

► Be **healthy**, be **safe**, be **well** framework
Queensland public sector



Introduction

With an ageing workforce, extended careers and growing work complexity, the wellbeing of our workforce is increasingly important.

The *Queensland public sector 10 year human capital outlook* (the outlook) outlines future disruptions in work, workers and the workplace. Preparing the Queensland public sector (the sector) for this dramatically different future will be facilitated by imperatives identified in the *3 year human capital strategic roadmap* (the roadmap). Paramount to all of them is the health, safety and wellbeing (HS&W) of the sector's workforce — charged with delivering diverse services to the people and communities of Queensland.

Protecting and promoting workforce HS&W is more than a legal obligation, it is a moral and strategic business imperative crucial to all employees, their families and the Queensland community. As the state's largest and most diverse employer, the sector plays a significant leadership role in creating healthy and safe workplaces, where our people thrive and achieve their best.

The *Be healthy, be safe, be well framework* (the framework) is the driver for an integrated and proactive approach to workforce HS&W. Transforming thinking and workplace practices that focus on culture change is at its heart. The framework builds on existing successes and will better position the sector as a leading employer of choice.

The framework:

- articulates a shared vision and leadership commitment to HS&W
- informs the development of evidence-based preventive programs and practices tailored to agency needs
- strengthens accountability through annual whole-of-sector reporting focused on better health, reduced injuries/illness, improved recovery and improved workplace cultures
- lifts the maturity of the sector to deliver better HS&W outcomes.

The framework was developed in collaboration with sector agencies and stakeholders who provided significant thought leadership and subject matter expertise.

The framework reconfirms the continued commitment of the Leadership Board of Directors-General to improve the health, safety and wellbeing of the sector and acknowledges the shared responsibility all employees have to sustain results.



The case for change

The workplace is recognised by the World Health Organization (WHO) as a key avenue for health promotion with leading workplaces integrating workplace HS&W prevention and promotion.¹ The impact of improved worker wellbeing increases organisational performance and positively affects the wellbeing of others at work, at home and within the community.^{2,3}

- **Well-designed work** is good for health and good health is good for work.^{4,5}
- **Workplace culture** plays an important part in HS&W of employees.⁶ Positive workplace cultures have lower accident and injury rates and fewer injuries resulting in lower compensation rates.⁷
- **Early return** to work reduces the risks of long-term disability and improves quality-of-life.⁸ The chances of returning to work after an injury diminish over time and can be exacerbated by chronic disease, which slows recovery and rehabilitation and leads to longer absences.⁹

WHO declared preventable diseases, largely related to unhealthy lifestyles (e.g. smoking, unhealthy diet, insufficient physical activity, and harmful use of alcohol), the world's major health problem.¹⁰

With increasing prevalence of chronic disease and an ageing population, workplace HS&W is a national priority.

Additionally, as rates of workplace stress rise and levels of wellbeing decrease in Australia, workplaces are increasingly required to capitalise on opportunities to innovate and improve HS&W outcomes.^{11,12}

Investing in wellbeing demonstrates return on investment. For every dollar an organisation spends on employee HS&W it saves \$5 dollars.¹³ For every \$1 dollar spent on mental health and wellbeing, organisations derive a \$2.30 return on investment.¹⁴



Queensland

The economic and social prosperity of Queensland relies on the health of every Queenslander. The sector plays a significant part in shaping not only the health of its workforce, but their families, communities and the state.

As a diverse sector, with frontline support, corporate and a significant component of high-risk industries (e.g. first responder agencies, emergency services, frontline hospital staff, policing, corrective services and teaching), HS&W programs and practices must be tailored to the context of each agency. Adopting collaborative sector-wide responses to broader issues will benefit the sector and the wider community.

2016 Health of Queenslanders at a glance:^{15*}

41%
live with a
chronic disease

1 in 3
adults are obese

39%
of adults are sedentary on
weekdays and less active
than other Australians

93.2%
of adults have inadequate
vegetable intake

1 in 2
will experience a
mental illness at some
point in their life

1 in 3
find mental health impacts
on their life, and as a result
take time off from work

Queensland public sector 2015–16 at a glance:

\$617M
cost of absenteeism¹⁶

9.10 days
on average absent
each year¹⁷

- 1 in 67 people had a serious workplace injury claim¹⁸
- approximately 50% of accepted WorkCover claims were due to musculoskeletal injuries¹⁹
- average stay at work rate (42.9%) was below the Queensland industry average of 49.7%²⁰
- psychological injury claims (8.4%) almost double all other employers under the WorkCover scheme (4.7%)²¹
- psychological injury claims lasted longer than physical claims (on average 34 weeks vs. 10 weeks)²²
- psychological injury claims were largely due to work pressure (45%), work-related violence (22%) and workplace bullying (17%)²³

2016 *Working for Queensland* survey results indicate²⁴ workload health is the lowest performing factor for four consecutive years with:

37%
of respondents experienced
work overload (32,960 people)

28%
of respondents
experienced burnout
(24,803 people)

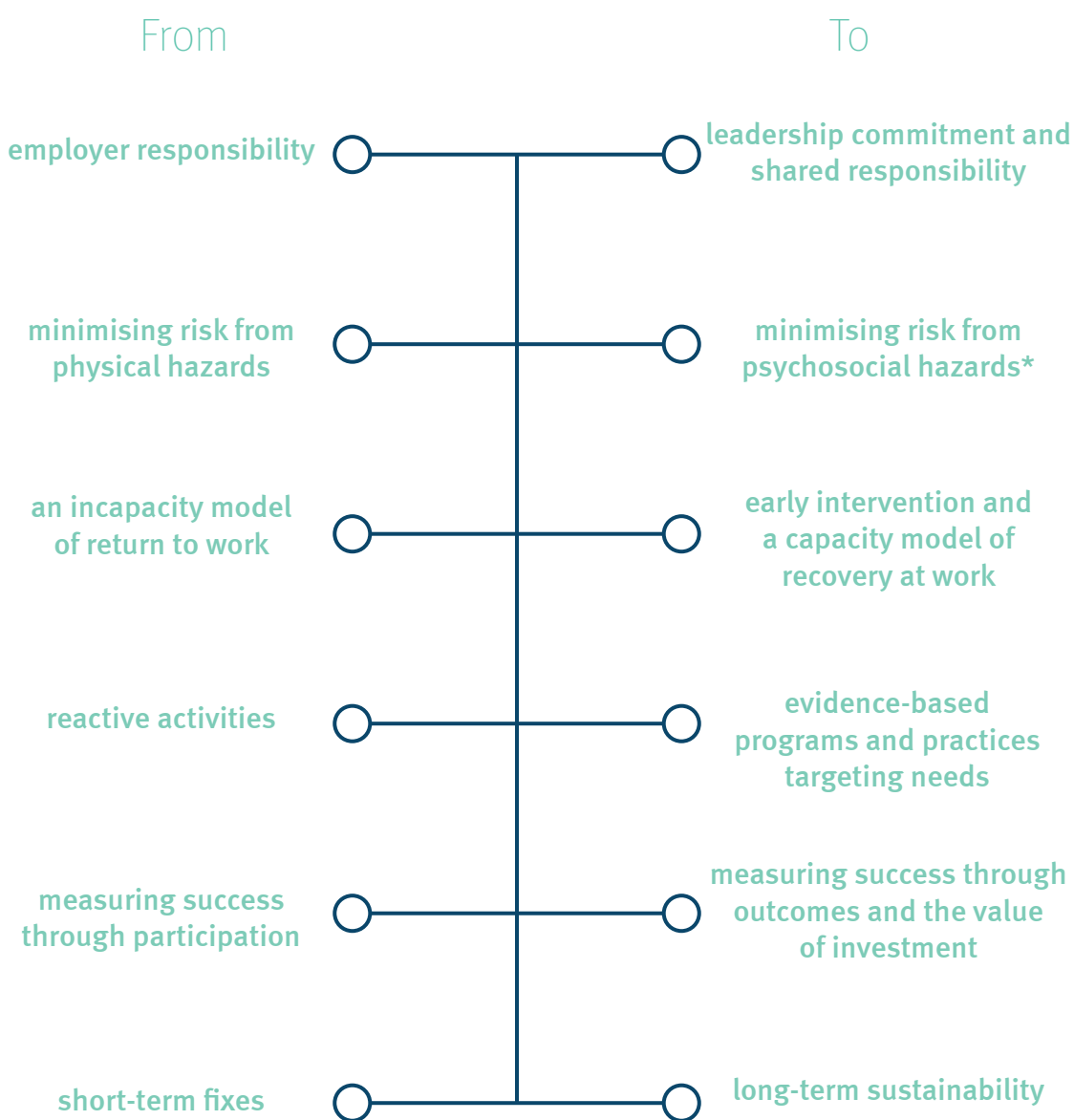
26%
of respondents believed
work had a negative
impact on their health
(22,517 people)

An integrated and proactive approach

With clear evidence that work impacts on wellbeing and wellbeing impacts on work, there is increased responsibility for workplaces to adopt more integrated and proactive approaches HS&W.²⁵ Proactivity is best achieved through early intervention based on prevention, promotion and protection.

Better integration of efforts within agencies and across the sector will be the catalyst for systemic and sustainable change.

Shifting the focus requires strong leadership commitment and deliberate action to facilitate the required change:



*Psychosocial hazards: relate to high job demand and low resource factors that create tension and stress for an individual. These include, but are not limited to role overload, ambiguity, conflict, cognitive or emotional demand, job control, autonomy, support and change (People at Work, 2016)



Be healthy, be safe, be well model

Vision

Healthy and safe workplaces where our people thrive and achieve their best.

Model

The *Be healthy, be safe, be well* model depicts the multi-layered and integrated approach required across the employee lifecycle to achieve improved and sustained HS&W outcomes. It highlights the relationship between workplace levers at individual, system and organisational levels, while emphasising a people-centric approach at the core of the model.

The outer ring emphasises the importance of five elements that form the foundation of an integrated approach. The elements comprise:

- leadership commitment and engagement
- best practice systems and review
- capability and development
- worker engagement and participation
- measurement and accountability.

These elements are supported by four workplace levers (leadership, work environment, culture and work design), which represent the areas of organisational influence to shift towards better integration of HS&W (see Attachment 1).

Together, the elements and workplace levers guide the implementation of specific action areas that aim to create a more mature, integrated HS&W culture within agencies.

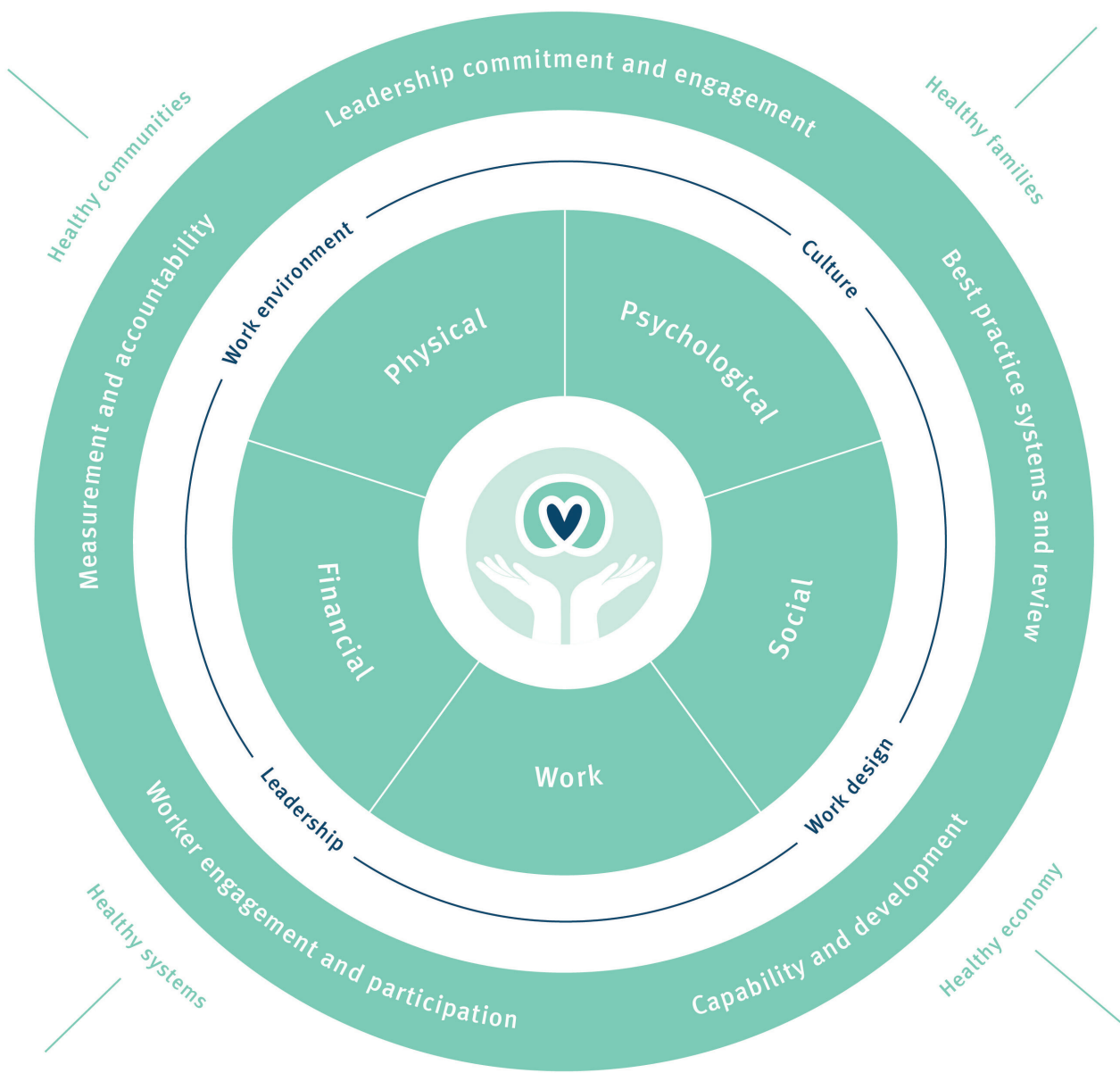
The people-centric nature of the model recognises the multi-faceted nature of wellbeing across physical, psychological, social, financial and work domains and its impact on workplace levers.

Implementation

When implementing the framework, agencies will need to tailor responses to current business needs, consider specific risk profiles and resources before determining the most appropriate and effective actions. A common organisational maturity matrix that outlines good practice in the model's five workplace elements can assist in lifting the sector's performance.

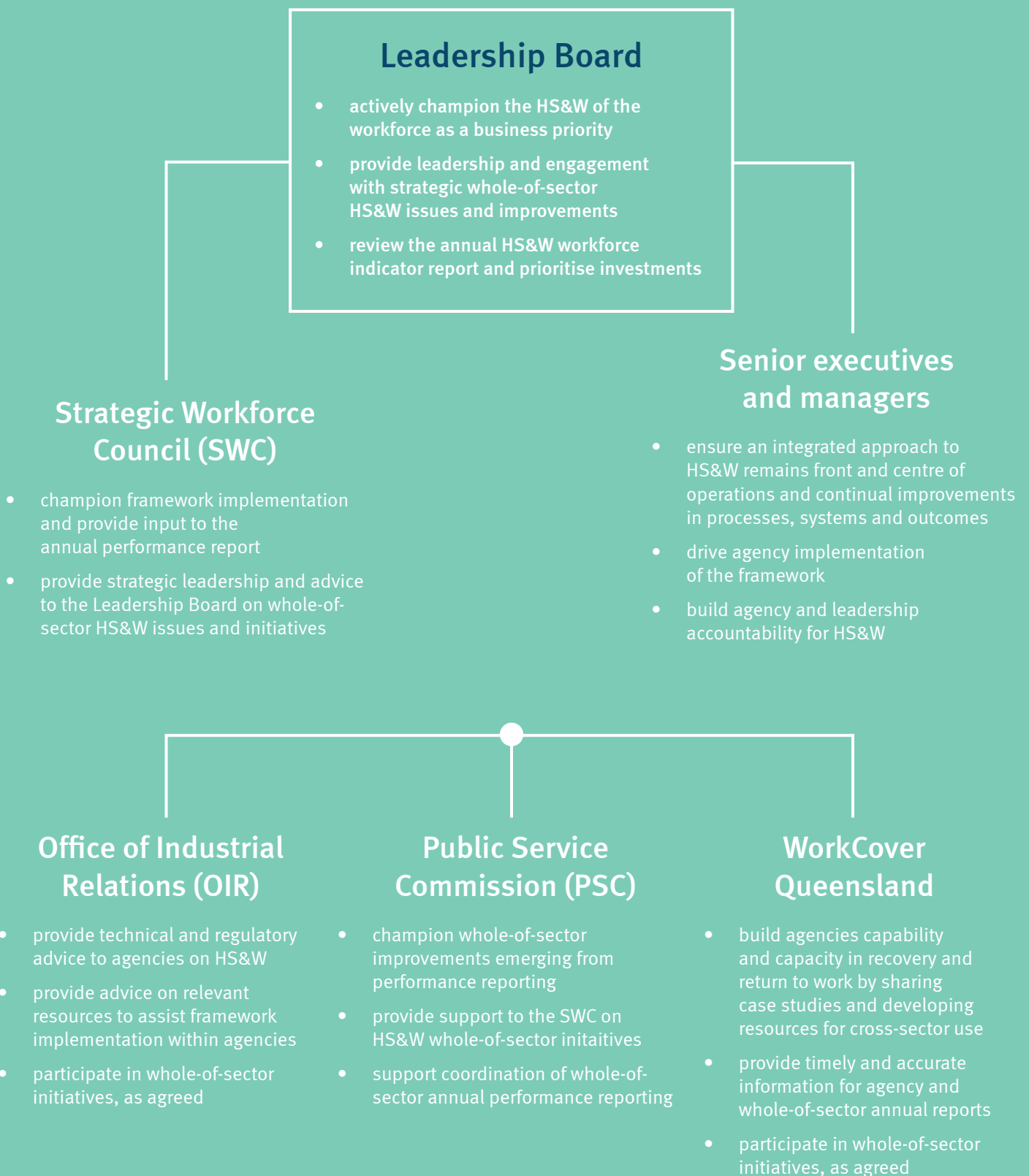
The organisational maturity matrix (see attachment 2:)

- describes good work design, positive behaviours, practices, systems and processes that agencies can implement to achieve sustainable outcomes
- provides a tool for agencies to self-assess maturity against a common framework of integrated and proactive approach to HS&W and highlights areas for improvements
- creates a common maturity matrix for shared learning and collaboration across the sector.



Governance, roles and responsibilities

Directors-General, senior leaders and managers are accountable for ensuring HS&W of their workforce. They are supported by a network of collaborators.



Measuring success

Understanding the current state and tracking improvements in HS&W outcomes is essential to ongoing success.

An annual whole-of-sector HS&W workforce indicator report will be presented to the Leadership Board (through the Strategic Workforce Council) and track progress against the following outcomes and measures:

1.

Better health

- a. Health profile (TBD)*

2.

Reduced injuries/illness and severity of injury/illness

- a. Accepted claims (WorkCover)
 - per person
 - physical
 - psychological
- b. Progress against national targets (WorkCover)

3.

Improved recovery

- a. Stay at work rate (WorkCover)
- b. Average first day return (WorkCover)
- c. Percentage of claims on return to work (WorkCover)
- d. Final return to work (WorkCover)

4.

Improved workplace culture

- a. Absenteeism (PSC)
- b. Job attributes (PSC)
- c. Work demand (PSC)
- d. Supportive workplaces (PSC)
- e. Performance excellence and commitment (PSC)

5.

Increased organisational maturity

- a. Total premium (WorkCover)
- b. Total costs (WorkCover)
- c. CEO's performance agreements include HS&W (PSC)

Work is the most effective means to improve the wellbeing of individuals, their families and communities.²⁶

* To be determined through sector-wide actions

Attachment 1

Workplace levers for change

By addressing the workplace levers (leadership, work environment, culture and work design), agencies can:

- facilitate maturity in their approaches to HS&W
- take steps towards building healthier and safer workplaces
- monitor improvements in HS&W performance outcomes.

Depending on what stage of maturity an agency is currently at will dictate what else needs to occur. Below is a list of actions agencies can choose to take to improve each workplace lever.

Improving whole-of-sector performance outcomes (better health, reduced injuries, improved return to work, and improved culture) will depend on collaboration in whole-of-sector actions.

	What agencies can do	Sector-wide actions
Leadership	<ul style="list-style-type: none"> • CEOs and senior executives visibly champion proactive HS&W as a business imperative and communicate this in their actions and decision-making. • Leaders at all levels role-model and demonstrate behaviours that encourage healthy and safe workplaces. • Ensure compliance with WH&S legislation and provide appropriate resources and processes to manage risks. • Support development of organisational HS&W maturity through the review, integration and continuous improvement of systems and practices. • Assess and negotiate budget and resource commitment to implement proactive measures. • Establish HS&W champions, steering groups and working parties to build employee engagement and drive initiatives. • Reduce system and administrative barriers that impact on the uptake of flexible work arrangements. • Increase accountability for HS&W through: <ul style="list-style-type: none"> – participation in whole-of-sector performance reporting – incorporate performance measures into CEO and senior executive performance agreements and – assess current reporting mechanisms to ensure appropriate mix of lead and lag indicators. 	<ul style="list-style-type: none"> • Champion a strategic focus that drives proactive consideration of HS&W in policy, practice and programs that improve performance (SWC). • Undertake an economic impact assessment of investment in HS&W across the sector (OIR/PSC). • Develop sector-wide leadership capability in HS&W by (SWC/OIR/PSC): <ul style="list-style-type: none"> – integrating HS&W into existing leadership development opportunities – supporting HR practitioners, safety officers and wellbeing champions to integrate approaches to HS&W. • Improve the value of investment in HS&W through better use of resources and purchasing power across agencies (SWC). • Improve HS&W outcomes through the provision of integrated performance reporting to SWC and Leadership Board (PSC, WorkCover and Data working group). • Promote sector-wide sharing of information, resources and learnings via established or emerging networks (all agencies). • Establish key workplace partners to build the evidence base of the effectiveness and benefits of an integrated approach through research and pilot projects (OIR). • Undertake cost/benefit analysis of potential options for a sector-wide approach to workforce health assessments (PSC/Department of Health’s Preventive Health Unit).
Work environment	<ul style="list-style-type: none"> • Apply systematic risk management approach that involves hazard identification, risk assessment, risk control and continual review and improvement. • Undertake a comprehensive, systematic approach when assessing the work environment by considering wider aspects of environment, such as: <ul style="list-style-type: none"> – physical, structural, plant and technology – layout and organisational design – all systems and processes (e.g. culture, HR systems, work health and safety systems, information control systems). • Implement effective risk management practices and systems to identify and manage exposure to physical and psychosocial hazards within the work environment. • Ensure physical work environments are conducive to healthy behaviours and reducing chronic disease risk (e.g. end-of-trip facilities for active commuters, work environment design that encourages physical activity, and kitchen equipment and space to encourage healthy eating behaviours). • Implement design controls to ensure the highest level of protection so far as reasonably practicable. 	<ul style="list-style-type: none"> • Promote relevant legislation, best practice approaches and guidance material about physical work environment risks and solutions (OIR). • Investigate opportunities to ensure government guidelines promote healthy and safe workplaces (all agencies).

What agencies can do

Sector-wide actions

Culture

- Integrate HS&W planning into strategic planning or in stand-alone strategies which clearly articulate the business imperatives.
- Integrate HS&W into business systems through the development of policies, procedures and reporting processes.
- Develop initiatives based on evidence (e.g. research, benchmarking, needs, and risk assessment).
- Assess workplace culture to identify areas for improvement.
- Encourage regular communication, assessment and proactive incident reporting to identify and manage physical and psychological risks in the workplace.
- Improve early intervention and resolution of workplace issues through open communication and early intervention case management.
- Promote awareness of and reduce stigma towards mental illness and encourage early help seeking behaviour.
- Promote and encourage individuals' pursuit of workplace health through healthy lifestyle behaviours (e.g. healthy nutrition, active lifestyle, cessation of smoking and responsible use of alcohol).
- Promote and reward proactive and integrated approaches to HS&W which drive continuous improvement.

- Ensure the shift in focus within the *Be healthy, be safe, be well* framework is integrated within key sector-wide culture change initiatives (PSC).
- Ensure a focus on employee health and wellbeing is integrated into the development of sector-wide policies, guidelines and resources for agencies and promote prevention and early intervention principles and positive workplace cultures (PSC).
- Support the development of mentally healthy workplaces through relevant strategies and resources (PSC, OIR and working group).
- Promote resources to assist in reducing psychosocial risks, e.g. during workplace change, from workload pressure, work-related violence (both physical and online) and bullying (OIR/PSC).
- Improve return-to-work outcomes through exploration of gov2gov pilots of Recovery at Work and Talent Now (PSC, WorkCover and QSuper).
- Promote sector-wide approaches to healthy lifestyle behaviours that reduce modifiable chronic disease risks (e.g. smoking, poor nutrition, harmful alcohol consumption, physical inactivity and obesity) (OIR/Queensland Health).
- Promote and reward best practice and innovative solutions for workplace excellence in HS&W (OIR).

Work design

- Understand and implement the principles of good work design by considering the workers, the work systems and processes and the work environment.
- Use a range of information sources to design good work, including injury and incident data, workforce participation, collaborative approaches and expert advice.
- Conduct needs assessment to determine agencies HS&W needs within the business context and work environment.
- Proactively conduct comprehensive assessments to identify and address physical, biomechanical, cognitive and psychosocial risks.
- Focus prevention activities on the risks identified and tailor to agency needs.
- Design roles, work tasks, work loads and systems to:
 - eliminate or minimise exposure to physical, biomechanical, cognitive and psychosocial risks
 - promote positive physical and mental health
 - ensure reasonable adjustments for those on recovery at work or return to work (as soon as practical)
 - promote flexible work practices to support employee wellbeing and healthy work-life blend
 - implement continuous improvement as part of work design processes.

- Promote the principles of good work design and other relevant guidance material (OIR).
- Promote an integrated approach to manage modifiable chronic disease, musculoskeletal disorder and psychosocial risk factors (OIR).
- Share data about good HS&W practices in the workplace using information collected from outcome and process indicators to further improve those practices, systems or processes (Data working group).
- Promote flexible work practices through Flexible by Design project (PSC and agencies).

Attachment 2

Self-assessment tool: organisational HS&W maturity matrix

	1 Lagging	2 Reactive	3 Proactive	4 Leading
	Agency has limited appreciation for the benefits of proactive and integrated approaches to HS&W	Agency is reactive in addressing its HS&W needs and adopts an ad hoc approach	Agency appreciates the benefits of a proactive approach and implements some integrated HS&W	Agency adopts a wholly integrated HS&W approach and embeds it into all levels of business as usual
Leadership commitment and engagement	<ul style="list-style-type: none"> Visible leadership commitment is absent 'Officers' lack full awareness of their HS&W due diligence obligations under the <i>Work Health and Safety Act 2011</i> Communication on HS&W is limited HS&W outcomes are not identified as an important measure of business success in CEO or senior executive performance agreements Investment in HS&W is not seen as a business imperative 	<ul style="list-style-type: none"> Leadership commitment is only visible when accident/injury or illness occurs Some 'officers' have a working knowledge of agency HS&W risks Communication to all staff about the importance of HS&W occurs after an issue HS&W outcomes are not identified in CEO or senior executive performance agreements Benefits of investing in proactive approaches to HS&W is not valued 	<ul style="list-style-type: none"> Leadership commitment is visible in pockets of the organisation 'Officers' have a good working knowledge of agency HS&W risks HS&W commitments are communicated to all staff on a regular basis CEO and senior executives have HS&W outcomes identified in their performance agreements Benefits of investing in proactive approaches to HS&W are valued and sometimes realised 	<ul style="list-style-type: none"> Executive leadership commitment to HS&W is visible across the organisation 'Officers' have a solid working knowledge of agency HS&W risks. Executive members are key champions for HS&W and communicate to all staff on a regular basis as well as in day-to-day decision making CEO and senior management identify HS&W outcomes as important and have integrated them into their performance agreements Benefits of investing in proactive evidence-based approaches to HS&W are fully realised
Best practice systems and review	<ul style="list-style-type: none"> HS&W strategies, action plans and initiatives don't exist Programs for HS&W are sporadic and isolated Governance systems are weak and manually driven There are no incentives and recognition for good HS&W performance 	<ul style="list-style-type: none"> Policies and plans address minimal obligations under the <i>Work Health and Safety Act 2011</i> Reactive HS&W programs are developed after accidents/injuries/illness occur Governance systems do not link HS&W Incentives and recognition for good HS&W are ad hoc and exist at a local level only 	<ul style="list-style-type: none"> Clear vision and strategies exist for HS&W beyond just obligation Programs link to overall HS&W plan and evidence from research, audits or evaluations Governance systems are embedded in the way work is done Recognition for good HS&W performance exist at agency level, but not linked to agency performance measures 	<ul style="list-style-type: none"> HS&W is linked to the agency's vision and values HS&W strategies, action plans and initiatives result from a strong evidenced-based, including research, audits and evaluations Governance systems are embedded in the way work is done and integrated across all HS&W functions Incentives and recognition for good HS&W performance exist and are built into agency performance measures

1
Lagging

2
Reactive

3
Proactive

4
Leading

Agency has limited appreciation for the benefits of proactive and integrated approaches to HS&W

Agency is reactive in addressing its HS&W needs and adopts an ad hoc approach

Agency appreciates the benefits of a proactive approach and implements some integrated HS&W

Agency adopts a wholly integrated HS&W approach and embeds it into all levels of business as usual

Capability and development

- Capability development in HS&W is often cut at the expense of other priorities
- There are few (if any) HS&W programs/interventions
- Workers are not participating in development opportunities
- Limited professional development opportunities are provided for staff

- Capability is developed as a result of compliance issues or a select group, such as committee members or champions
- Programs/interventions focus on attendance and/or participation
- Workers attend programs/interventions only when mandated
- Professional development opportunities are offered on an ad hoc basis

- Capability is developed within specialist teams (HR, wellbeing, OH&S champions)
- Programs/interventions build awareness and participation
- Opportunities for development exist across a broad range of HS&W
- Workers have completed professional development plans and encouraged to think about their development and capability

- Capability is built across the organisation in a range of HS&W areas through targeted development programs
- Programs/interventions achieve behavioural change and organisational outcomes
- Professional development opportunities are aligned with the organisational needs and embedded into a learning organisation
- Proactive professional development assists in building personal and professional development and increases retention of talent

Worker engagement and participation

- Everyone sees HS&W as someone else's responsibility
- There is no recognition that a link exists between HS&W and positive workplace culture
- Workers are not engaged nor participate in HS&W discussions, needs assessment or planning
- Workers are not participating in HS&W programs

- Committees, champions and corporate teams drive the focus on HS&W
- There is some recognition for the role positive workplace culture plays in supporting HS&W
- Workers are passively engaged and participate in HS&W discussions, needs assessment or planning
- Workers participate in mandatory HS&W programs

- Leaders collaborate with the workforce to drive the focus on HS&W and encourage individual responsibility for their own HS&W
- There is recognition of the clear evidenced-based supporting links between positive workplace culture and HS&W
- Workers are engaged and participate in HS&W discussions, needs assessment and planning
- Some workers participate in HS&W programs

- Everyone is aware of and shares responsibility for their own HS&W as well as a focus on workplace and sector-wide HS&W outcomes
- A supportive culture is fostered to ensure optimal HS&W and is articulated within the agency's strategic and operational plan, and activities and actions
- All workers are proactively engaged and actively participate and initiate HS&W discussions, needs assessment and planning
- Workers at all levels actively participate in HS&W programs

Measurement and accountability

- There are no HS&W performance targets
- HS&W performance measures are not captured
- Some HS&W outcomes are measured and performance is reviewed, audited and evaluated only when imposed by an external body
- HS&W audits are not conducted
- HS&W performance* is below the sector average

- HS&W performance data is collected, but there are no targets or reporting
- HS&W performance measures are lag indicators
- HS&W performance is measured and performance is reviewed, audited and evaluated
- HS&W audits are conducted after an incident flags an issue
- HS&W performance* is at or near the sector average

- Most HS&W performance targets are set and reported to the senior executive team and in the annual performance report
- HS&W performance measures are a mix of lead and lag performance indicators
- HS&W outcomes are measured and performance is reviewed, audited, evaluated and focus on improved performance
- HS&W audits are conducted on a regular basis
- HS&W performance* is above the sector average

- HS&W performance targets are meaningful, set and reported in the annual performance report and CEO/SES contracts
- HS&W performance measures represent a balance of lead and lag performance indicators, and positively influence proactive risk management
- HS&W outcomes are measured and performance is reviewed, audited and evaluated to achieve benchmark performance
- HS&W audits are conducted proactively and drive continuous improvements
- HS&W performance* is the benchmark for the sector

*e.g. as outlined in the whole-of-sector report.

End notes

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The *Be healthy, be safe, be well* framework is a strategic imperative (wellbeing) within the *Queensland public sector 10 year human capital outlook* – creating a different workforce future by design.

An initiative of the Public Service Commission in partnership with the chief human resource officers.

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