuff, we kind of got the right information and we're quite happy to use it, but I guess one thing moving forward with it is, if you guys are to try and get other people who don't know about it, to use it is just making sure that... If you can some way and I don't know if you can get across that it is like a reputable site, and it has you know, research and stuff done into it, it's not just someone's just made something, and you know, putting stuff out there."</i></p> <p><i>"I think subconsciously, I'm thinking this stuff has come from somewhere else, and if it's come from somewhere else, then that somewhere else might actually be the more expert place. And that's where I should go and source it from"</i></p> <p><i>"I'm like look this looks okay, but it's literally on a Google Doc, like there's no logo or anything where if I'm held up in front of the fair work comission, I can say, well look, WorkSafe said this is pretty good. It feels a little bit disingenuous to say I got my policy off a Google Doc on a website. So although there was good stuff up there, I'd almost want to have more information that's sort of the author."</i></p>
<p><u>Lack of Guidance on Implementation</u></p> <p>A theme that came up in the independent panel focus group was that the WCF provides a good repository of resources but is lacking guidance on how to implement policies or procedures.</p>	<p><i>"It's a really useful starting point with templates and but if I were an employer or a small business owner that didn't, like if I wasn't a HR professional, maybe I would want more guidance on like how to implement some of these things."</i></p>
<p><u>Relevance for Mentally Healthy Workplaces Unclear</u></p> <p>The independent panel highlighted that at times, the relevance of the content for mentally healthy workplaces was unclear. As will be shown in the findings for evaluation question 9, the independent panel also indicated that the importance of the content for mental health was not explained.</p> <p>This also came up during one interview with an organisation that trialled the tool.</p>	<p><i>"...it provides tools and resources for good HR practice when what it should be doing is talking about creating a mentally healthy workplace"</i></p> <p><i>"I don't think the case of why it's useful to do that was super clear."</i></p> <p><i>"as you sort of explore it more you start come across policies for, for HR and you start to get into sort of job design, you start to get into, you know, onboarding and I'm like "hang on a second, the first page said, this is about wellbeing and there's tabs around bullying and stuff," but it doesn't seem to get any deeper than, than that."</i></p>



Evaluation Question 9: To what extent does the tool address the WorkSafe identified Work Related Factors that were a focus of the project?

Note: The WorkSafe Work Related Factors that were intended to be addressed by the project were poor workplace relationships, low recognition and reward, low job control, low job clarity, high and low job demands, and poor support.

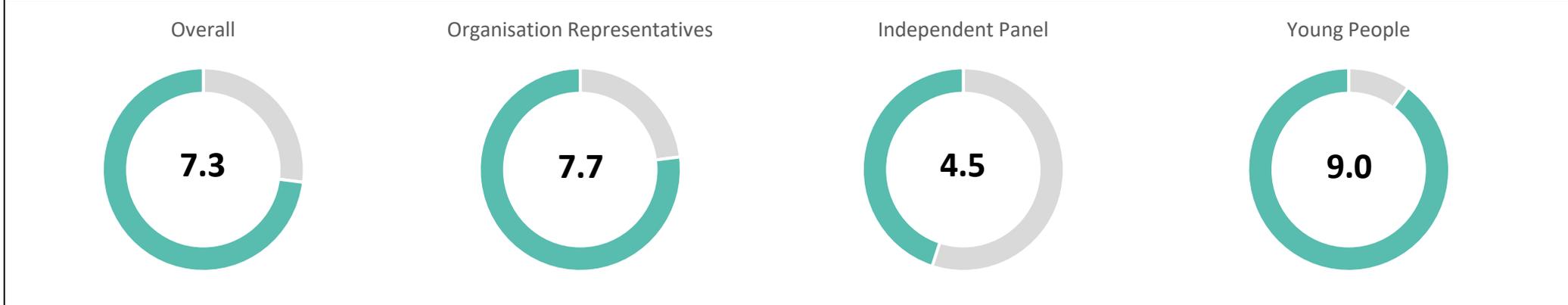
While the independent panel agreed that the WCF did address the Work Related Factors above, some of the themes that emerged were:

- Factors were not explicitly clear
- Relevance for mentally healthy/inclusive workplaces unexplained

Theme	Quotes
<p><u>Factors were not explicitly clear</u></p> <p>Work Related Factors were addressed, however were not explicitly mentioned, and therefore people without the background knowledge would not know they were being addressed.</p>	<p><i>“ I think job control, job clarity is a bit more vague, like, I think we know it's there, but I don't know if other people would know it's there, like explicitly.”</i></p>
<p><u>Relevance for mentally healthy/inclusive workplaces unexplained</u></p> <p>The WCF did not explain why certain Work Related Factors were important to help explain why an employer should implement certain practices.</p>	<p><i>“So job control, clarity, and job demands, there were a few templates that had you know room for you to write about it, but I don't think the case of why it's useful to do that was super clear.”</i></p>
<p><u>Support and Workplace Relationships</u></p> <p>One organisation that trialed the website and made changes in their organisation based on it highlighted that it helped with the Work Related Factors support and workplace relationships.</p>	<p><i>“It's got a lot of stuff in there about like how we as managers can best support our workers, and that is important to us and finding the right balance of how to do that.”</i></p> <p><i>“So, we kind of get came to the work care factor; the bullying discrimination kind of between employees and got a little bit of advice from there in how we can deal with it and. You know there's good example like actual examples on the website about how you guys should deal with it. Which was you know listen evaluate and then act and that's kind of what we did with you know the two employees and discussions about how we can you know move forward, and it really helped us.”</i></p>

Evaluation Question 10: What are the key indicators that will assist the Work Care Factor in being a sustainable resource into the future?

User Experience of the WCF – On a scale of 1-10, where 10 is really easy to use/navigate, and 1 is difficult, how would you rate it?



Themes	Quotes
<p><u>Accesible</u></p> <p>As highlighted in evaluation question 6.</p>	<p><i>“exceeded my expectations really because I just thought everything was so very much more simplified, very easy to find and just not again as serious”</i></p> <p><i>“I think the way that it's set out is very easy to use and the required information is very easy to find.”</i></p> <p><i>“very simply done and very easy to understand”</i></p>
<p><u>Can take time to find information</u></p> <p>2 organisationr represntatives felt that it could take logn to find specific information.</p>	<p><i>“it feels annoying to have to go through all those things... and then you finally get to the point with another saying that on some days, you just want to go bang and bang.”</i></p> <p><i>“Yeah, probably just the Navigation of it and getting me information quick. But then again some days you've got you've got time to sort of float through and other days you just want to go bang and bang. So yeah, I'd say the navigation side of things, get the information as quick as you can.”</i></p>
<p><u>Potentially overwhelming</u></p> <p>The more critical ratings suggested that the WCF could be overwhelming, particulary for people viewing it for the first time without background knowledge.</p>	<p><i>“...you start scrolling down it starts to get very, there's a lot happening... you've got things like you know the HR policies and then you've got like random flow charts and audio stories but it's kind of everywhere until you get to the very bottom...where you go by type”</i></p> <p><i>“I think if I if I came in here, if I was a new business owner or something and I went ‘right, need to do clearly some stuff around culture and staff, and there’s this website,’ I'd go ‘wow, there’s....where do I start here’.”</i></p>



Appeal for Young People

Themes	Quotes
<p><u>Building Awareness</u></p> <p>As highlighted in evaluation question 3, the WCF did well at helping young people build awareness through stories/narrative content.</p>	<p><i>"It helped me understand perspective of mental health in workplaces i am not familiar in and in situations i have never experienced. As well as some of the supports that can be put in place to enhance mental health wellbeing in the workplace."</i></p> <p><i>"from looking at the example cases and scenarios and reflecting back on previous employment and things like that you've kind... oh it's made me think oh that probably wasn't the best environment I was in"</i></p> <p><i>"Probably the stories, the like audio stories, flow charts, for a young person, I'm thinking they don't have, maybe like lots of different work experiences they can compare to, so if they learn about that they're like "oh that's not normal, that's not good," so that's useful for them."</i></p>
<p><u>More Interactive Content</u></p> <p>The independent panel felt that there was opportunity to include more interactive content that could appeal to young people.</p>	<p><i>"Interactive, so it doesn't have to be gamified, but you know quizzes they can take, or you know rate your workplace on this sort of scale, things like that, rather than just passively receiving information."</i></p> <p><i>"I think most people have touched on what needs to be done and I guess yeah it's just videos, interactive videos."</i></p>
<p><u>Need to distinguish between employer/manager and employee content</u></p> <p>This came up across all participant groups. There is the impression that some content is not relevant for young people or employees in general, and it can be difficult to sift through or jargonny.</p>	<p>Young Person: <i>"My only thing would be that maybe some of it's a bit jargony, and if you are starting out so like you may not even really understand"</i></p> <p><i>"I think that maybe the division between or being a bit more specific about the sections so for employers and then for employees."</i></p> <p><i>"...there's a lot of information that [young people] might just not understand...and won't even be relevant to them specifically, like it might be more relevant to the employer."</i></p> <p><i>"good if you could go on there, and just click I'm an employee / I'm an employer and then the relevant information. So yeah I, I think that would work really well um and I think it'll be even more easier to use um yeah I think that would be good and worthwhile to have the two sections."</i></p>
Other Themes for Evaluation Question 10	
<p><u>Regular Updates</u></p> <p>When asked what would keep them coming back, a common theme was regular updates and relevance to trends.</p>	<p><i>"If it's updated regularly, and you know, the more information that's on their, the better."</i></p> <p><i>"I think, as long as the information is relevant up to date with stories and like scenarios are relevant with the issues going on currently"</i></p> <p><i>"As long as it's staying timely and the issues are, so obviously the issues regarding young people in the workplace, right now, like reduced hours because of COVID or unsafe working environments"</i></p>

Summary of Findings

Overall

Overall the findings of this evaluation indicate that the WCF is a useful tool that can help businesses develop mentally healthy and inclusive workplaces with some opportunities for improvement.

The group of representatives from organisations testing the tool were generally positive toward its utility, highlighting that they could see potential for where it could be used, or that it would be a useful tool for businesses that are less developed/mature in terms of the policies, procedures, and/or HR practices.

The independent panel were critical toward the tool, highlighting a need for more guidance around *how* to create mentally healthy and inclusive workplaces, as well as tailoring the content toward young people. However, they did note that the website ultimately does help businesses create mentally healthy workplaces.

Finally, the young people were very positive toward the website. In particular, they found that it was good for helping them to develop awareness around what is good in a workplace, and encouraging them to reflect on their own experiences.

Key positives:

- The WCF is useful for businesses that are less developed in terms of policies, procedures and HR practices that contribute to mentally healthy and inclusive workplaces.
- Helps young people develop awareness around acceptable experiences in the workplace, and what should not be acceptable.

Improvement areas:

- Clarifying which audience content is relevant to. There is a mix of employee and employer resources, but it can be unclear as to which content is for which audience.
- Lack of guidance on how to implement policies/procedures.
- Lack of explanation on what exactly is a mentally healthy and inclusive workplace.
- The focus on young people could be more clear

Recommendations

Based on the findings of this evaluation, 20 specific recommendations are identified, and they fall into three general categories: content, sustainability, and user experience/website design.

Content

Clarity on audience and purpose

One of the main themes identified in the evaluation was that the WCF is not clear in the intended audience and who it is designed for. The WCF website states that it is for small to medium businesses however it is unclear who within the business would benefit from using the website.

It is recommended that:

1. the Safe and Empowering Workplaces project team make a decision on the key audience/s the website intends to communicate with.
2. the focus on young people and issues/psychosocial risks in the workplace be made more overt and addressed more specifically (see below)
3. The website Include an “About” section that clearly states what the website’s purpose and vision is, who is its intended audience is and what is its value proposition.

This will assist with improving the user experience with the website as it can be tailored with the audience in mind. Will also assist with the engagement with the website for the end user and help guide navigation. See recommendations below regarding User Experience.

Value Proposition / Point of distinction: Young people specific content.

One of the themes raised in the focus group discussions was that there are many websites that provide resources and general information on practices within the workplace such as: <https://business.gov.au/risk-management/risk-assessment-and-planning/policies-procedures-and-processes>; <https://business.vic.gov.au/tools-and-templates/hr-policies-and-procedures-manual-template>; <https://www.fairwork.gov.au/tools-and-resources/templates>. There are also comprehensive websites that are designed for organisations and managers in assisting them to “build mentally healthy workplaces” such as: <https://www.worksafe.vic.gov.au/mental-health> ; <https://www.headsup.org.au/healthy-workplaces/what-is-a-mentally-workplace> ; <https://www.mentalhealthcommission.gov.au/Mental-health-Reform/National-Workplace-Initiative/Mentally-Healthy-Workplaces-during-COVID-19> for sole traders, small business and medium to large organisations.

Another theme that emerged from the evaluation is that there is potentially a gap in resources providing guidance on working more effectively with young people. This is a growing area of need and a challenge for employers and young people which was identified by the funding body. Specifically, research has demonstrated that the mental health of young people employed in jobs with poor psychosocial working conditions is worse than unemployed young people. The need for employers to improve the psychosocial quality of their workplaces is a significant factor for organisations. Given that this project was funded to address the needs of young people, there is an opportunity for the WCF to educate and inform the importance of being aware of issues that are specific to young people and how best to manage these effectively in the workplace.



It is recommended that the WCF:

4. Be positioned as a resource that addresses the unique considerations of young people in the workplace
5. Provide an explanation of the research regarding mental health and wellbeing for young workers, the types of risks they are more likely to experience (e.g., bullying, sexual harassment), and what it looks like if these are addressed (improved wellbeing) or not addressed (poor mental health outcomes).
6. Covers key topics such as:
 - Facts on young people and mental health in the workplace
 - Facts on young people exposure to psychosocial risks/poor working conditions
 - Relevant statistics on the experiences of young workers

Introduce more context on mentally healthy and inclusive workplaces and how to use the website

Defining mentally health workplaces

The website may be overwhelming with all the information available, and there is a lack explanation as to how to create a mentally healthy and inclusive workplace, and what they are. This would be particularly helpful for people going into the website with no previous knowledge.

It is recommended that the WCF:

7. Provide a clear definition of mentally healthy workplaces and description of what they look like.
 - This could be achieved by providing a “What is a mentally healthy/inclusive workplace” piece (e.g., video or text).

Guidance on how to implement suggested policies/procedures

It was highlighted that whilst there is good content and resources, there is a lack of guidance on how to implement policies/procedures.

It is recommended that the WCF:

8. Provide guidance on how to use the tools available and how to effectively implement the procedures.
9. Consider the guidance at different levels, for instance guidance for an end user who is using the WCF with no background knowledge would be different to an end user who has more experience. Clarifying the audience will also help determine the guidance needed by the end user in implementing the information provided by the WCF.

Demonstrate credibility

One of the themes that emerged from the evaluation was around the source of the information and resources provided by the WCF and how these would be maintained for compliance and credibility.

It is recommended that the WCF:

10. Build trust and credibility in its resources and information by providing transparency regarding where templates are from, or who developed them. This would assist users by providing them with assurance that the policies they might be adopting are from a reputable source.
11. Leverage information from other reputable sources by providing links or references to.

Sustainability

Self-assessment for organisations and young people

It was highlighted that an assessment could provide organisations with guidance as to which areas they could target to help them create mentally healthy and inclusive workplaces. In a similar vein, an assessment for employees/young people to complete could help build their awareness of potential risks they are exposed to at work or where to find relevant support.

It is recommended that the WCF:

12. Develop or link a tool (e.g., WorkWell Wellbeing Insights Survey, People at Work Survey) that can provide benchmarks on factors that contribute to mentally healthy and inclusive workplaces.
13. Develop or link a tool that allow young people to assess their experiences at work or exposure to psychosocial risks (e.g., bullying, low job control) to build their awareness and direct them to relevant resources/support.

Regular updates

A common theme for reasons to come back to the website was if it was continuously updated. This can help provide ongoing engagement with existing users.

It is recommended that the WCF:

14. Be updated to reflect best practice policies/procedures.
15. Ensures that it is addressing the current needs for (young) people in the workplace by staying up-to-date with relevant trends or research.
16. Provide a method in which users can be notified of updates (e.g., email subscription, user accounts)

Partner with high schools or employment agencies

It would be difficult for young people to find the tool if they are not aware of it. One focus group highlighted a potential opportunity by engaging with people early in their career/education.

It is recommended that:

17. The WorkWell Learning Network/Safe and Empowering Workplaces Project partner with relevant organisations and education institutions to build awareness of the tool among young people.

User experience / website design

Create a distinction between employer and employee content

A common theme across the groups was a need to tailor the website to its audience. For example, policy documents and similar employer-specific content is less relevant for young people and could make it more difficult for them to find specific content. It was also noted by young people that while some of the content was interesting (e.g., flowcharts), these were positioned for employers rather than employees, so having a version with an employee perspective could help it be more engaging.

It is recommended that the WCF:

18. Provide an option to filter content specific to the user's background (i.e., employer or employee/young person)
19. Update existing content (e.g., flowcharts) to have versions from the perspective of the employee/young person.

Make it easier to find relevant content

An issue noted by several participants of the evaluation was that it could take long to find specific content. While a search bar is available, it is less efficient due it needing to load a separate page.

It is recommended that the WCF:

20. Incorporate more flexible searching options to help users find specific content faster.
 - a. For example, a search bar in the "Which areas would you like to improve section" or a persistent search bar at the top of page that can help filter content.

Limitations

There were several limitations throughout the evaluation process to consider. These are all described below, and have been separated into trial methodology, recruitment, and evaluation limitations.

WCF website trial Methodology

- Length of trial inconsistency
 - Through the interviews with organisations that trialled the WCF, it was apparent that the representatives had been trialling the tool for different lengths of time (e.g., 4-5 weeks, 4 months). This resulted in some organisations having more time to navigate the website and use or implement resources as opposed to other organisations.
- Lack of structure/guidance for trial
 - The limited guidance or instructions provided for the trial of the WCF may have contributed to inconsistencies in how it was trialled across organisations. For example, only 1 organisation at the time of the interviews had actually implemented processes from the WCF into their organisation. Some organisations were not aware of some of the features of the website and hence were limited in their comments regarding the utility of certain features and resources of the website.
 - This limited the extent to which we could assess how the WCF could lead to change in an organisation, given we only had the single organisation to base that off.
- Young people involvement
 - There was no explicit involvement of young people for the purposes of trialling the WCF, as the tool was provided to people in employer/management positions.

Recruitment Limitations

- The organisation representatives that participated in the evaluation were not the individuals involved in development of tool in all cases. Hence some had a limited understanding of how and why the tool was developed.
- Difficulty in getting young people involved.
 - Ideally, the young people involved would have included those from organisations that implemented processes from the WCF, however whilst the evaluation team attempted to engage with young people, the organisations that participated did not have large numbers of young workers and this did not end up being an option.
- Recruitment during Melbourne / Victoria COVID lockdown:
 - The data collection phase spanned across September – October which unfortunately coincided with an extended lockdown across Melbourne and Victoria and the introduction of the vaccination mandate across workplaces. This impacted on the availability or organisations to participate and also facilitate the participation of their younger workers. Particularly given that data collection was carried out with small to medium sized businesses who were significantly impacted during this time.



Evaluation Limitations

- Evaluation commenced after trial of tool
 - At the time that the evaluation commenced, the trial of the WCF had already commenced, and hence the evaluation team were unable to be involved in the structure of the trial, or have the opportunity to collect key data pre and post the trial with organisations.
 - The commencement of the evaluation project prior to the trial of the website would have allowed for organisations to have been engaged in a more structured trial with the inclusion of a benchmarking tool such as

the WorkWell Wellbeing Insights survey. This data would have been valuable for the evaluation and also as a benchmarking exercise for organisations.

- The WCF website has undergone further development during the course of the evaluation and hence the evaluation data is related to the version of the WCF which organisations trialed and may not be representative of the most up to date version of the WCF.



Appendices

Appendix A - Detailed Timeline

Reporting quarter 1 – January 2020 to March 2020

Milestone name	Deliverable details	Deliverable outcome details	Current progress	Expected commencement date	Expected completion date	Actual completion date
Quarter 1						
1. Re-establish Technical Advisory Group	1.1 Confirm representation from Stakeholders and Partners	Partnership Agreement signed 2019. Confirmed via email 2020.	Completed			
	1.2 Finalise Partnership Agreement	Confirmed roles and responsibilities with all TAG partners in attendance at meeting 17/1/20 2:00-4:00 pm and all WWLN participants at workshop 2/3/20 or by email following.		7/6/19	30/11/19	2/3/20
	1.3 Confirm roles and responsibilities			7/6/19	30/11/19	2/3/20
	1.4 Finalise funding agreements (where relevant)	Funding agreement contracts drafted and completed with primary partners.		13/6/19	2/3/20	2/3/20
				14/6/19	30/4/20	30/4/20
2. Re-convene Learning Network	2.1 Communicate commencement of initiative 2.2 Confirm Partnership Agreement	Emailed Partnership Agreement signed 2019. Confirmed via email 2020.	Completed	1/6/19	2/3/20	2/3/20



<p>3. Baseline Data Collection</p>	<p>3.1 Complete VicHealth Partnership Analysis Tool with Technical Advisory Group 3.2 Complete Workplace Wellbeing Insights Survey with Learning Network 3.3 Complete Workplace Wellbeing Insights Survey with employees of participating workplaces</p>	<p>Completed TAG meeting 17/1/20 2:00-4:00 pm. All current GWYLF LN members entered into multi-employer WWI survey portal. As above</p>	<p>Completed</p>	<p>17/6/19</p>	<p>31/3/20</p>	<p>19/6/20</p>
<p>4. Commence Co-design cycle (1)</p>	<p>4.1 Problem Identification & prioritisation with Learning Network 4.2 Problem Solving & Brainstorming with Learning Network 4.3 Technical Advisory Assistance for potential tools & resources</p>	<p>Problem Identification workshop held 2019 as part of PMP submission. Included systems mapping and survey of all participants, both WW Learning Network and Technical Advisory Group. Problem Solving Workshop held with WW Learning Network and Technical Advisory Group on 2/3/20. Solutions mapped and survey sent to prioritise actions. List of top 5 actions and problem statement identified. Technical Advisory Group meeting held 8/4/20. Identified requirements in terms of mental health, youth engagement and technical expertise to resolve problem statement.</p>	<p>Completed</p>	<p>5/8/19</p>	<p>8/4/20</p>	<p>8/4/20</p>
<p>5. Monitoring & Evaluation</p>	<p>5.1 Develop Prototype Plan for Co-design Cycle (1) 5.2 Social Network Analysis (monthly survey)</p>	<p>Prototype Plan commenced, based on key questions. Brief sent to two potential consultants. Completed Feb & March monthly surveys.</p>	<p>Completed</p>	<p>28/2/20</p>	<p>25/4/20</p>	<p>25/4/20</p>



6. Progress Report	6.1 Draft & Finalise Progress Report	Submitted	Completed	10/4/20	10/4/20	10/4/20
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Reporting quarter 2 – April 2020 to June 2020

Milestone name	Deliverable details	Deliverable outcome details	Current progress	Expected commencement date	Expected completion date	Actual completion date
Quarter 2						
7. Continue Co-design cycle (1)	7.1 Prototyping, Testing & Feedback with employers 7.2 Prototyping, Testing & Feedback with young people	Achieved through a combination of collaborative online workshops, individual phone conversations, and surveys.	Completed	1/4/20	30/6/2020	30/6/2020
8. Monitoring & Evaluation	8.1 Prototype Evaluation for Co-design Cycle (1) 8.2 Social Network Analysis (monthly survey)	Survey evaluation completed (refer MGA Report, attached). Completed April, May, and June SNA surveys.	Completed	1/4/20	30/6/2020	30/6/2020
9. Progress Report	9.1 Draft & Finalise Progress Report	Submitted.	Completed	1/7/20	10/7/20	10/7/20



Reporting quarter 3 – July 2020 to September 2020

Milestone name	Deliverable details	Deliverable outcome details	Current progress	Expected commencement date	Expected completion date	Actual completion date
Quarter 3						
10. Complete Co-Design cycle (1)	10.1 Technical Refinement (where needed) 10.2 Resources Developed & Shared 10.3 Implement Knowledge Transfer activities (across GROW, G21 Region and Victoria)	A new contract was required to extend the engagement of original Consultant Team to include the technical refinement of Prototype 1 into a Minimum Viable Product. This contract is now in place, and the website is currently being constructed. This website will also incorporate the outcomes of Co-Design 2. Knowledge Transfer Activities of Co-Design 1 and 2 will now be combined for clarity and impact.	On track	01-Jul-20	30-Sep-20	N/A
11. Commence Co-design cycle (2)	11.1 Problem Identification & prioritisation with Learning Network 11.2 Problem Solving & Brainstorming with Learning Network 11.3 Technical Advisory Assistance for potential tools & resources	Achieved through a combination of collaborative online workshops, meetings and individual phone conversations. Learning Network workshop held on 31-Aug-20. Technical Advisory Group meeting held on 30-Sep-20.	Completed	01-Aug-20	30-Sep-20	30-Sep-20
12. Monitoring & Evaluation	12.1 Develop Prototype Plan for Co-design Cycle (2)	Consultant Team implementation meeting held 25-Sep-20 to develop prototype	Completed	01-Jul-20	30-Sep-20	30-Sep-20



	<p>12.2 Social Network Analysis meeting (monthly between Researcher & Learning Network Chair)</p> <p>12.3 Commence system mapping/graphic recording</p> <p>12.4 Commence scoping of research</p>	<p>plan including technical and HR specialists.</p> <p>Scoping of research commenced with Consultant Team. System mapping to be incorporated into the research, designed to build on all 3 co-design cycles.</p>				
13. Progress Report	13.1 Draft & Finalise Progress Report	Submitted	Completed		10-Oct-20	12-Oct-20

Reporting quarter 4 – October 2020 to December 2020

Milestone name	Deliverable details	Deliverable outcome details	Current progress	Expected commencement date	Expected completion date	Actual completion date
Quarter 4						
14. Continue Co-design cycle (2)	<p>14.1 Prototyping, Testing & Feedback with employers</p> <p>14.2 Prototyping, Testing & Feedback with young people</p>	Achieved through a combination of collaborative online workshops, individual phone conversations, emails and surveys.	Completed	01-Oct-20	31-Dec-20	31-Dec-20
15. Monitoring & Evaluation	<p>15.1 Prototype Evaluation for Co-design Cycle (2)</p> <p>15.2 Social Network Analysis meeting (monthly between</p>	<p>Co-Design 2 Prototype Plan reviewed and endorsed at TAG 27 Jan.</p> <p>Completed Oct, Nov and Dec SNA surveys.</p>	Completed	01-Oct-20	31-Dec-20	27-Jan-21



	Researcher & Learning Network Chair)					
16. Program Review	16.1 Review of Program Logic 16.2 Review of M&E Framework 16.3 Review of Risk Matrix 16.4 Review of Milestones & Deliverables 16.5 Review of Knowledge Translation	Reviewed Program Logic, no change. Reviewed M&E Framework, updated. Reviewed Risk Management Plan, updated. Reviewed Milestones & Deliverables Plan, no change. Reviewed Knowledge Translation, updated.	Completed	01-Oct-20	31-Dec-20	27-Jan-21
17. Annual Report	17.1 Draft & submit annual report 17.2 Compile case study (from prototype evaluation & Most Significant Change) 17.3 Audited financial acquittal	Annual report submitted. Case study (from prototype evaluation & co-design feedback) submitted Audited financial acquittal.	Completed	01-Dec-20	29-Jan-21	29-Jan-21

Reporting quarter 5 – January 2021 to March 2021

Milestone name	Deliverable details	Deliverable outcome details	Current progress	Expected commencement date	Expected completion date	Actual completion date
Quarter 5						



<p>18. Complete Co-design cycle (2)</p>	<p>18.1 Technical Refinement (where needed) 18.2 Resources Developed & Shared 18.3 Implement Knowledge Transfer activities (across GROW, G21 Region and Victoria)</p>	<p>Minimum Viable Product (MVP) completed.</p> <p>The MVP is in the process of being shared with TAG and GWYLF Learning Network, primarily as individual businesses.</p> <p>This process is taking a longer time than expected because the individualised approach, however the resulting information is comprehensive and robust.</p> <p>As the MVP is still being tested and trialled, the Knowledge Transfer activities will take place when the final product is verified and approved by WorkSafe.</p>	<p>On track</p>	<p>01-Jan-21</p>	<p>30-Mar-21</p>	<p>N/A</p>
<p>19. Commence Co-design cycle (3)</p>	<p>19.1 Problem Identification & prioritisation with Learning Network 19.2 Problem Solving & Brainstorming with Learning Network 19.3 Technical Advisory Assistance for potential tools & resources</p>	<p>Problem Identification, Problem Solving and Brainstorming is being undertaken individually with the participating Learning Network businesses and the Technical Advisory Group, as the MVP is introduced.</p> <p>This process is taking a longer time than expected because the individualised approach, however the resulting information is comprehensive and robust.</p>	<p>On track</p>	<p>01-Jan-21</p>	<p>30-Mar-21</p>	<p>N/A</p>
<p>20. Monitoring & Evaluation</p>	<p>20.1 Track actions in Compact Action Plan 20.2 Capture Most Significant Change (where relevant)</p>	<p>GROW Action Plans are updated individually with each GROW signatory, and are currently being undertaken. (This is an ongoing process).</p>	<p>On track</p>	<p>01-Jan-21</p>	<p>30-Mar-21</p>	<p>N/A</p>



	<p>20.3 Review System Mapping/Graphic Recording</p> <p>20.4 Develop Prototype Plan for Co-design Cycle (3)</p> <p>20.5 Social Network Analysis meeting (monthly between Researcher & Learning Network Chair)</p>	<p>As noted in the updated Monitoring and Evaluation Plan (Jan 2021) the Most Significant Change stories will now be captured at the end of the program.</p> <p>As noted in the updated Monitoring and Evaluation Plan (Jan 2021) the System Mapping and Graphic Recording will now occur at the end of program.</p> <p>The Prototype Plan for Co-design Cycle 3 is evolving through the individual meetings with Learning Network businesses and will be approved by the Technical Advisory Group at the April 28 meeting.</p> <p>This process is taking a longer time than expected because the individualised approach, however resulting information is comprehensive and robust.</p>				
21. Progress Report	21.1 Draft & Finalise Progress Report		Completed		10-Apr-21	12-Apr-21

Reporting quarter 6 – April 2021 to June 2021

Milestone name	Deliverable details	Deliverable outcome details	Current progress	Expected commencement date	Expected completion date	Actual completion date
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Quarter 6

<p>22. Continue Co-design cycle (3)</p>	<p>22.1 Prototyping, Testing & Feedback with employers 22.2 Prototyping, Testing & Feedback with young people</p>	<p>Testing is currently underway in 5 Learning Network businesses. This process needs to be approximately six months in order to observe changes in the mental health of the workplace. Specific workshops with young people in the Learning Network businesses were postponed in lockdown, but rescheduled for late July, in order to conduct in person. (Further lockdowns have disrupted these plans, hoped for October.)</p>	<p>On track</p>	<p>01-Apr-21</p>	<p>31-Oct-21</p>	<p>30-Nov-21</p>
<p>23. Monitoring & Evaluation</p>	<p>23.1 Prototype Evaluation for Co-design Cycle (3) 23.2 Social Network Analysis meeting (monthly between Researcher & Learning Network Chair) 23.3 Track actions in Compact Action Plan</p>	<p>The Prototype Plan for Co-design Cycle 3 was approved by the Technical Advisory Group at the April 28 meeting. The final evaluation of the Prototype Plan will be aligned to the testing and trialling of the website, currently ongoing in the Learning Network. SNA has been ongoing monthly. Learning Network businesses who are GROW signatories have identified actions in their GROW action plans related to the Safe and Empowering Workplaces Project. These action plans are updated regularly, at least annually.</p>	<p>On track</p>	<p>01-Apr-21</p>	<p>30-Jul-21</p>	<p>30-Nov-21</p>
<p>24. Progress Report</p>	<p>24.1 Draft & Finalise Progress Report</p>		<p>Completed</p>	<p>10-Jul-21</p>	<p>10-Jul-21</p>	<p>10-Jul-21</p>



Reporting quarter 7 – July 2021 to September 2021

Milestone name	Deliverable details	Deliverable outcome details	Current progress	Expected commencement date	Expected completion date	Actual completion date
Quarter 7						
25. Complete Co-design cycle (3)	25.1 Prototyping, Testing & Feedback with participating workplaces 25.2 Technical Refinement (where needed) 25.3 Resources Developed & Shared 25.4 Implement Knowledge Transfer activities (across GROW, G21 Region and Victoria)	25.1 A feedback session with LN businesses was held on 26 July. Longitudinal testing is now concluding in 5 Learning Network businesses. These businesses are currently completing feedback and evaluation, both with MGA and with Deakin University (expected to be finalised November 2021). 25.2 Based on feedback from the LN businesses, a brief with suggested updates has been submitted to the 'WorkCareFactor' website designers for costing and estimated timelines (expected November 2021). 25.3 The 'beta' version of the website has been widely shared for feedback. 25.4 Multiple presentations	On track	01-Jul-21	30-Sep-21	30-Nov-21



		and meetings have been conducted, refer above.				
26. Monitoring & Evaluation	26.1 Prototype Evaluation for Co-design Cycle (3) 26.2 Social Network Analysis meeting (monthly between Researcher & Learning Network Chair) 26.3 Track actions in Compact Action Plan	26.1 The Technical Advisory Group will meet in November (when evaluations are completed) to finalise the evaluation of the Co-Design 3 Prototype. 26.2 SNA has been ongoing monthly. 26.3 LN businesses who are GROW signatories have identified actions in their GROW action plans related to the Safe and Empowering Workplaces Project. These action plans are updated regularly, at least annually.	On track	01-Jul-21	30-Sep-21	30-Nov-21
27. Progress Report	27.1 Draft & Finalise Progress Report		Completed	11-Oct-21	10-Oct-21	

Reporting quarter 8 – October 2021 to December 2021

Milestone name	Deliverable details	Deliverable outcome details	Current progress	Expected commencement date	Expected completion date	Actual completion date
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Quarter 8

28. Refine & Share Resources	28.1 Finalise and share / launch final resources / tools / platform	Formal launch unlikely to be possible in COVID-19 but will present online launch.	Choose an item.	01-Oct-21		
29. Learning Network & Technical Advisory Group wrap up	28.2 Implement FINAL Knowledge Transfer activities (across GROW, G21 Region and Victoria)		Choose an item.	01-Oct-21		
30. Completion Data Collection	29.1 Final workshop - including Most Significant Change evaluation	Most Significant Change no longer the tool being implemented, owing to Deakin University evaluation plan. We will be able to deliver a final workshop but may be linked to online launch?	Choose an item.	01-Oct-21		
31. Monitoring & Evaluation	29.2 Final system mapping / graphic recording	If funds allow, we may be able to include a graphic recording as part of this final workshop but not guaranteed at this point.	Choose an item.	01-Oct-21		

Appendix B - Interview Schedules

B.1 Organisations Trialling the Tool

Introduction

Thank you for meeting with us today. How are you? Introduce myself, Scott Peterson from Deakin University. Part of a team evaluating the Work Care Factor.

The purpose of today's meeting/interview is for us to learn about your experience with the WCF and how you may have used it in your business or could use it in the future.

As a part of today's interview, we will be asking you a series of questions about your experience. There are no right or wrong answers, we're really just interested in finding out how you have been able to interact with the tool and how this may have impacted your business. We envisage the interview will take up to an hour.

So first of all, we would like to understand a little more about your role in the Safe & Empowering workplaces by project by GWYL.

1. Your organisation?
2. Your role?
3. Can you tell us what your role in this project has been?
4. How did you come to be involved?

So now we'll move on to your experience with the WCF.

5. Have you been able to trial the WCF?
 - a. If yes - describe the context in which you used it. *(how did you go about navigating it, how did you find information)*
 - i. How long have you been trialling it for?
 - b. If no - What was the reason you did not use the WCF?
6. Overall, how easy was it to use/navigate? On a scale of 1-10, where 10 is really easy, and 1 is difficult, how would you rate it?
7. What's your understanding of mentally healthy workplaces? *(what do you think a mentally healthy workplace looks like)*
8. Has the WCF contributed in any way to your understanding of mentally healthy workplaces?
9. Has the WCF contributed to your ability to create a mentally healthy workplace for employees?
10. What's your understanding of inclusive workplaces? *(what do you think an inclusive workplace looks like)*
11. Has the WCF contributed in any way to your understanding of inclusive workplaces?
12. Has the WCF contributed to your ability to create an inclusive workplace for employees?
13. How has your involvement with the co-design process impacted your understanding of mentally healthy and inclusive workplaces?

Critical Incident Technique

Thinking about your experience using the WCF resource, can you....

14. Think about a time where the WCF was helpful... *(were you able to find information relevant to your business)*
 - a. What were you looking for?
 - b. What was helpful about it?
 - c. What was the outcome?
15. Think about a time where the WCF was not helpful...
 - a. What were you looking for?
 - b. What was not helpful about it?
 - c. What was the outcome?

We're interested in finding out how the different aspects of the WCF have assisted you in your business.

Access to tools and resources for building inclusive/mentally healthy workplaces:

- To what extent has this website complemented your existing resources around inclusive and mentally healthy workplaces?
 - Can you give us an example?
- What existing resources do you have, if any?

Training and skill development

- To what extent did the WCF assist you in a training or skill development capacity?
- To what extent did you use the WCF for training/education/information sharing capacity?
- *(your own training)*

Improved policies and procedures

- To what extent has this website complemented your existing policies/procedures around inclusive and mentally healthy workplaces, and can you give us an example?
- What existing policies do you have, if any?
- *(Developing, revising, informing)*

In your navigation of the WCF, you will have noticed that there’s lots of different aspects/sections to the website. We’re going to be asking you about your experience of these specific aspects to get your feedback.

It’s okay if you haven’t used this section.

Audio Story

1. Have you looked at [section]?

Audio Wall

- a. Was it helpful?
- b. What did you use it for?
- c. What was the outcome?

C.L.E.A.R Scenarios

2. Do you understand the purpose of [section]?

Employee Lifecycle

Flowcharts

HR Policies

Research & Resources

One of the focuses of the WCF is young people in the workforce, and as a part of that we would like to understand how it has assisted you in managing young people in your workforce.

Improved motivation to create inclusive

- Could you tell us, of your employees, what percentage is made up of young people? *(where young people = 15-25 years old)*
- To what extent have you considered applying the content from WCF with the young people in your organisation?
- Given the current circumstances and the vulnerability of many young people in the workplace, to what extent have you considered implementing practices or initiatives to support young people in the workplace?

IF NO

- Have you had young workers previously?
- To what extent do you think the website could help with young workers?

Towards end

We’re also interested in your expectations of this website resource and its in the future.

16. Could you tell us what were your expectations of the WCF?
 - a. Were your expectations met?
 - i. If yes, how?
 - ii. If no, why not?
2. Who do you think would be the most appropriate audience for the website?
 - a. Why do you think this is?
17. Why would a business like yours use the WCF?
18. How would you see the WCF adding value to your business?
19. How do you see the WCF complimenting your current resources into the future?
20. What would keep you coming back to this website?
21. What overall improvements would you suggest for WCF?
22. Criticisms?

Young people

Workplace Wellbeing Insights survey

- WorkSafe evaluation
- Check in mentally healthy workplace factors
 - See results from manager/employer level and employee level
 - However, for employee level, need 20 workers to complete
 - Can still provide your results just at employer/manager level - see how this compares against industry, location, business size,

B.2 - Independent Panel

CONTEXT ON PROJECT/INVOLVEMENT

Firstly, we want to get a sense for your general impressions of the website.

1. What do you think the purpose of the website is?
2. Overall, how did you find navigating the website? On a scale of 1-10, where 10 is really easy, and 1 is difficult, how would you rate it? (*why*)
3. Who do you think would be the most appropriate audience for the website and why do you think this is?
 - a. Do you think people need a certain level of knowledge to use the website? Why/why not?

The overall objectives for the website were to:

- Provide local businesses additional resources and support for creating inclusive, supportive, and mentally healthy workplaces.
- Address the needs of young workers as they are a vulnerable population.
- Address a number of WorkSafe's work-related factors that affect a mentally healthy workplace

1. How does the website address mentally healthy workplaces?
2. How does the website address inclusivity in the workplace?
3. How effective do you think the website is at helping businesses create inclusive, supportive, and mentally healthy workplaces?
 - a. Why?
4. Do you think the website could help employers address the needs of young workers?
 - a. If yes, how?
 - b. If no, why not?
5. How does the website address the following workplace factors?
 - a. Workplace relationships
 - b. Recognition and reward
 - c. Job control
 - d. Job clarity
 - e. High and low job demands
 - f. Support
6. For what reason would a young worker access the website?

Towards end

7. What improvements would you suggest for the website?
 - a. What do you think is missing?
8. Final thoughts or ideas?

B.3. Young People

Introduction

Thank you for meeting with us today. How are you? Introduce myself, Scott Peterson from Deakin University. Part of a team evaluating the Work Care Factor.

The purpose of today's meeting is for us to learn about your experience with the WCF and what your thoughts are on it.

As a part of today's interview, we will be asking you a series of questions regarding the WCF. There are no right or wrong answers, we're really just interested in finding out how you have found it and how you think it could be used.

We envisage the interview will take up to 30-40mins. Check for recording consent.

4. What do you think the purpose of the website is?
5. Overall, how easy was it to use/navigate? On a scale of 1-10, where 10 is really easy, and 1 is difficult, how would you rate it?
6. What's your understanding of mentally healthy workplaces? (*what do you think a mentally healthy workplace looks like*)
 - a. Describe what you think it looks like
7. Has the WCF contributed in any way to your understanding of mentally healthy workplaces?
 - a. If so how?
 - b. If not, why not?
8. What's your understanding of inclusive workplaces? (*what do you think an inclusive workplace looks like*)
 - a. Describe what you think it looks like
9. Has the WCF contributed in any way to your understanding of inclusive workplaces?
 - a. If so how?
 - b. If not, why not?
10. Was there a section of the website you found particularly helpful?
 - a. What was helpful about it?
11. Was there a section of the website where you didn't understand the purpose?
 - a. What was not clear about it?
12. Who do you think would be the most appropriate audience for the website and why do you think this is?
13. What do you think this website could be used for?
14. For what reasons would you/young people use a website like this?
15. What overall improvements would you suggest for the WCF?



Appendix C - Survey for Young People Group A

What do you think the purpose of the Work Care Factor website is?

Overall, how easy was it to use/navigate? On a scale of 1-10, where 10 is really easy, and 1 is difficult, how would you rate it? What is your reason?

What's your understanding of mentally healthy workplaces? (what do you think a mentally healthy workplace looks like)

Has the WCF contributed in any way to your understanding of mentally healthy workplaces? If so how? If not, why not?

What's your understanding of inclusive workplaces? (what do you think an inclusive workplace looks like)

Has the WCF contributed in any way to your understanding of inclusive workplaces? If so how? If not, why not?

Was there a section of the website you found particularly helpful? What was helpful about it?

Was there a section of the website where you didn't understand the purpose? What was not clear about it?

Who do you think would be the most appropriate audience for the website and why do you think this is?

What do you think this website could be used for?

For what reasons would you or young workers in general use a website like this?

What overall improvements would you suggest for the Work Care Factor website?

Any final comments?

Appendix D - Pre-work for Independent Panel

Schedule (1hr)	Questions/things to consider
First 15 mins - General browsing	What do you think the purpose of the website is? How does it feel to navigate the website?
Next 20 mins - Navigate using: 'Which areas would you like to improve in your workplace' on front page	Who do you think the intended audience for the website is? What is your reason for this? How does the website address mentally healthy & inclusive workplaces? <ul style="list-style-type: none"> • Educating users? • Helping users understand how to create such workplaces? How does the website address the following workplace factors: <ul style="list-style-type: none"> • Workplace relationships • Recognition and reward • Job control • Job clarity • High and low job demands • Support
Next 15 mins - Check the Employee Lifecycle section (accessed through bottom of website or through the menu at top)	
Next 10 mins - Check the 'Research & Resources' section (bottom left of website)	