

# Health and Wellbeing Framework 2022 - 24

## A commitment to our people's health and wellbeing

JULY 2022

The *Health and Wellbeing Framework 2022 – 2024* applies to all officials of the ACMA including Authority and Associate Members, the eSafety Commissioner and all ACMA staff including staff that assist the eSafety Commissioner in eSafety roles and functions.

**Canberra**

Red Building  
Benjamin Offices  
Chan Street  
Belconnen ACT

PO Box 78  
Belconnen ACT 2616

T +61 2 6219 5555  
F +61 2 6219 5353

**Melbourne**

Level 32  
Melbourne Central Tower  
360 Elizabeth Street  
Melbourne VIC

PO Box 13112  
Law Courts  
Melbourne VIC 8010

T +61 3 9963 6800  
F +61 3 9963 6899

**Sydney**

Level 5  
The Bay Centre  
65 Pirrama Road  
Pyrmont NSW

PO Box Q500  
Queen Victoria Building  
NSW 1230

T +61 2 9334 7700  
F +61 2 9334 7799

**Copyright notice**

<https://creativecommons.org/licenses/by/4.0/>

With the exception of coats of arms, logos, emblems, images, other third-party material, or devices protected by a trademark, this content is made available under the terms of the Creative Commons Attribution 4.0 International (CC BY 4.0) licence.

We request attribution as © Commonwealth of Australia (Australian Communications and Media Authority) 2022.

All other rights are reserved.

The Australian Communications and Media Authority has undertaken reasonable enquiries to identify material owned by third parties and secure permission for its reproduction. Permission may need to be obtained from third parties to re-use their material.

Written enquiries may be sent to:

Manager, Editorial Services  
PO Box 13112  
Law Courts  
Melbourne VIC 8010  
Email: [info@acma.gov.au](mailto:info@acma.gov.au)

# Contents

<b>Introduction</b>	<b>1</b>
Alignment to People Strategy 2021 - 2024	1
Guiding principles	1
Measures of success	1
Objective	1
<b>Chair's Foreword</b>	<b>2</b>
<b>Our Health and Wellbeing Framework – 2022 to 2024</b>	<b>3</b>
Our wellbeing vision	4
Context	4
Our consultation approach	4
What is wellbeing?	5
Supporting materials	5
Our Health and Wellbeing Framework – at a glance	6
<b>Our wellbeing initiatives</b>	<b>7</b>
Hybrid working arrangements	7
Flexible working arrangements	7
Wellbeing awareness materials	7
Living Well	7
<b>Physical Wellbeing</b>	<b>8</b>
Our physical wellbeing vision	9
Corporate fitness and wellness program	9
Flu Vaccination Program	9
Eye health management	9
Radiofrequency testing	9
First Aid	10
First Aid Officers	10
First Aid Kits	10
Automatic External Defibrillators	10
Information on physical wellbeing	10
<b>Mental Wellbeing</b>	<b>11</b>
Our mental wellbeing vision	12

# Contents (Continued)

People at Work	12
Confidentiality	12
Employee Assistance Program	12
Attendance during work hours	13
Confidentiality	13
Support for staff working with confronting or offensive material	13
Harassment Contact Officers	13
Confidentiality	14
Information on mental wellbeing	14
<b>Work Health &amp; Safety</b>	<b>15</b>
Our safety vision	16
WHS Management System	16
Early intervention	16
Governance	17
The National Work Health and Safety Committee	17
Critical Functions Team	17
Health and Safety Representatives	18
Work Health and Safety Champions	18
Training	18
WHS Induction	18
Mandatory Training	18
Due Diligence Training	18
Training Needs Analysis	18
Information on work health and safety	18
Assurance	18
WHS Management System Audit Program	18
WHS Management System Review Program	19
Workplace Inspection, Testing and Monitoring Program	19
WHS Quarterly Report	19
First Aid Risk Assessments	19

# Introduction

The introduction of the Australian Communications and Media Authority (ACMA) and eSafety *Health and Wellbeing Framework 2022 – 2024* (the Framework) recognises the importance of building a safe working environment that supports our people's wellbeing. The Framework formalises the ACMA's wellbeing culture, to support our people to get the most out of their day and to keep wellbeing front of mind.

## Alignment to People Strategy 2021 - 2024

The Framework contributes to the [People Strategy 2021 - 2024](#) by prioritising a health and wellbeing agenda and supporting the provision of a progressive, inclusive, safe and healthy working environment.

## Guiding principles

The Framework is guided by the following principles, applied to all actions and deliverables to ensure the success of the Framework: evidence based, data driven, accessible and value for money.

## Measures of success

- Fewer body stressing incidents and ergonomic concerns.
- 10% of staff signed up for the ACMA's corporate fitness and wellness program.
- 20% of staff engaging with physical wellbeing related Living Well sessions.
- Increased EAP engagement rates.
- 20% of staff engaging with mental wellbeing related Living Well sessions.
- Actionable insights gained into the ACMA's mental wellbeing to inform policies and programs.
- Work health and safety information is readily available, and processes are efficient and user-friendly demonstrated by an increase in health and wellbeing census index scores.
- The ACMA's corporate roles are filled with well-trained individuals and all hazards identified in inspections are remediated or being remediated promptly.
- Hazards and risks are proactively identified in the workplace to prevent injury or illness resulting in a reduction in unscheduled absences.

Our progress against these targets will be reported to the National Work Health and Safety Committee and the Executive Management Committee annually through scheduled reporting.

## Objective

The objective of this Framework is to establish a foundational two-year Framework that prioritises wellbeing initiatives, information, and discussions to support and improve the wellbeing of our people:

- Formalising and uplifting current offerings through the consolidation of information and increased communication and promotion,
- Implementing a corporate fitness and wellness program to support your physical wellbeing,
- Implementing People at Work to help design fit for purpose programs that support your mental wellbeing,
- Reviewing and refreshing actions and initiatives of the Framework biennially and on an as needs basis, and
- Continuing to evaluate the Framework's outcomes to facilitate continuous improvement.

# Chair's Foreword

In October 2020 I issued a Work Health and Safety Commitment Statement that committed the Australian Communications and Media Authority (ACMA), the Office of the eSafety Commissioner (eSafety), and our senior executives, to providing a safe and healthy work environment for all staff and contractors, and any visitors to our premises. We do this by meeting the requirements of the Commonwealth *Work Health and Safety Act 2011* and *the Safety, Rehabilitation and Compensation Act 1988*, including all relevant regulations, codes of practice and Australian standards.



The protection of our people is a non-negotiable priority. In my Statement I outlined how our Work Health and Safety (WHS) management system would be continuously improved and of the highest standard, and how we would take all reasonable actions and practical measures to prevent injury and illness, both physical and mental, from occurring in all our workplaces. At all times we must strive to minimise and manage any risks to the health and safety of our people, or, where risks cannot be eliminated entirely, manage, and reduce them.

To help deliver on this commitment we have been developing our Health and Wellbeing Framework (the Framework) as an action under the *ACMA People Strategy 2021-2024* and in consultation with our National Work Health and Safety Committee. The Framework provides a foundation that acknowledges the WHS resources, tools, and structures that we already have in place, while at the same time provides a roadmap for the continuous improvement of our WHS system.

The Framework has three pillars—health and safety, physical wellbeing, and mental wellbeing—and several initiatives under each pillar. It been developed to ensure we provide a workplace where staff are confident their physical and mental wellbeing is supported, they feel safe, and they can reach their full potential.

Everyone who works for or with the ACMA and eSafety share a responsibility for work health and safety, both physical and mental. We are striving to strengthen our work health and safety performance through the implementation of the Framework.

I look forward to seeing the implementation of the initiatives detailed in the Health and Wellbeing Framework and encourage all of you to join the conversation on what it means to be well, both at work and outside of work. I am looking forward to working with you all on these new initiatives and in supporting your wellbeing in our workplace.

**Nerida O'Loughlin PSM**  
**Chair and Agency Head**

# Our Health and Wellbeing Framework – 2022 to 2024

The *Health and Wellbeing Framework 2022 - 2024* (the Framework) is our foundation to support and improve the health and wellbeing of our people. The Framework identifies what we have in place to improve our people's health and wellbeing and how we can build upon this to generate a thriving health and wellbeing culture where our people can flourish and thrive in their professional and personal lives.

The Framework underpins the [People Strategy 2021 - 2024](#)'s commitment to:

- > Prioritising a health and wellbeing agenda.
- > Providing a progressive, inclusive, safe, and healthy working environment.

The People Strategy outlines our path to achieving this by:

- > Creating a healthy and safe workplace culture through developing capability, promoting prevention and early intervention strategies and relevant diversity initiatives.
- > Prioritising health, safety, and wellbeing to establish a safe culture.

This Framework applies to all officials of the ACMA including Authority and Associate Members, the eSafety Commissioner and all ACMA staff including staff that assist the eSafety Commissioner in eSafety roles and functions. The Framework also applies to contractors and non-ongoing employees. It reminds us that to do our best work and to live our best lives, we need to take care of ourselves and to take care of each other. The Framework recognises that everyone's circumstances are unique and that our wellbeing contributes to how we show up to each day. By providing focus to wellbeing within the ACMA, we can provide resources, information, and tools to better equip our people to manage life's pressures.

This Framework provides the foundations that underpin how the ACMA supports staff health and wellbeing both at work and outside of work. This Framework will be built upon as our health and wellbeing culture matures so that we can foster an environment of continuous improvement. We will regularly review and adjust the objectives in the Framework to ensure their relevance.

The Framework has three key pillars that underpin our health and wellbeing at work, and these drive the Framework's implementation:

- > **Mental wellbeing** — our mental state has a big influence on how we show up to work and to life. It's important to cultivate a strong foundation for our mental wellbeing and to know where to turn when we need help. The ACMA is committed to providing information and resources that support and improve the mental wellbeing of its staff.
- > **Physical wellbeing** — physical wellbeing forms a key part of our overall health and is interrelated with our mental wellbeing and safety at work by supporting these other aspects of our wellbeing. The ACMA is committed to enabling and supporting its staff to build and maintain healthy habits that improve their physical wellbeing.
- > **Work health and safety** — to do and feel our best at work, we need a safe working environment. The ACMA is committed to safeguarding the health and safety of its staff, visitors, and the Australian public by providing and maintaining a safe working environment.

## Our wellbeing vision

Our wellbeing vision is to:

- > continuously improve the safety of our work environment
- > support the health and safety of our staff,
- > enable and encourage our staff to maintain and improve their physical wellbeing so that they can enjoy the benefits of good physical health,
- > guide staff towards improved psychological wellbeing so that they may better manage life's challenges and know where to turn for help, and
- > leverage the Framework's pillars of wellbeing to create a generative culture of health and wellbeing that enables ACMA staff to thrive.

## Context

The [APS Employee Census](#) reports provide a wellbeing index, which measures wellbeing for APS employees in the organisation. The measure includes both the practical and cultural elements that evidence a sustainable and healthy working environment.

Since the beginning of 2020, the ACMA's wellbeing index score has reflected trends in the broader APS, other regulatory agencies, and mid-sized organisations with an overall average of 69% based on:

- > an average of 67% of respondents satisfied with the policies/practices in place to help them manage their health and wellbeing
- > an average of 71% of respondents considering the ACMA does a good job of communicating what it can offer them in terms of health and wellbeing
- > an average of 65% of respondents considering the ACMA does a good job of promoting health and wellbeing
- > an average of 61% of respondents thinking the ACMA cares about their health and wellbeing, and
- > an average of 86.5% of respondents believing their immediate supervisor cares about their health and wellbeing.

While events such as the COVID-19 pandemic, subsequent lockdowns, severe weather events and other national and global issues have no doubt had an impact on health and safety, this represents a decrease from the [APS Employee Census 2020 Highlights Report](#). These results show that there is room for improvement and more to be achieved by the ACMA regarding wellbeing.

## Our consultation approach

This Framework has been developed through feedback from the [Executive Management Committee](#) and the [National Work Health and Safety Committee](#).

## What is wellbeing?

Wellbeing has a different meaning to different people and everyone's experience of wellbeing is unique. It is not just the absence of disease or illness, it's a heightened state derived from a complex combination of a person's physical, mental, emotional, and social health factors. Generally speaking, wellbeing describes how you feel about yourself and life and the ACMA strives to support its people in reaching a positive state of wellbeing.

## Supporting materials

Our *Health and Wellbeing Framework 2022 – 2024* reflects and builds upon the objectives and goals of:

- > the ACMA [People Strategy 2021-2024](#),
- > the ACMA [Corporate plan 2020-2021](#), and
- > our [culture and values](#).

Related and supporting documents include:

- > [People Management Instruction: Work health and safety arrangements](#)
- > [People Management Instruction: Working safely in the field](#)
- > [People Management Instruction: Working safely in the office](#)
- > [People Management Instruction: Rehabilitation: managing workplace injury and illness](#)
- > [People Management Instruction: Workplace behaviour and review](#)
- > [People Management Instruction: Flexible working arrangements](#)
- > [People Management Instruction: Hybrid working arrangements](#)

## Our Health and Wellbeing Framework – at a glance

In developing the *Health and Wellbeing Framework*, we have identified three key pillars of focus for the ACMA for the next two years.



Through these key areas of the *Health and Wellbeing Framework 2022 - 2024*, along with the measures of success outlined on page 1, our broad targets will be:

- > Fewer work health and safety hazards and incidents,
- > Fewer compensation claims,
- > Increased job and life satisfaction from staff due to the supports and initiatives in this Framework,
- > Improved safety and wellbeing culture,
- > Improvements in retention and attraction, and
- > Improvements in key areas of the APS census related to safety and wellbeing.

# Our wellbeing initiatives

Each pillar is supported through a range of foundational support programs and initiatives as described below. Some programs and initiatives will touch on multiple pillars, including our hybrid working arrangements, wellbeing awareness materials and Living Well, which are summarised below.

## Hybrid working arrangements

Having supported the workforce to work from home, particularly since the onset of the COVID-19 pandemic, the ACMA recognises the broader benefits that hybrid working arrangements provide while fulfilling our responsibilities to the Australian community. Hybrid working arrangements provide our people with the flexibility to work in and out of the office to support their work-life balance and to enjoy collaboration and social connectivity in our offices. Further information about our hybrid working arrangements can be found in our [People Management Instruction: Hybrid working arrangements](#). Hybrid working arrangements relate to where we work and are distinct from flexible working arrangements which centre on when we work.

## Flexible working arrangements

The ACMA recognises the benefits of flexible working arrangements to assist employees in balancing their work and personal responsibilities where it is operationally possible. All staff may apply for flexible working arrangements, subject to any conditions specified in relevant legislation, the ACMA Enterprise Agreement and our [People Management Instruction: Flexible working arrangements](#). Flexible working arrangements primarily relate to when we work and are distinct from hybrid working arrangements which focus on where we work.

## Wellbeing awareness materials

The ACMA provides all staff regular access to wellbeing awareness materials through digital newsletters. These materials are robust in content and include topics such as nutrition, sleep, food recipes, factsheets on mental wellbeing strategies, fitness, and corporate research into new wellbeing practices. These materials can be found on the Hub.

## Living Well

As part of the *Health and Wellbeing Framework 2022 - 2024*, we will be hosting wellbeing events monthly with a schedule of wellbeing seminars and sessions throughout the year. These sessions will provide insights and tools to improve our wellbeing and cover a diverse suite of topics. Sessions will range between 30-minute seminar-bytes, 1-hour seminars, and 2-hour keynote presentations with leading providers. Staff are encouraged to submit any requests and ideas for future topics to [HRassist@acma.gov.au](mailto:HRassist@acma.gov.au).

Further details about the Living Well initiative can be found on the Living Well Hub page.

# Physical Wellbeing



We live in a world of competing priorities and sometimes we can lose focus of our health, and particularly our physical wellbeing. While the short-term impact of this can seem small, in the long run it can lead to life-changing health issues. By prioritising our physical health every day, we enrich our lives not just physically but also mentally.

Physical wellbeing is closely linked to the other pillars of focus in the ACMA's Health and Wellbeing Framework. It should be no surprise that exercising, eating well, and getting restful sleep can put us in a better frame of mind and help support positive mental wellbeing. Similarly, by maintaining our physical health, we become stronger and more resilient, and as a result, we reduce the chances of workplace injury and illness. As the ACMA's overall physical wellbeing increases, we will see a workplace that is happier and more productive in delivering our duties as Australia's communications regulator and eSafety.

Of course, it may seem daunting to make space for physical wellbeing – but there really is something for everyone. Investing

in our physical wellbeing doesn't always have to be a big grand gesture that features dumbbells and 5-minute planks. It can be as small as changing your posture every half hour, avoiding screens before sleeping, going to the gym during your lunch break, or seeing a dietician. Sometimes it can help to build accountability into our actions too by signing up to a social team sport or taking up a wellbeing challenge like Dry July. Motivation is often followed by action, and while the hardest part can be lacing up our shoes and getting out the door, it will get easier, and dare I say – enjoyable.

For me, the time I spend swimming laps or going for a run is also personal time – a period to reflect on the day or think through an issue. But for others, team sports or going to the gym with friends can be a social occasion with time for a laugh and companionship.

The ACMA's Health and Wellbeing Framework sets a foundation and ethos of support on what steps we might take to shift the needle of physical wellbeing toward a positive direction. By highlighting our existing initiatives, such as flu vaccinations, eye health, radiofrequency radiation testing, and first aid, we hope to get you thinking and talking more about physical health and where we can all make improvements. As we look to the future, I am pleased to express my support in implementing a corporate fitness and wellness program that will be tailored to you and will grant access to physical fitness and wellness facilities for the ACMA. We will also continue to build a culture of wellness by providing you with the opportunity to attend various physical wellbeing information sessions throughout the Framework's schedule.

**James Cameron**  
**Authority Member**

## Our physical wellbeing vision

Physical wellbeing may seem peripheral to our work, but our physical health is foundational for so many aspects of our lives and being physically well helps improve and support our concentration, energy levels and overall capacity for work. Our vision is to foster a supportive environment for our staff that enables and encourages them to invest in their physical wellbeing through the provision of information, resources, and opportunities.

## Corporate fitness and wellness program

The ACMA will implement a corporate fitness and wellness program for all ACMA staff that supports their health and fitness goals. It will be a tailored program designed by the staff members' specific feedback and requests. The primary benefit is the provision of subsidized access to wellness facilities such as gyms, pools, and fitness centres. The program will be provided at a reduced cost in comparison to traditional gym memberships, with higher variety in the facilities available. Additionally, the families of staff members will be able to enjoy the benefits of the program as well. You can find more information and about the ACMA's corporate fitness and wellness program on the Hub.

## Flu Vaccination Program

The ACMA offers reimbursement for annual flu vaccinations for all staff members. Staff members may attend a provider of their choice (General Practitioner, chemist, or otherwise) and claim reimbursement through the ACMA's Employee Self Service of any amount that is not covered by Medicare. The ACMA will also host on site vaccinations as an additional service to its staff members where possible. As payment is processed through Aurion, this option is only available to APS staff (ongoing and non-ongoing), but the onsite vaccination program is available to all staff including contractors. You can find more information about the [ACMA's flu vaccination program](#) on the Hub.

## Eye health management

The ACMA offers a subsidy or reimbursement for screen-based equipment eye testing, full vision examination, and corrective eyewear for all staff. Staff members are eligible for reimbursement of costs associated with eyesight tests and corrective eyewear for the specific purpose of using screen-based equipment. As payment for this is processed through Aurion, this option is only available to APS staff (ongoing and non-ongoing) and is not available for contractors. You can find more information about how the ACMA supports [eye health management](#) on the Hub.

## Radiofrequency testing

The ACMA offers tools for all staff members in educating and addressing the risks of radiofrequency (RF) radiation. Any costs incurred by medical treatment immediately following exposure to RF radiation will be covered by the ACMA, these may include:

- First aid treatment from a First Aid Officer, doctor, or hospital as required,
- Appointment with a RF radiation expert for testing, and
- Or an eye assessment that is referred to an ophthalmologist or optometrist.

The ACMA strives for the safety of its staff by implementing, at a minimum, the availability of tools such as a H600A radiation monitor and spare batteries in the ACMA field vehicles, and a Narda Radman XT radiation monitor with spare batteries in all relevant ACMA offices.

Additionally, if you are likely to work at RF radiation sites and in close proximity to RF radiation emitting equipment, you must undertake an accredited course in RF Radiation Awareness which will include training in the use of radiation monitors. This training will be facilitated and funded by the

ACMA. Where relevant, you will attend training in safe work practices for working in a RF environment at least every three years. Training must be performed by a registered training provider.

You can find more information about the ACMA's [radiofrequency radiation](#) arrangements on the Hub.

## First Aid

The ACMA offers first aid arrangements to all staff members to support their health and wellbeing. These first aid arrangements include:

- > Access to first aid equipment,
- > Access to facilities for administering first aid,
- > An adequate number of staff trained to administer first aid,
- > Automatic External Defibrillators (AEDs), and
- > And an annual first aid risk assessment program, including a review of first aid facilities, first aid equipment stock levels, and AEDs.

### First Aid Officers

First Aid Officers (FAOs) are self-nominated ACMA staff members who have undertaken first aid training to support the ACMA workforce in physical health matters. A FAO can be found by referring to the [Emergency information and contacts lists](#) on the Hub or at your office location.

Staff members are encouraged to seek first aid assistance whenever required. If a staff member refuses treatment from the FAO, they should request assistance from an alternative FAO if one is available. Otherwise, their right to refuse treatment will be respected.

### First Aid Kits

All FAOs are provided with a personal first aid kit and it is their responsibility to maintain their kit and keep it appropriately stocked. An office based first aid kit is also provided in all first aid rooms.

### Automatic External Defibrillators

Automatic External Defibrillators (AEDs) are portable electronic devices that automatically diagnose and treat sudden cardiac arrest. AEDs are provided in Melbourne, Canberra, Lucas Heights, and Sydney offices and first aid officers have been trained in their use.

In an emergency, anyone can use the AEDs as the device provides voice prompts to efficiently guide the user through the process.

## Information on physical wellbeing

The ACMA's physical wellbeing culture will be built upon by providing staff with regular access to contemporary information and resources. Primarily this will be achieved through the Living Well and Wellbeing awareness materials initiatives detailed on page 7 of this Framework.

# Mental Wellbeing

Providing a positive and inclusive workplace culture where you are encouraged and supported in your work is important to us at the ACMA. We recognise the significant challenges that we have faced together in recent years. These events have affected our personal circumstances and have brought to focus, now more than ever, the important role that wellbeing plays for our overall health and how we show up to work each day. When at times we begin to feel tired or frustrated, it's easy not to recognise the link to our mental wellbeing and the effect this can have on our personal lives. With busy lives and multiple priorities demanding our attention, it's easy to lose focus on our own self-care, but this Health and Wellbeing Framework serves as a reminder to make our wellbeing a priority and to start conversations about mental wellbeing so we can get the support we need as soon as possible.



We all have a shared responsibility for building a positive workplace culture, and to encourage behaviour that supports our own and other's mental wellbeing. But we do have to note that the ACMA faces unique challenges because of the nature of the work we do. There is support required for specific business areas in managing and mitigating potential mental health harms.

This framework sets out how the ACMA is intending to support you in your work here and how the ACMA will identify additional tailored initiatives for ACMA staff. We recognise that mental health and wellbeing is a different experience for every person, so we are seeking to consult on initiatives, to ensure the support we provide is effective. Sharing our stories, checking in with each other, and if you need further help – offerings such as the Employee Assistance Program are all ways we can encourage and support each other in our work-life at the ACMA.

The ACMA's Health and Wellbeing Framework sets the scene for our existing mental wellbeing support mechanisms, and it paves the way for additional tailored initiatives to support you in your work and life.

By highlighting our existing initiatives, such as an effective Employee Assistance Program, we hope to get you reflecting more on your own mental wellbeing and identifying where we can make improvements. I am also excited to see new initiatives such as the implementation of the People at Work survey to inform the ACMA's future mental wellbeing focus areas. In addition, the Living Well initiative will provide staff with access to regular seminars and information sessions to help you take steps towards improving your mental wellbeing and to make sure we're having regular dialogue about mental health.

I hope you will find these initiatives useful, and I encourage you all to get involved in managing your own and supporting your colleagues' mental health and wellbeing.

**Linda Caruso**  
**General Manager, Communications Infrastructure**  
**ACMA Mental Health Champion**

## **Our mental wellbeing vision**

Our mental wellbeing vision involves building a strong culture of understanding and support by engaging with mental health information and resources regularly. This consistent visibility, coupled with existing initiatives, will help provide early and preventative assistance. The ACMA recognises that mental wellbeing is unique to everyone and will strive to meet people where they are with bespoke and flexible options.

## **People at Work**

The ACMA will implement an annual psychosocial risk assessment survey called 'People at Work', which all staff members are encouraged to complete. The survey assesses psychosocial hazards and other contributing factors, assisting the ACMA in identifying, assessing, and controlling risks to psychological health in the workplace. People at Work will provide visibility of where our people are at psychologically so that appropriate support can be provided.

Upon completion of the survey, Human Resources (HR) will receive a report on the ACMA's organisational results against a benchmark of Australian industries. The purpose of the People at Work survey is to identify, assess, and control risks previously unidentified, to study the trend of effectiveness in our WHS policies, and to ensure healthy growth of our psychologically healthy workplace.

### **Confidentiality**

Completing the People at Work survey is anonymous. Staff will not be asked to provide any personal information such as their name, email address, or a contact phone number. Report data will only be available when the ACMA has received 20 or more responses, to further ensure anonymity is maintained.

## **APS Mental Health Capability Framework**

Following significant cross-government consultation, a whole-of-APS approach to building mental health capability, through agency adoption of the [APS Mental Health Capability Framework](#) was endorsed by the Secretaries Board in 2021.

The APS Mental Health Capability Framework is an evidence-informed and systems-based approach to building the mental health and suicide prevention capability of the service. It's underpinned by six evidence-informed domains that together will assist agencies to employ mechanisms to support the development of mental health capability within their workforces.

The ACMA will align with and implement the APS Mental Health Capability Framework to build its mental health capability and support our people's mental wellbeing.

## **Compassionate Foundations**

In response to recommendations outlined by the National Suicide Prevention Adviser to the Prime Minister, a whole-of-service approach to building suicide prevention capability was developed through Compassionate Foundations. Compassionate Foundations comprises of six core eLearning modules with a skills-led learning approach to promote understanding and connection.

Through the Health and Wellbeing Framework, the ACMA will provide Compassionate Foundations are part of its learning offerings.

## **Employee Assistance Program**

The ACMA offers an Employee Assistance Program (EAP) for all staff members. The EAP is a third party free, professional, and confidential counselling service for staff and their family members. Included in the EAP is the following:

The key principles of EAP provided within the ACMA are to ensure that:

- > the EAP is provided by a professional accredited provider, independent of the ACMA,
- > the EAP is provided at no cost to staff or their family,
- > access will be voluntary,
- > strictest confidentiality will be maintained,
- > and staff members seeking assistance will not be disadvantaged or discriminated against (i.e., job security or promotional opportunities).

### **Attendance during work hours**

Staff may attend counselling sessions during work hours without applying for leave or using flextime. They must notify their manager prior to attending but it is not necessary to disclose the nature of the issue.

If staff prefer anonymity, they can attend counselling in their own time.

### **Confidentiality**

The EAP provides a high level of confidentiality and respect for staff privacy. Information shared with third party EAP counsellors is not communicated to anyone unless staff authorise this in writing.

Exceptional circumstances may exist where counsellors are required to notify or request medical or legal intervention. For example, if a staff member is at risk of harming themselves or another individual. In these circumstances, the relevant authorities are contacted and confidentiality with the staff member's workplace is still maintained.

More information about the ACMA's [Employee Assistance Program](#) can be found on the Hub.

### **Support for staff working with confronting or offensive material**

The ACMA recognises that staff in certain sections are exposed to confronting or offensive material while undertaking their duties. The ACMA aids staff members who are involved in examining material of a confronting or offensive nature by facilitating attendance at counselling sessions conducted on ACMA premises.

Sessions are conducted by relevant specialists and are held four times a year. Further information about these sessions can be provided by your supervisor or by contacting [HRassist@acma.gov.au](mailto:HRassist@acma.gov.au).

eSafety staff who may be exposed to confronting or offensive material undergo quarterly mandatory counselling sessions by a competent and qualified psychologist specialising in content-specific trauma counselling. Sessions focus on positive coping mechanisms, providing managers with deidentified feedback and additional support sessions can be arranged where required. eSafety has several additional controls and support mechanisms to help minimise psychosocial hazards, including vicarious trauma, that may arise due to the nature of eSafety work.

### **Harassment Contact Officers**

The ACMA offers all staff members the opportunity to engage with Harassment Contact Officers (HCOs) to support them in workplace harassment and bullying cases.

Harassment Contact Officers (HCOs) are self-nominated ACMA staff members who have undertaken the appropriate training to support the ACMA workforce in bullying and harassment matters. A HCO can be found by referring to [the Emergency Information and Contacts Lists](#) on the Hub or at your office location.

The HCO responsibilities include:

- > listening to concerns and helping to clarify the situation,
- > exploring options for resolving issues,
- > providing relevant information including other supports available (i.e., EAP),
- > acting as a support person at meetings (where requested), and
- > raising awareness among staff about workplace harassment issues.

A HCO does not act as an advocate nor does a HCO have the responsibility for resolving a harassment and bullying issue.

### **Confidentiality**

All information shared with a HCO is held in the strictest confidence. They will not divulge any identifying details of the contact to anyone without your permission. The only exception to this rule would be where someone's safety is at serious risk.

The HCO may need to check their advice with other sources (i.e., HR, EAP) but they always endeavor to ensure no identifying details are provided to another party. HCOs do not keep records; however, they do provide broad statistical data on a quarterly basis to HR.

No details are provided that could lead to the identification of those involved. The data assists management to evaluate the effectiveness of the ACMA's policies and procedures and to inform the development of education or other strategies in bullying and harassment.

More information about [Harassment Contact Officers](#) can be found on the Hub.

### **Employee networks**

The ACMA is committed to supporting its people and the benefits we all receive through a diverse and inclusive workforce. Initiatives such as employee networks strive to improve awareness and foster a collaborative working environment that actively contributes to employee wellbeing. Staff are encouraged to join a network to share ideas, experiences and contribute to the ACMA's wellbeing culture.

### **Information on mental wellbeing**

The ACMA's mental wellbeing culture will be built upon by providing staff with regular access to contemporary information and resources. Primarily this will be achieved through the Living Well and Wellbeing awareness materials initiatives detailed on page 7 of this Framework.

# Work Health & Safety

As the Chair of the National Work Health and Safety Committee I welcome you to the last section of the ACMA Health and Wellbeing Framework covering our systems, processes and support that ensure that we have a robust and proactive safety culture.

To work at their best and contribute to the success of our organisation the health and wellbeing of staff is crucial. Under Australian work health and safety (WHS) legislation employers must take steps to protect workers against risks to their physical and mental health.

Beyond meeting this obligation, we know that organisations that focus on promoting and supporting the health and wellbeing of their staff see better productivity and staff engagement, as well as better recruitment outcomes, and higher retention.



Creating a healthy workplace is a shared responsibility. All staff – from managers to employees – have a role to play. The executive and other leaders understand the need for action to support the health and wellbeing of their staff, and the wide-ranging benefits that flow on from promoting this.

As the drivers of workplace culture, senior leaders and managers must also be active participants in creating a healthy workplace. Leaders need to ensure that staff health and wellbeing is a strategic priority and a day-to-day focus for our organisation.

During 2020 the ACMA's systems and processes that underpin our workplace health and safety management were audited by Australia's WHS regulator, Comcare. Following this audit, we developed a corrective action plan in 2021 to address the findings of the audit. We have worked our way through that plan to establish a strong foundation for our work health and safety management system from which our maturity in this area can grow.

The ACMA Health and Wellbeing Framework distinguishes WHS into 3 categories – governance, training, and assurance. Governance provides mechanisms for consultation and collaboration, training provides our staff with the skills and information they need to do their jobs safely, and assurance encourages continuous improvement by continually reviewing our systems and processes.

As we continue to grow our capabilities in our WHS management systems by providing early intervention opportunities, proactive hazard identification, and strong support when an incident occurs, I encourage all staff to take their own responsibility for our collective safety seriously and to make an active contribution to a culture of wellbeing for everyone.

**Helen Owens**  
**General Manager, Corporate and Research**  
**Chair of the National Work Health and Safety Committee**

## Our safety vision

Our vision is to have a proactive safety culture where our staff members thrive and realise their full potential as part of a healthy and engaged workforce.

This Framework builds incremental improvement in the management of work health and safety (WHS), and wellbeing in the ACMA. The four key focus areas in building this are to have a:

- > A positive safety culture,
- > An evidence-based approach to risk management of WHS risks and opportunities,
- > Physically and psychologically safe workplaces, and
- > Continuous improvement.

## WHS Management System

The ACMA has a WHS management system (WHSMS) to meet its duties and responsibilities under the *Work Health and Safety Act 2011 (the WHS Act)*. This consists of a systems-based approach to safety that is underpinned by policies, procedures and plans to systematically manage health and safety at work. This systems-based approach is considered more effective in protecting people from harm and meeting safety goals than a system which relies on documentation alone. This system manages hazards in the workplace and minimises the risk of injury and illness from workplace operations by:

- > Evolving and continuously improving,
- > Using feedback to manage and improve safety related outcomes,
- > Building on existing health and safety processes,
- > Integrating with other management systems,
- > Providing for more informed decision making,
- > Strengthening corporate culture, and
- > Demonstrating due diligence.

The ACMA's WHSMS is maintained and continually improved through a WHS Audit Program and a WHS Management System Review Program.

## Early intervention

The ACMA recognises the benefits early intervention has on minimising the impact and duration of emerging symptoms of ill health and/or actual injury or illness. The ACMA's early intervention program reduces the risk of workplace injury and illness and improves employee outcomes through a focus on providing access to fit for purpose support mechanisms, focusing on prevention, and helping employees to access early and appropriate treatment and support.

Some of the key features of the ACMA's early intervention program include the following support mechanisms:

- A responsive HR ready to work with employees and supervisors to get the best outcome for employees and the ACMA.
- Pre-employment health declarations reviewed by HR to help identify any additional support requirements or reasonable adjustments that can be provided.
- Facilitating access to relevant providers to support employees.
- A comprehensive and accessible Employee Assistance Program.
- Easy to access ergonomic assessments by qualified and professional third parties.
- Providing bespoke solutions to individual circumstances.
- Relevant Learnhub training courses to inform employees, supervisors, and managers.

The ACMA's early intervention program is supported by the [People Management Instruction: Rehabilitation: managing workplace injury and illness](#).

If you are experiencing emerging symptoms or an injury or illness, please get in touch with HR promptly to discuss support options.

## Governance

### The National Work Health and Safety Committee

The [National Work Health and Safety Committee](#) (NWHSC) provides a consultative forum for identification and consideration of broad workplace health and safety issues that may need to be addressed at an organisational level. The NWHSC considers national, strategic, or unresolved health and safety matters.

The NWHSC comprises:

- > General Manager, Corporate and Research (Chair)
- > Health and safety representatives
- > Work health and safety champions
- > Manager, HR Operations
- > Assistant Manager, HR Operations
- > Manager, Facilities, Procurement and Security

In addition to the formal membership of the NWHSC, management, a HSR, or another staff member may invite non-members to attend meetings with the prior agreement of the Chair, including a union delegate.

### Critical Functions Team

The Critical Functions Team (CFT) provides collective advice and support on operational and tactical management of continuity and recovery activities. The CFT may meet on an ad-hoc and as needs basis to support the ACMA's business continuity, including regarding WHS matters such as responding to pandemics and severe weather events. Further information about the CFT can be found in the [Business Continuity Plan 2021](#).

## **Health and Safety Representatives**

Health and safety representatives (HSRs) represent staff on health and safety matters. All HSRs are elected and perform an important function with the ACMA to improve its WHS processes and culture.

Further information about HSRs can be found on [the Hub](#).

## **Work Health and Safety Champions**

Work health and safety champions (WHS Champions) take an active interest in WHS matters within their area of operation and provide additional support for WHS matters, including as an escalation point to assist HSRs and staff members.

Further information about WHS Champions can be found on [the Hub](#).

## **Training**

### **WHS Induction**

The ACMA requires all new staff to complete an induction program upon commencement which includes a WHS component. This induction program includes necessary information for staff to conduct their roles safely and includes section-specific information for business areas with additional risk considerations. This induction provides foundational information for new staff on WHS in the ACMA.

### **Mandatory Training**

As part of the ACMA's performance and development framework, all staff are required to complete annual mandatory WHS training. This training provides staff with an understanding of their obligations under WHS legislation and builds upon the information in the WHS induction.

### **Due Diligence Training**

All the Senior Executive Staff (SES) within the ACMA receive annual due diligence training to remind them of their legal responsibilities under WHS legislation. This training also provides the opportunity for the SES to raise ACMA-specific matters regarding due diligence and workshop any topics of interest. The SES have also been provided with a due diligence checklist that they can use at their discretion to assist them in meeting their obligations.

### **Training Needs Analysis**

HR maintain a training needs analysis document to ensure that the ACMA's WHS training needs are being met.

## **Information on work health and safety**

The ACMA's work health and safety culture will be built upon by providing staff with regular access to contemporary information and resources. Primarily this will be achieved through the Living Well and Wellbeing awareness materials initiatives detailed on page 7 of this Framework.

## **Assurance**

### **WHS Management System Audit Program**

The ACMA's Work Health and Safety Audit Program ensures that the ACMA's WHSMS is fit for purpose and functioning effectively. While simple in design, the audit program is a crucial element in the governance arrangements to prevent injury and illness in the workplace and to avoid contraventions of relevant work health and safety legislation.

Further information about audits in the ACMA can be found on [the Hub](#).

## **WHS Management System Review Program**

While the ACMA's WHSMS is actively managed and reviewed throughout the year by other processes and business as usual activities, the ACMA's Executive Management Committee (the EMC) conduct a review on as needs basis or at least once per year.

The EMC is the senior committee responsible to support the Chair in discharging statutory responsibilities in relation to the agency. The EMC also functions as a forum for senior managers to share information about important branch and divisional issues. The EMC meets fortnightly, and the full executive management team meets monthly. Fortnightly membership includes the Chair, Deputy Chair, General Manager, Communications Infrastructure, General Manager, Content and Consumer, General Manager, Corporate and Research and General Manager, Legal Services. Executive Managers are included in the monthly meeting. eSafety executive meet regularly as part of a Senior Executive Group and explore issues relating to eSafety staff and management.

At least once a year, the EMC is provided with a compilation report that includes any audit results, information surrounding the ACMA's work health and safety objectives, targets and performance indicators including the year's quarterly reports and any relevant information pertaining to changing circumstances. The EMC are prompted to review these items and consider opportunities for continuous improvement and their legislative obligations as duty holders. HR assess the outcomes of the EMC's considerations and review and oversee implementation where relevant.

This process ensures the continuing suitability and effectiveness of the ACMA's WHSMS by providing the ACMA's senior management with the opportunity to review audit results, reporting on targets and objectives and any changing circumstances in the context of identifying opportunities for continuous improvement. This helps to drive work health and safety initiatives within the ACMA and improve the safety of our workplaces and the wellbeing of our people.

## **Workplace Inspection, Testing and Monitoring Program**

The ACMA conducts bi-annual hazard inspections of offices and annual, or upon entry, hazard inspections of monitoring sites and storage sheds. The ACMA's testing and tagging program of electrical items includes testing protocols that align with AS/NZS/3760:2010. These inspections are led by HSRs and WHS Champions and administrated by HR.

To ensure that corrective actions identified through this process are completed, inspection results are a standing agenda item of the December and June NWHSC meetings. Required actions are reviewed to ensure they have all been closed out in a timely manner.

## **WHS Quarterly Report**

HR develop a quarterly report that details key WHS performance indicators agreed upon by the NWHSC. This report provides a snapshot of WHS in the ACMA and helps provide trend analysis and to identify areas of improvement. This report is annualised and provided to the Executive Management Committee as part of the WHS Management System review program.

## **First Aid Risk Assessments**

The ACMA conducts an annual first aid risk assessment where First Aid Officers (FAOs) review the current arrangements, including first aid rooms, first aid kits and Automated External Defibrillators. This process provides assurance that the ACMA's processes are fit for purpose in providing effective first aid in the workplace and that FAOs are adequately trained and equipped to fulfill their role.