

	<p>one end, represented by feeling good and functioning well, through to severe symptoms of mental health conditions at the other. Mental health is not fixed or in a static state, and individuals can move back and forth along this scale at different times during their lives.</p>
Psychosocial hazard	<p>A hazard that:</p>

- take steps to support and maintain their own mental and physical health and wellbeing.

Responsibilities: managers and supervisors

Managers and supervisors play a critical role in fostering a safe, supportive workplace. Staff have the right to feel that they can seek support, express concerns, offer ideas and ask questions without fear of reprisal or embarrassment. Managers and supervisors at the School are therefore expected to:

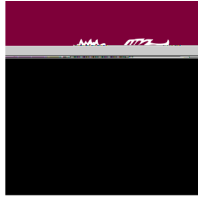
- promote and support mental health and wellbeing among their staff;
- take active steps to mitigate psychosocial risks and address hazards;
- model the School's values of humility, kindness, courage and respect in their actions and interactions;
- foster a culture of humility, kindness, courage and respect that promotes and supports staff wellbeing;
- engage responsively with incident reports and complaints and grievances processes, as required;
- encourage the use of the School's Employee Assistance Provider (Positive Solutions) where staff may need additional help or support;
- contribute to Position Descriptions (PD) that reflect the scope of the work undertaken by staff;
- providing role clarity to staff;
- manage and/or supporting the process of change management as required;
- encourage personal and professional growth and development in their staff;
- recognise and reward the accomplishments of their staff; and
- promote healthy workload management, and support staff to find an appropriate work-life balance.

Managers and supervisors are also encouraged to be mindful of indicators that may point to a staff member struggling with their mental health and/or vulnerable to the risks in the workplace, such as:

- excessive and/or unusual patterns or uptake of sick leave;
- high staff turnover;
- aggressive or confrontational behaviour;
- signs of anxiety and/or depression;
- presenteeism (that is, being present at work, but unproductive and/or unwell); and/or
- withdrawal behaviours (e.g. non-attendance at work meetings).

Responsibilities: the School

The School is primarily responsible for the creation of a workplace environment and culture that contributes to and provides opportunities for the maintenance of employee mental health. While the School cannot be primarily responsible for the mental health of its staff, it can and must identify, manage and mitigate the risks associated with



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