

White collar **Infrastructure** **Mental Health** Check-in



Reducing job stressors experienced by
white collar infrastructure workers

Group 3

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Executive Summary

Recent studies have indicated that workers in construction have higher levels of depression, anxiety and stress when compared to population norms. Roads Australia (RA) responded to strong industry demand to address increasing mental health and wellness issues faced in the construction industry by commissioning projects to eliminate or reduce job stressors for white-collar workforces. The 2021 RA Fellow groups were tasked with taking mental health research work completed in 2020 by the previous Fellows cohort and expanding upon it as part of this project.

The study reviewed the impact of implementation of mandated lunch breaks for the North Western Program Alliance (NWPAs trial group), with the support of the NWPAs Executives team. There is strong evidence that regular breaks benefits both the employee and the organisation, but many employees do not take them. During the three-week implementation period trial participants took a minimum of 30 minutes break between 11.30am and 2pm, where they are away from their desk and fully detached from their work.

Qualitative and quantitative survey methods were used to collect data from the participant group prior to and post implementation of the mandated lunch breaks trial. The quantitative method collected data from participants daily relating to hours works, and breaks taken. The data allowed for small changes to be identified in behaviours over the relatively short survey period. The industry recognised Maslach Burnout Inventory (MBI) survey was used as the qualitative survey method, this is an industry recognised method and was selected in consultation with an organisational psychologist. There were both benefits and disadvantages of this survey method, however one significant benefit was that participants were able to immediately self-assess their burnout levels. The difficulty with any survey method measuring mental health and wellbeing is that changes are difficult to identify over a short period of time.

Analysis of the quantitative data collected indicated that following the introduction of mandated breaks, the average lunch break duration increased this was coupled with an improvement in lunchbreak quality. The shortest breaks (on average) were taken by those that had unexpected tasks on the same day. However, the data indicated that the tasks of most participants, over 60% of days, were as planned and expected or mostly as planned and expected. The intervention did little to influence the participants working hours.

The Qualitative Survey on burnout revealed that after the intervention there was a decrease in the level of burnout for several participants. The results indicate that the intervention was able to move participants from a moderate level of burnout to a low-level burn out. However, in the case of high-level burnout, three weeks of taking a lunch break did not make any significant difference to the level of burnout reported. Overall, the results showed that some participants were starting to feel slightly less burn out at the end of the survey period and some of this could be attributed to the effectiveness of the intervention.

The results of the project indicate a correlation with research that taking breaks can reduce stress levels, albeit it is difficult to draw definitive conclusions from a small sample size of participants within a three-week period. This correlation was also reflected in the feedback from the participants that both the mandated lunch breaks assisted as did the awareness of burnout levels that resulted from their participation in the study.

It is recommended, that breaks are encouraged as a way of individuals having some control over their stress and burnout levels.



1. Introduction

A 2018 study undertaken by Swinburne University reported that workers in the construction industry exhibited, on average, 40% higher for depression, 38% higher for anxiety and 37% higher for stress than population norms (Downey and Stowe, 2018).

Whilst effort to address this concern has increased as a priority within both the government and private sector, current mental health interventions often focus on secondary interventions (i.e., alter response to or perception of the stressor) and tertiary interventions (i.e., treatment and recovery from the stressor). There has also been particular focus on blue-collar workers previously via industry programs such as Mates in Construction, excluding the white-collar workforces in the industry.

Roads Australia responded to strong industry demand to address increasing mental health and wellness issues faced in the construction industry by commissioning projects to eliminate or reduce job stressors for white-collar workforces. The 2021 RA Fellow group were tasked with taking mental health research work completed in 2020 by the previous Fellows cohort and expanding upon it as part of this project.

The Fellows Group 3 (The Project Group) worked with a white-collar trial group to collect work demand data, conduct analysis of this data, and deploy a job redesign intervention targeted to reduce the impact of work demand related job stressors experienced by the trial group. The Project Group investigated whether the implementation of a mandated lunch break, as part of an intervention redesign, was an effective tool in reducing job stressors experienced by white collar construction industry professionals.

The Hypothesis tested by the Project Group was:

1. Through the implementation of mandated breaks during the day workload stressors are reduced improving well-being and / or level of burnout.

In the busy workplace environment, it is not uncommon for white collar workers to have meetings over lunch, work through the noon hour without sustenance, to tackle items on to-do lists and complete increasing work demands. Skipping breaks can lead to burnout, increased stress, anxiety attacks, breakdowns, and mild cognitive impairments. Short breaks increase an employee's productivity, job satisfaction, mental health and well-being, and can restore their motivation, which can all contribute to increased job satisfaction (Kohll, 2018; Selig, 2017).

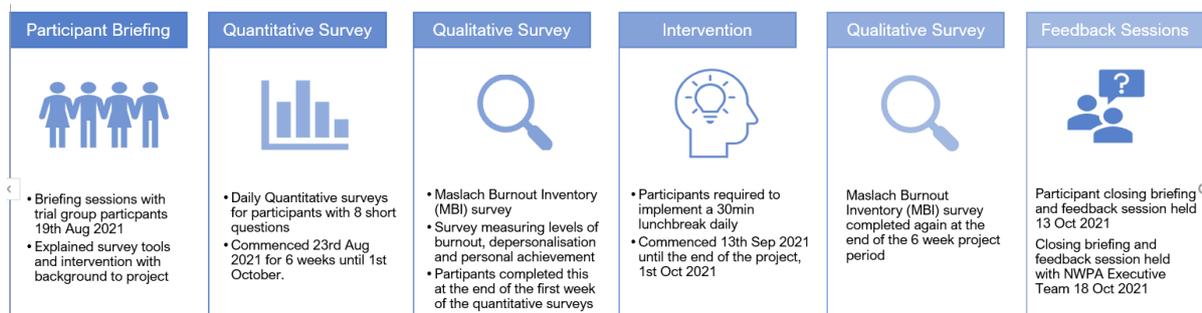
Regular breaks can also reduce or prevent stress (Coffeng, van Sluijs, Hendriksen, van Mechelen & Boot 2015; Geurts, Beckers, Tucker 2014). A study by Korpela, Kinnunen, Geurts, de Bloom and Sianoja (2016) found that taking lunchtime breaks and detaching from work, increases levels of energy at work and decreases exhaustion.

As such, there is evidence that regular breaks benefits both the employee and the organisation, but many employees do not take them.

As part of this project, the results will provide industry with information on the potential impact mandated lunch breaks as a job re-design can have on the key psychosocial risk of work demand and promote ongoing discussions both at workplace and industry levels around the importance of mental health.



2. Project Methodology



2.1 Project Trial Group

The North Western Program Alliance (NWPAs) is one of four alliances formed by Victoria’s Major Transport Infrastructure Authority (MTIA) to deliver the Level Crossing Removals Program. A trial group of 25 participants, from a range of disciplines and experience/leadership levels were selected from the design and delivery team currently working on the Pakenham Level Crossing Removal Project.

The Project Group engaged with Senior Executives within NWPAs to outline the project objectives before engaging with the trial participants. This was to obtain support and endorsement from NWPAs executive prior to implementing the project. The Project Group then engaged with the trial participants to outline the project, set expectations and express the importance of their engagement to the project’s success. 24 staff members volunteered to participate in the trial.

2.2 Quantitative Data Survey

2.2.1 Tool selection

The Quantitative survey provided by Roads Australia was utilised to measure hours worked, breaks undertaken, quality of breaks and workplace stressors for each participant. The survey was completed daily by participants for six weeks, from 23 August 2021 to 1 October 2021 (inclusive).

The Project Group added one supplementary question to the quantitative survey so participants can report on whether their work was planned or unplanned that day.

The data was collected using MS Forms and stored in a Sharepoint, which flowed into a PowerBI Dashboard to enable filtering of results prior to and post deployment of the intervention. The data was analysed to determine conclusions regarding the effectiveness of the project.

A copy of the quantitative survey deployed is included in Appendix C.

2.2.2 Quantitative Tool Effectiveness

The Quantitative survey was an effective tool in capturing hours worked, duration of breaks, quality of breaks and the impacts this was having on participants health and well-being. However, the survey did not allow participants to select 30 minutes for a break duration, a common break duration for many of the participants, as well as the recommended redesign intervention. Only options of 15- or 45-minute breaks could be selected, so break lengths were unable to be recorded accurately.



2.3 Qualitative Data Survey

2.3.1 Tool Selection

Qualitative survey questions were used to gain insight into job satisfaction and the impact of the intervention on the trial group. After a discussion with GHD's organisational psychologist, it was decided that the industry recognised Maslach Burnout Inventory (MBI) survey be used.

The MBI is a psychological assessment tool consisting of 22 questions relating to symptoms of occupational burnout in three different areas: Burnout, Depersonalisation and Personal Achievement. The survey allows the participants to tally their scores for each question in the survey to obtain their level of burnout: Low-level, Moderate or High-level burnout. Participants were encouraged to share these results with their Manager / Leader so that Managers /Leaders could provide participants with support if required.

The Project Group also chose two demographics questions to be included: how many years' experience they have and what is their level of leadership. This allowed us to understand the participant's ability to influence/control their workload and a participant's comfort level in raising concerns with workload.

Six open questions at the end of the survey allowed the participants to provide additional information regarding their perception on positive aspects of their role, main job stressors and provide an opportunity for feedback on changes the workplace could make to reduce stressors. These were included to elicit more in-depth responses and are designed to find out what has changed because of the redesign intervention

The survey was deployed twice via MS Forms, once during week 2 of the study and once at the end of the study (two weeks after the work redesign was implemented). The survey was conducted anonymously by assigning a unique identifier for each participant.

Results from the survey enabled the project group to determine the level of burnout for each participant. Qualitative survey results before and after the implementation of mandatory lunchbreaks were compared and average scores were used as an indicator of stress levels for the trial group.

A copy of the qualitative survey deployed is included in Appendix B.

2.4 Intervention Selection

The Workplace survey undertaken by the RA 2020 Project Group 1 – *Workload Management* identified approximately 70% of survey respondents reporting having experienced mental harm and identified the two main factors that contributed to their mental harm were **their inability to influence or control their workload** and the **workload pressure**.

The Project Group developed several work intervention redesigns that reduced workload pressures including influencing control over workloads or stress provided in Appendix D and E.

The following three redesign interventions were shortlisted and considered further by the group based on their ability to address the project objectives:

1. Take 5 Task Checklist
2. Workload tracking of planned tasks vs completed tasks
3. Mandated lunch breaks away from desk.

These were put forward for consideration and discussion with the NWP Executives team. Strong support was expressed for intervention #3, which was subsequently mandated to the participants.



2.4.1 Mandated lunch break intervention

Over the course of each day, trial participants were to take a minimum of 30 minutes break between 11.30am and 2pm, where they are away from their desk and fully detached from their work. The implementation of the intervention was measured through the daily quantitative survey.

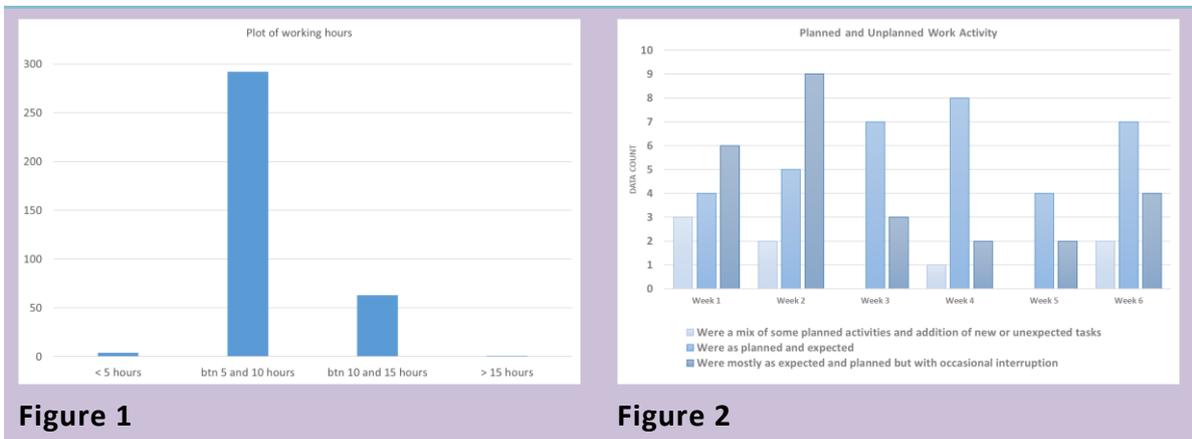
At the kick-off briefing, participants were encouraged to do one of the following during their mandated break:

- | | | | |
|------------|---|------------|--|
| #01 | Agree to break times with their peers and help each other to stick to the break | #04 | Try to be active during the break |
| #02 | Be fully detached from work during the break | #05 | Do an activity that allows the part of the brain being used for work to rest |
| #03 | Plan to do something in their break that they enjoyed | #06 | Try and implement group break into the work team's schedule |

3. Project Findings

3.1 Quantitative Survey Results

Results from the quantitative survey indicate that while a majority of the participants have worked less than 10 hours a day, at least 18% of the participants have worked more than 10 hours a day, plotted in Figure 1.

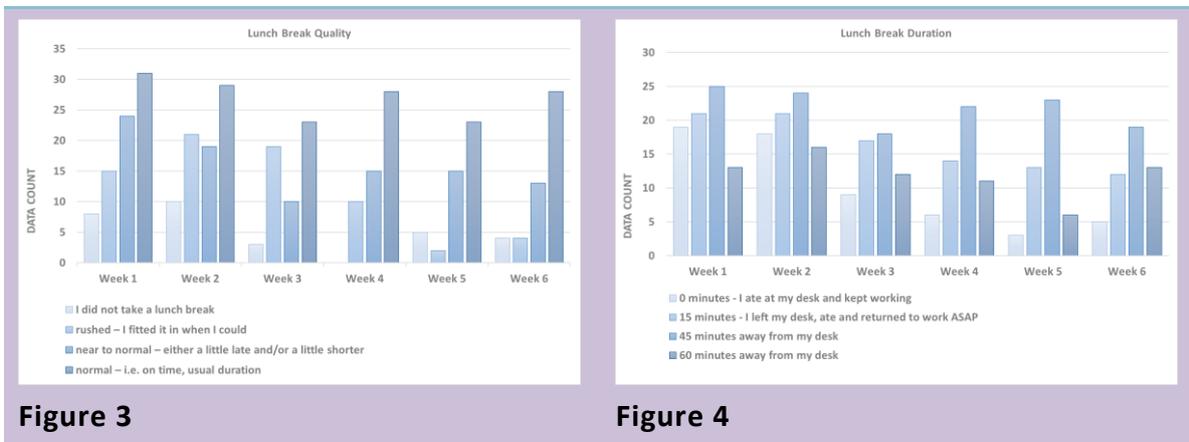


The Figure 2 shows the results of the supplementary question to assess whether participant's work was planned or unplanned for a particular day. The results indicate in general, a decreasing "mix of some planned activities and addition of new or unexpected tasks", increasing "as planned and expected" and decreasing "mostly as expected and planned but with occasional interruption" works within first 4-5 weeks of the Qualitative survey.

The data related to quality of the lunch break and lunch break duration were analysed across the 6 weeks of the study. Weekly data for lunch break quality and lunch break duration are presented in Figures 3 and 4 respectively.



Reducing job stressors experienced by white collar infrastructure workers



Data shows the number of participants who had “no” lunch break or a “rushed” lunch break reduced throughout the study. On average, this is a reduction from 7.0 to 3.0 and from 18.3 to 5.3 participants who had “no” lunch break and a “rushed” lunch break respectively. The data also shows a gradual decrease in the number of participants who had “near-normal” lunch breaks while the number of participants who had a “normal” lunch break remained generally unchanged.

There was a significant reduction in the number of participants who had “no lunch break” or “15-minute lunch break” throughout the study. On average, there was a reduction from 15.3 to 4.6 and from 19.6 to 13 participants who had “no lunch break” or a “15-minute lunch break” respectively. The data shows no significant change in the number of participants who had a “45-minute break” but there is some reduction in the number of participants who had a “60-minute lunch break”.

3.1.1 Intervention Impact

After mandating breaks, the average lunch break duration was 35.96 minutes (increase of 6.31 minutes average) with an improvement in lunchbreak quality reported.

The shortest breaks (on average) were taken by those that had unexpected tasks on the same day. It should be noted that only 7% of responses over the entire period selected that they had unexpected tasks.

Over the full period, from all 359 responses, most days, participant’s tasks were planned and expected (31%) or mostly as planned and expected but with occasional interruption (36%).

Results show that several participants were still working long days, albeit the number had reduced. Post intervention there was a reduction in 9 minutes to the average length of workday.

3.2 Qualitative Survey Results

While 22 trial participants completed the first survey, only 15 participants completed the second survey. Figure 5 and Figure 6 provide comparison charts for the participants who completed both surveys.

Figure 5 shows a plot of individual MBI survey results, with the different colours from left to right indicating Low-level, Moderate or High-level burnout levels respectively. The first bar and the second bar of each colour represent the before and after intervention burnout levels. The Project Group did not identify any pattern of burnout levels before and after however the data shows that the burnout levels were variable from person to person during the survey. However as shown in



Figure 6, 14 out of the total of 15 participants who completed the second survey responded the trial intervention as being helpful to reduce the job stressors.

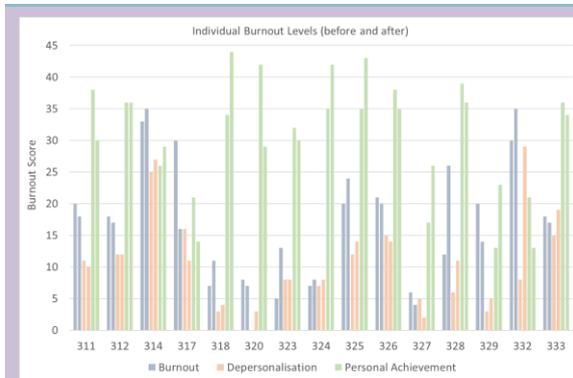


Figure 5

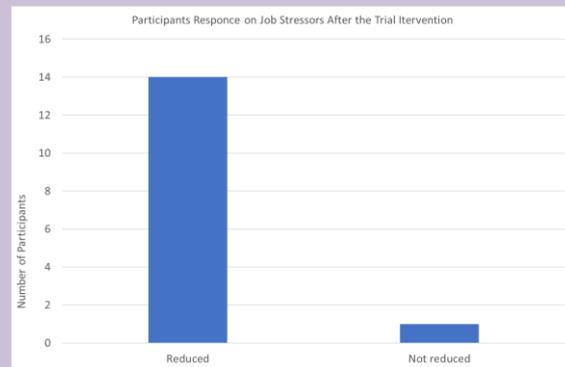


Figure 6

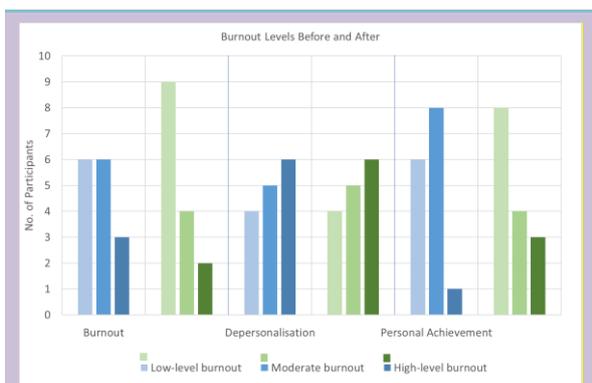


Figure 7

The Qualitative Survey on Burnout revealed in Section A that after the intervention there was an increase in the number of participants who were in the lower level of burnout, as indicated in Figure 7. The results indicate the intervention was able to move participants from a moderate level of burnout to a low-level burn out. However, in the case of high-level burnout, results showed that it would take more than 3 weeks of taking a lunch break to make any significant difference to an individual's level of burnout. The intervention is simply not effective enough in this section.

In the Depersonalization Section, Section B, the results between the initial survey and the final survey are generally the same. However, there was a slight improvement which from feedback can be attributed to the utilisation of the lunchbreak to step away from their desk and connect with family and recentre themselves.

In the Personal Achievement Section, Section C, an increase in high levels of burnout is evident. From feedback, it was highlighted that this may have been due to more external factors rather than work factors. During the last 3 weeks of the survey period, Melbourne had a spike in COVID cases, and the construction industry was shutdown. This increased the participants anxiety and their sense of hope, as they were unable to control the impacts of COVID and lockdowns.

Overall, the results showed that some participants were starting to feel slightly less burnt out at the end of the survey period and some of this could be attributed to the effectiveness of the intervention.



4.0 Trial Group Feedback

4.1 Survey Tool Feedback

During the Participant Closing and Debriefing session, participants were provided the opportunity to provide feedback on the survey tools. In summary the feedback was as follows:

- Until they took the survey most participants were unaware of just how burnt-out they were.
- For most participants it was a wakeup call to reassess their own mental health as well as the mental health of others.
- Participants saw the benefit in the burnout survey and its ability to lead discussions with Management and start a conversation on how to fix the systemic burn-out problem.
- Participants suggested expanding this survey to other areas of NWPWA, KBR and John Holland.
- Participants would be interested in taking the survey periodically to gauge burnout

4.2 Intervention Feedback

During the Participant Closing and Debriefing session, participants provided the following feedback on the project intervention:

- Overall, the participants agreed the mandated lunch break intervention was beneficial.
- The study provided awareness of need to take a lunch break and not continue to work through without breaks. Taking a lunch break enabled a chance to regroup and refresh and face the afternoon workload more positively.
- Participants agreed it was good to set aside time during the day to take a break and not continue working long hours (up to 14 hours).
- They found taking a break provided benefits in changing up the day. As part of their breaks most participants either went for a walk or connected with family.
- Some participants reported that it was difficult to switch off phones and not be contactable during the break as it caused some anxiety and extra work when the break was over (having to respond to missed calls).
- Several participants booked a lunch break in their calendars, but they found that meetings were still scheduled by both internal and external parties.
- Participants discussed there needs to be a shift in culture by the wider organisation and external parties to respect the need and time allocated for a lunch break and not book meetings over this time.
- It was highlighted by several participants that NPWA has a policy to not book meetings over 12-1pm. However, cultural awareness of this policy needs to be rolled out to reiterate the need for respecting people's needs for breaks and a better culture adopted to not schedule meetings over this time.
- Participants also request the ability to have more empowerment and an accepted culture to push back on external meeting invites that are scheduled over lunch breaks.
- There was also agreement that syncing calendars between the Alliance groups would be beneficial as it would provide better visibility when each party is busy. Currently many meetings seem to be scheduled over lunch as most people know that others in the team will be available.



4.3 Project Assumptions and Constraints

The assumptions for the project included:

- Trial group are typical of industry and experience high levels of stress and work demand.

The constraints of the project included:

- The project coincided with lockdown in Melbourne and partly with the shutdown of the construction sector. This influenced the number of hours participants worked from home compared to in the office.
- Timing of work package released and approvals by the NWPA client. This determined the workload and work types experienced by the trial group
- Ability to deploy the preferred work interventions within the employee work conditions
- Survey responses from participants reduced across the 6-week period. The Project Group employed a number of strategies to encourage participants to complete the surveys including a 'Participants Must know Summary Page' (Appendix G), a Weekly Check in email with fast facts about the project, and Celebration emails at the end of milestones (Refer to Appendix F - Communication Plan).

5. Conclusion

This project was designed to test the impact of a job redesign intervention targeted to reduce the impact of work demand related job stressors experienced by a trial group. The Project Group implemented a job redesign of a mandated lunch break over the period of three weeks and evaluated the pre and post implementation findings to test the following hypothesis: Through the implementation of mandated breaks during the day workload stressors are reduced improving well-being and / or level of burnout.

Despite the small sample size and brief evaluation time period, there is a correlation with the findings of this project and research which indicate that taking regular breaks can reduce or prevent stress. Whilst there is evidence to suggest a mandated lunch break can assist individuals manage stress levels, the mandated lunch break intervention may not have provided the best outcome in relation to effectively reducing burnout and stress as it did not address the core issue which is increasing workload and inability to control work level allocated to individuals and teams.

Some other findings from the project are provided as follows:

- Informing the participants of the redesign early heightened their awareness of taking a mandated lunch break prior to the implementation which may have skewed the baseline and affected the true benefit of the project intervention redesign. Some participants in the initial stages of the survey indicated that they had already blocked out the time in their calendars for lunch breaks, which they hadn't done before the study.
- It was also highlighted that within the NWPA project itself, in the last 3 weeks of the survey, the team had ramped up with actual deliverables and there was significant change in time pressures on various teams. It is likely this had an impact on individuals and their moods as well.
- The participants commented that the Alliance needs to develop a culture where they respect each other's needs to have a break for lunch and make that time sacrosanct.
- Overall, it was agreed that it was good to try and not take calls during a lunch break. When participants didn't take the phone with them during the lunch break there was a sense of not



having the obligation to take the call and respond immediately as often the caller and issue could wait and it was still ok.

- Critical to the success of the project is management support and implementation of the proposed workplace intervention. Without the Managers championing and enabling the intervention to be undertaken, the ability to alter the existing workloads of the trial group would be minimal.

6. Recommendations

Recommendations for NWPA

- Instil a culture of empowerment to decline or reschedule meetings scheduled over lunch periods and continue to encourage mandated Lunch breaks away from work.
- Sync the Alliance team calendars so teams can determine the best meeting times outside of lunch hours.
- NWPA to consider rolling out awareness programs and the survey on burnout to increase awareness and identification of burnout.
- Develop a range of tools including mandated lunch breaks to empower staff to prevent and manage burnout levels

Recommendations for Roads Australia

- Roads Australia should support a mandated lunch break as part of a toolkit of measures for individuals to manage their own stress and burnout levels.
- Roads Australia could consider re-running the trial on return to 'Covid-normal'.
- Roads Australia should consider future studies into the additional project intervention redesigns that were considered but not rolled out as part of the project to determine if these also have an impact on reducing job demands and improving job control and should also form part of a toolkit.

7.0 Acknowledgments

The Project Group wish to acknowledge the support and contribution from Roads Australia and parent and participating organisations: The North Western Program Alliance (NWPA) Leadership team and trial group, Department of Transport, GHD including GHD's organisational psychologist, Ventia including Sharepoint and Power BI support, KBR including graphic design support, Tonkin + Taylor including File sharing support, John Holland Group.

Appendix A

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Appendix B

Qualitative Survey Questions





QUALITATIVE SURVEY

1) How many years' experience do you have? (optional)	1-4	5-9	10-19	20-34	35+
2) In your job, do you:	Lead yourself	Lead others		Lead leaders	

MASLACH BURNOUT INVENTORY SURVEY

SECTION A: BURNOUT							
Questions:	Never	A Few Times per Year	Once a Month	A Few Times per Month	Once a Week	A Few Times per Week	Every Day
SCORE:	0	1	2	3	4	5	6
3) I feel emotionally drained in my work.							
4) Working with people all day long requires a great deal of effort.							
5) I feel like my work is breaking me down.							
6) I feel frustrated by my work							
7) I feel I work too hard at my job.							
8) It stresses me too much to work in direct contact with people.							
9) I feel like I'm at the end of my tether.							
TOTAL SCORE:							



SECTION B: DEPERSONALISATION							
Questions:	Never	A Few Times per Year	Once a Month	A Few Times per Month	Once a Week	A Few Times per Week	Every Day
SCORE:	0	1	2	3	4	5	6
10) I feel I deal with my team/colleagues impersonally, as if they are objects.							
11) I feel tired when I get up in the morning and must face another day at work.							
12) I have the impression that my team/colleagues make me responsible for some of their problems.							
13) I am at the end of my patience at the end of my workday.							
14) I really don't care about what happens to my team/colleagues.							
15) I have become more insensitive to people in the workplace.							
16) I'm afraid that this job is making me uncaring.							
TOTAL SCORE:							



SECTION C: PERSONAL ACHIEVEMENT							
Questions:	Never	A Few Times per Year	Once a Month	A Few Times per Month	Once a Week	A Few Times per Week	Every Day
SCORE:	0	1	2	3	4	5	6
17) I accomplish many worthwhile things in this job.							
18) I feel full of energy.							
19) I am easily able to understand what my team/ colleagues feel.							
20) I look after my team/ colleague's problems very effectively.							
21) In my work, I handle emotional problems very calmly.							
22) Through my work, I feel that I have a positive influence on people.							
23) I am easily able to create a relaxed atmosphere with my team/colleagues.							
24) I feel refreshed when I have been close to my team/colleagues at work.							
TOTAL SCORE:							

25) What are the positive aspects of your job?
26) What is the most stressful aspect of your job?
27) In the past 6 months, how many attempts have you made to relieve your job stresses or cause of job stresses? <ul style="list-style-type: none"> • None • Once • Twice • Three or more • N/A – I have not had to relieve job stresses. • Other. Please specify: _____
28) What are the causes of the stresses you experience at work? <ul style="list-style-type: none"> • Volume of work • Nature of the job and its responsibilities



Reducing job stressors experienced by white collar infrastructure workers

<ul style="list-style-type: none"> • Personal health issue • Another co-worker • A manager or someone I report to • Other • N/A – I do not have stresses at work
<p>29) Through developing appropriate job redesign works I think the work stress can be;</p> <p>1) Reduced? Y/N</p> <p>2) Eliminated? Y/N</p>
<p>30) What are the three things you would like your organisation to do differently to help you cope with work stress?</p>

Burnout Self-Test Maslach Burnout Inventory (MBI)

The Maslach Burnout Inventory (MBI) is the most commonly used tool to self-assess whether you might be at risk of burnout. To determine the risk of burnout, the MBI explores three components: exhaustion, depersonalisation and personal achievement. While this tool may be useful, it must not be used as a clinical diagnostic technique, regardless of the results. The objective is simply to make you aware that anyone may be at risk of burnout.

For each question, indicate the score that corresponds to your response. Add up your score for each section and compare your results with the scoring results interpretation at the bottom of this document.

SCORING RESULTS – INTERPRETATION

Section A: Burnout

Burnout (or depressive anxiety syndrome): Testifies to fatigue at the very idea of work, chronic fatigue, trouble sleeping, physical problems. For the MBI, as well as for most authors, “exhaustion would be the key component of the syndrome.” Unlike depression, the problems disappear outside work.

Total 17 or less: Low-level burnout

Total between 18 and 29 inclusive: Moderate burnout Total over 30: High-level burnout

Section B: Depersonalisation

“Depersonalisation” (or loss of empathy): Rather a “dehumanisation” in interpersonal relations. The notion of detachment is excessive, leading to cynicism with negative attitudes with regard to colleagues, feeling of guilt, avoidance of social contacts and withdrawing into oneself. The professional blocks the empathy they can show to their colleagues.

Total 5 or less: Low-level burnout

Total between 6 and 11 inclusive: Moderate burnout Total of 12 and greater: High-level burnout

Section C: Personal Achievement

The reduction of personal achievement: The individual assesses themselves negatively, feels they are unable to move the situation forward. This component represents the demotivating effects of a difficult, repetitive situation leading to failure despite efforts. The person begins to doubt their genuine abilities to accomplish things. This aspect is a consequence of the first two.

Total 33 or less: High-level burnout

Reducing job stressors experienced by white collar infrastructure workers

White collar **Infrastructure**
Mental Health Check-in



Total between 34 and 39 inclusive: Moderate burnout Total greater than 40: Low-level burnout

A high score in the first two sections and a low score in the last section may indicate burnout.

Note: Different people react to stress and burnout differently. This test is not intended to be a clinical analysis or assessment. The information is not designed to diagnose or treat your stress or symptoms of burnout. Consult your medical doctor, counsellor or mental health professional if you feel that you need help regarding stress management or dealing with burnout.

Reference: C. Maslach, S.E. Jackson, M.P. Leiter (Eds.), Maslach Burnout Inventory manual (3rd ed.), Consulting Psychologists Press (1996)

Appendix C

Quantitative Survey Questions





WORKING HOURS SURVEY

1. Today, I worked from ...

- Home
- the office
- from home and the office
- from the office during the day and brought work home for the evening

2. My lunch break today was ...

- normal – i.e. on time, usual duration
- near to normal – either a little late and/or a little shorter
- rushed – I fitted it in when I could
- I did not take a lunch break

3. My lunch break duration today was ...

- 60 minutes away from my desk
- 45 minutes away from my desk
- 15 minutes - I left my desk, ate and returned to work ASAP
- 0 minutes - I ate at my desk and kept working
- 0 minutes - I didn't eat at all

4. Today, I took other breaks totalling (enter amount in minutes) ...

Answer

5. Today, I worked how many hours at home ...

Answer

6. Today, I worked how many hours in the office ...

Answer

7. Today, I spent how many hours responding to work related messages / calls / emails on my phone after I had finished my workday at home and/or in the office ...

Answer

8. Today my work activities:

- Were as planned and expected
- Were mostly as expected and planned but with occasional interruption
- Were a mix of some planned activities and addition of new or unexpected tasks
- Completely unexpected and diverted me from what I intended to do

Appendix D

Considered Project Intervention Redesigns





CONSIDERED PROJECT INTERVENTION REDESIGNS

Below is a summary of the considered work intervention redesign options (including an assessment of advantages and disadvantages) the Project Group used to shortlist to the 3 preferred options considered further.

No.	Redesign Option	Type of Intervention	Advantages	Disadvantages	Comments
1.	Lobby government to include non-priced attributes in tenders leading commitment to mental health wellbeing	Reduce job demands	Potential to have a significant impact on the project <i>design</i> and duration	Outside of influence of the RA Project Group Would be long term and not able to implement with a trial group	Do not pursue
2.	Ensure tenders have adequate and realistic time allocated to complete tasks	Reduce job demands	Likely to have a significant impact on reducing work demand on a team	Outside of influence of the RA Project Group Would be long term and not able to implement with a trial group	Do not pursue
3.	Reducing Work Hours (e.g. limit on hours above 38 in a week)	Reduce job demands	Would directly reduce pressure if workload is appropriately managed for the team	Trial Group unlikely to be able to set fixed hours within the trial period due to project commitments/ program	Not feasible
4.	Mandated lunch breaks away from desk		Opportunity to switch off during the day.	Limits work flexibility and does not impact work demands	Good potential to track impact of redesign through survey responses Consider for Redesign
5.	Restrict out-of-hours correspondence (or turn off notifications)	Reduce job demands	Removes feeling of 'need' to respond to emails sent after hours. Allows 'switch off' at home and time for leisure activities / family	Counterintuitive with flexible work – some may choose to work in the evening. Does not influence the workload.	Good potential to track impact of redesign through survey responses
6.	Provide job flexibility – hours, office/home Trial group can work where/when they choose	Improve Job Control	Improves work life balance Supports gender equity / caregiving requirements	Workload pressure can still occur despite this measure. Risk of Covid-19 lockdowns interfering with trial period Team may have limited control	Reasonable potential to track impact of redesign through survey responses (work/home questions)



Reducing job stressors experienced by white collar infrastructure workers

No.	Redesign Option	Type of Intervention	Advantages	Disadvantages	Comments
7.	Workload planning - Take 5 checklist for new tasks*	Improve Job Control May lead to Reduce job demands	Assessing each task on commencement for resources/time etc allows control and flagging of concern to management. Involves all of team in influencing control on job allocation	May not be successful if does not have whole team commitment Requires some time on commencement of task to undertake.	Would need to understand how many new tasks to teams/ individuals in week? Could be a strong measure if recommendations from trial could inform management intervention criteria? Consider for Redesign
8.	Workload tracking – Detailed timesheet	May lead to Reduce job demands	Real data to provide visibility on actual hours worked. Empower individuals for conversations with managers and may support job control. Supports managers to more effectively allocate resources	Requires a timesheet program used that can record all hours (not just billed) or use of a secondary workload tracking system. Relies on accurate daily entries by participants. If an additional tool may get participation 'fatigue'	Recommendation from winning RA 2020 Group1 so is directly linked and a continuation of that project Consider for Redesign
9.	Workload tracking – Daily task assessment Planned tasks completed Vs new tasks. allocating additional resources to complete the task the next day.	Improve Job Control	Provides visibility on how workload is influenced by non-planned tasks, and whether resource expectation was accurate for planned tasks. Empower individuals for conversations with managers and may support job control. Supports managers to more effectively allocate resources	Relies on accurate daily completion by participants on top of quantitative data tool. If an additional tool may get participation 'fatigue'	Unknown how much of a factor new or unplanned tasks are on participants workload. Consider for Redesign
10.	Pastoral care / peer support programs / buddy program for team members to check in on each other	Improve Social Support	Supports a team approach to wellbeing	Unlikely to reduce work demand or improve job control. Manages the impacts of stress rather than addressing a cause.	These could be split into separate options. Does trial group already have a support program (other than EAP)

Appendix E

Unsuccessful Shortlisted Project Intervention Redesigns





Project Intervention Redesign 1 - Take 5 Task Checklist

The premise of this workplace intervention was that participants would be required to complete a Take 5 Task checklist before starting any new task. This checklist will help participants to do a sanity check and identify the work demand risks to themselves and their work colleagues undertaking the task.

Participants will use a Take 5 Task checklist and go through the questions and tick the relevant yes/no / clarify boxes. For any of the questions where they tick which is shaded grey i.e. “No” or “Clarify” boxes in the checklist, they should NOT proceed with the task / activity. Instead, they should contact their Manager / Leader and wait until clarification has been provided and any issues addressed.

The purpose of these questions would be to help identify any work demand stresses that may occur and provide any relevant clarification, time, resourcing, training or task prioritisation that must be in place before commencing the work.

Working together with the Manager / Leader, any relevant controls or clarification in relation to time, resourcing, training or task prioritisation that is required would be discussed and put in place before participants can proceed with the work task.

The proposed example of a Take 5 Task Checklist is included below:

Take 5 Task Checklist

Task / Activity:

Task / Activity assigned by:

Individual / Team responsible for Task / Activity:

	Yes	No	Clarify
Task / Activity			
1. Do you know what you need to do?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Is the necessary information available?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Is the information provided accurate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Are task procedures on how to do the task clear and workable?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Have your supervisors agreed on what and when needs to be delivered?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Timing			
1. Do you know when to do it by?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Is there enough time available to complete the task?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Is additional time needed to complete the task?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resourcing			
1. Do you / your team have the appropriate level of resourcing to complete the task?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Do you have enough authority to complete the task?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Can the job be done by one person?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Do you need more resources to complete this task?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Is additional resource support available?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tools & Equipment			
1. Are tools and equipment available?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Are tools and equipment operative?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Reducing job stressors experienced by white collar infrastructure workers

	Yes	No	Clarify
Prioritisation			
1. Is this task needed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Is this task on the critical path?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Can this task be passed onto another team?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Does this task need to be prioritised?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capability - Knowledge & Skills			
1. Do you believe you can perform the task?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Do you know what is expected of you to complete the task?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Do you have the appropriate skills and capability to complete the task?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Do you have the prerequisites for training?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Have you been trained to complete the task provided?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capacity			
1. Do you have the mental capacity to complete the task?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Do you have the physical capacity to complete the task?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motivation			
1. Is the task seen to be worthwhile?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Project Intervention Redesign 2 – Workload Tracking Tool

The premise of this workplace intervention was that over the course of the start of each day of the trial the participants must complete a workload tracker for that day. At the end of the day participants will be asked to review the tasks completed for the day and do a reflection of the days accomplishments in relation to planned tasks vs completed tasks.

Participants would be asked schedule time daily to create workload trackers that:

- clearly define their tasks (Put tasks on the list, rather than objectives and goals (Goals are big-picture achievements or desired outcomes, Objectives are markers on the way to reaching a goal and Tasks are the actions you take to reach an objective). They will be asked to keep their goals and objective separate
- differentiate the tasks they definitely want to get done today versus tasks they want to do "maybe someday."
- Stay specific and include as much information that is needed to get the task done
- Assign due date
- Set a priority for the task and why it is important
- Delete or separate out low / no value tasks and nice to do's
- Break down large tasks into smaller tasks
- Track completed tasks

The proposed example of a workload tracking tool is included below:

<http://www.microsoft.com/presspass> **WORKLOAD TRACKING TOOL**

For completion Daily. **Teal** section to be completed at the start of the day, **Purple** section at the end of the day. Add as many tasks as required, and where feasible break larger tasks into smaller distinct tasks.



Reducing job stressors experienced by white collar infrastructure workers

Morning

End of Day

Task #	Task Description	Is this a new task?	Priority	If Priority 1 – why?	Task Due Date	Are the task instructions & expectations clear and/or explained	Expected duration	Was this a new task added during the day	If a new task, was it expected / planned	this a task, was it	Time spent on this task today	If time spent varied from expected duration, why?	In your opinion were the right person to complete this task?	Do you seek additional assistance or refer this task to others?	Do you need to complete this task?	Is this task completed?
1		Y <input type="checkbox"/>	1	<input type="checkbox"/>		Y <input type="checkbox"/>		Y <input type="checkbox"/>	Y <input type="checkbox"/>				Y <input type="checkbox"/>	Y <input type="checkbox"/>	Y <input type="checkbox"/>	Y <input type="checkbox"/>
		N <input type="checkbox"/>	2	<input type="checkbox"/>		N <input type="checkbox"/>		N <input type="checkbox"/>	N <input type="checkbox"/>				N <input type="checkbox"/>	N <input type="checkbox"/>		
			3	<input type="checkbox"/>												
			Other	<input type="checkbox"/>												
2		Y <input type="checkbox"/>	1	<input type="checkbox"/>		Y <input type="checkbox"/>		Y <input type="checkbox"/>	Y <input type="checkbox"/>				Y <input type="checkbox"/>	Y <input type="checkbox"/>	Y <input type="checkbox"/>	Y <input type="checkbox"/>
		N <input type="checkbox"/>	2	<input type="checkbox"/>		N <input type="checkbox"/>		N <input type="checkbox"/>	N <input type="checkbox"/>				N <input type="checkbox"/>	N <input type="checkbox"/>		
			3	<input type="checkbox"/>												
			Other	<input type="checkbox"/>												
3		Y <input type="checkbox"/>	1	<input type="checkbox"/>		Y <input type="checkbox"/>		Y <input type="checkbox"/>	Y <input type="checkbox"/>				Y <input type="checkbox"/>	Y <input type="checkbox"/>	Y <input type="checkbox"/>	Y <input type="checkbox"/>
		N <input type="checkbox"/>	2	<input type="checkbox"/>		N <input type="checkbox"/>		N <input type="checkbox"/>	N <input type="checkbox"/>				N <input type="checkbox"/>	N <input type="checkbox"/>		
			3	<input type="checkbox"/>												
			Other	<input type="checkbox"/>												
4		Y <input type="checkbox"/>	1	<input type="checkbox"/>		Y <input type="checkbox"/>		Y <input type="checkbox"/>	Y <input type="checkbox"/>				Y <input type="checkbox"/>	Y <input type="checkbox"/>	Y <input type="checkbox"/>	Y <input type="checkbox"/>
		N <input type="checkbox"/>	2	<input type="checkbox"/>		N <input type="checkbox"/>		N <input type="checkbox"/>	N <input type="checkbox"/>				N <input type="checkbox"/>	N <input type="checkbox"/>		
			3	<input type="checkbox"/>												
			Other	<input type="checkbox"/>												



Reducing job stressors experienced by white collar infrastructure workers

Task #	Task Description	Is this a new task?	Priority	If Priority 1 – why?	Task Due Date	Are the task instructions & expectations clear and/or explained	Expected duration	Was this a new task added during the day	If this was a new task, was it expected / planned	Time spent on this task today	If the time spent varied from expected duration, why?	In your opinion were you the right person to complete this task?	Do you need to seek additional assistance or refer this task to others?	Is this task completed?
			3 <input type="checkbox"/>											
			Other <input type="checkbox"/>											
5		Y <input type="checkbox"/>	1 <input type="checkbox"/>			Y <input type="checkbox"/>		Y <input type="checkbox"/>	Y <input type="checkbox"/>			Y <input type="checkbox"/>	Y <input type="checkbox"/>	Y <input type="checkbox"/>
		N <input type="checkbox"/>	2 <input type="checkbox"/>			N <input type="checkbox"/>		N <input type="checkbox"/>	N <input type="checkbox"/>			N <input type="checkbox"/>	N <input type="checkbox"/>	N <input type="checkbox"/>
			3 <input type="checkbox"/>											
			Other <input type="checkbox"/>											

Appendix F

Communications Plan





Project Communications Plan

Project Name: Reduce job stressors experienced by white collar infrastructure industry professionals by exploring the impact work redesign has on the psychosocial risk of work demand.

Project 3 Team Members: Jessica Myles, May Lee Choo, Erin Jackson, Sarah MacNish, Alexandra Monson and, Prasanna Punchihewa

1. Project Overview and Objectives

In 2020, RA Fellows conducted a project to address primary interventions (i.e. eliminate or reduce job stressors) for the white-collar workforce, thereby providing a practical solution for industry to take forward.

Our group has been tasked with taking the best of this work and developing it further by collecting work demand data using quantitative and qualitative data collection tools. The data that we gather will help industry better understand the psychosocial risk posed by work demand and inform on the effectiveness (or otherwise) of a job re-design option we choose to implement to assist in reducing job stressors associated with work demand. This will be achieved by collecting data prior to and post deployment of the job re-design option chosen and assessing the impact on work demand and whether the deployed job re-design option is a potential reducer of job stress.

As part of the project, we will identify and work with a white collar trial group in one of our respective organisations to collect work demand data, conduct analysis of this data, and deploy a job redesign intervention to potentially reduce the impact of work demand related job stressors experienced by the trial group. The data collected will then provide the industry with information on the potential impact (or otherwise) job re-design can have on the key psychosocial risk of work demand.

The results and data from the project will then be shared among the RA Membership and other organisations working toward the improvement of mental health in the infrastructure and transport sectors.

2. Project Benefits

It is hoped that the project and its outcomes will contribute to:

- improved mental health by having more control of work demands.
- the reduction of the number of reported mental health related occurrences within the industry
- industry sustainability,
- attraction and retention of talent,
- Improved productivity and work quality
- Reduced costs associated with employee absence and high turn over
- Minimisation of stress levels and improved morale
- Avoidance of litigation and fines for breaches of health and safety laws
- enhancement of industry image.
- improve quality of personal and social life of employees

3. Key Messages

The key messages are:

- The project will include collection of work demand data from a trial group, analysis of the data collected, and deployment of a job redesign intervention aimed at potentially reducing the impact of work demand related job stressors experienced by the trial group.



Reducing job stressors experienced by white collar infrastructure workers

- This data will help our industry better understand the psychosocial risk posed by work demand and inform on the effectiveness
- The project will contribute to understand the impact of whether more control over work demands assists in improving mental health.
- This work will assist in reducing the number of reported mental health related occurrences within the industry, as well as contribute to industry sustainability, attraction and retention of talent, and enhancement of industry image.

The key messages will continue to be developed and updated as the project progresses to ensure consistency across all communication and engagement activities. Project team members should be aware of the key messages to ensure consistency of information is shared with the participants and associated stakeholders.

4. Elevator Pitch

- Work demand pressures impact on employee mental health
- 70% of RA survey respondents reporting of having experienced mental harm due to their inability to influence or control their workload and the workload pressure *.
- Unless industry addresses the job demand and ability for staff to have control of work load the occurrence of workplace stress will continue to increase.

* *The workplace survey undertaken by the RA 2020 Project Group 1 – Workload Management.*

5. Stakeholder Analysis

The Figure 1 is a list of potential stakeholder project risks to be considered as part of the wider risk assessment that could affect project.

		INCREASING IMPACT ON THE DECISION 				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
	PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Figure 1: Public Participation Spectrum (Source: IAP2.org.au)



Reducing job stressors experienced by white collar infrastructure workers

In Table 1 below, the group has identified the following stakeholders, their potential issues to be considered as part of their participation and the level of engagement that is required.

Stakeholder	Representative	Stakeholder issues	Interest	Influence	Level of Engagement
North Western Program Alliance (NWPA) Executive Team	Cameron Woodgate Simon Hoarebury Brett Halls	Encouraging staff to participate Understanding the benefits of the project Acknowledgement of their involvement in project	High	High	Inform
Participant Team Leaders/Managers	Sarah MacNish	Encouraging and supporting staff to participate Understanding the benefits of the project	High	High	Inform
Survey Participants	May Lee Choo	Having enough time to complete the survey. Understanding the benefits of the project	High	High	Involve
Roads Australia Committee (including MTIA)	Ian J McLeod Jane Magree Richard Robinson Jill Boag Stuart Cook Verity Turner Anna Andrews David Stuart-Watt Elena Macauley Rezarta Rushitaj	Outcomes are aligned Ensuring the benefits of the project are well understood	High	High	Consult
Roads Australia	Marlie Curtis Hannah Sauvarin	Project is progressing to program and meeting quality standards	Low	Low	Inform

Table 1: Identified Project Stakeholders



6. Tools and Methods

In Table 2 below, the group has identified the following communication tools that will be needed as part of completing this project:

<i>Item</i>	<i>Description</i>	<i>Responsibility/approval</i>	<i>Stakeholder(s)</i>
Project Scope Report	Report outlining the project, including the proposed qualitative and quantitative survey questions, proposed redesigns, draft communications plan, all related activities, resources, timelines, and deliverables, as well as the project's boundaries.	Project Team / Road Australia Committee (including reps from MTIA)	Roads Australia Committee
Project Briefings	Short description of key elements of the project. Includes a quick summary for project stakeholders and cross-functional collaborators and communicates the project requirements	Project Team	Roads Australia Committee NWP Executive Team Participant Team Leaders/ Managers
Project Presentation	Short presentation on outlining the project including the proposed qualitative and quantitative survey questions, proposed redesigns and proposed commitments.	Project Team	NWP Executive Team Roads Australia Committee
Participant Must Know Summary (Pre redesign)	Resource to help with visibility on the project and what is expected of them in participating in the survey.	Project Team	Survey Participants
Training Workshop	Workshop on mental health and burnout in white collar workplaces, delivered by a trained professional in the field of mental health and targeted to white collar workers. Workshop to be followed by one-on-one meetings with team leaders/managers to choose work redesign.	Project Team Trained facilitator	Survey Participants Participant Team Leaders/ Managers
Participant Must Know Summary (Including Redesign)	Resource to help with visibility on the project and what is expected of them in participating in the survey.	Project Team	Survey Participants
During Stage 1 & 2 - pop up pages / Calendar invites / Incentives	Pop up page on computer start up for participants to encourage their continued efforts and remind them to complete survey. Use facts, statistics and interesting information to reinforce the benefits of the project. Send out calendar invite to fill out survey. Provide incentives to the trial group to encourage completion of surveys – such as cupcakes/donuts etc.	Project Team NWP IS Team Approver – NWP Executive Team	Survey Participants
Presentation to Executive Team	Presentation of Project findings and recommendations	Project Team	NWP Executive Committee Roads Australia Committee



Reducing job stressors experienced by white collar infrastructure workers

<i>Item</i>	<i>Description</i>	<i>Responsibility/approval</i>	<i>Stakeholder(s)</i>
Project Completion Report	<p>Report outlining:</p> <p>a) the efficacy of the data collection tools and associated learnings, the actual data collected, and any notable features related to this data collection and analysis.</p> <p>b) the details of which intervention was tested and why and provide commentary and data to discuss the effectiveness or otherwise of the intervention deployed.</p> <p>c) any further information collected on the effectiveness of the qualitative and quantitative data collection tools or suggestions for further design, development and testing of the tools – including feedback from both the trial group and the employer on the perceived value or otherwise. Include the details of the executive presentation including participants and feedback.</p> <p>d) a summary of additional learnings and reflections whilst undertaking the project.</p> <p>e) feedback and a summary to your trial group and their employer.</p> <p>f) recommendations for next steps, including for the organisation and Roads Australia</p>	Project Team / Road Australia Committee	Roads Australia Committee

Table 2: Tools and Methods to be deployed as part of the Project



Reducing job stressors experienced by white collar infrastructure workers

7. Action Plan

Table 3 below outlines the Action Plan to be deployed by the group to deliver this project.

Project phase	Planned date range	Tool	Stakeholder	Activity	Responsibility / Approval	Date completed
Pre-launch	25 June 2021	Project Scope Report	Roads Committee Australia	Outline the Project Scope and what we are planning on delivering.	Project Team	
Pre-launch	22 July 2021	Project Briefing & Presentation	NWPA Executive Team	Outline project objectives and overviews	Project Team	
Pre-launch	22 July 2021	Project Briefing	Participant Leaders/ Managers / Participants	Outline a timeline of the project the managers of the Team to be surveyed. Set expectations for their involvement and express the importance of their engagement to the project's success.	Project Team	
Pre-launch	18 Aug 2021	Project Briefing	Participant Leaders/ Managers	Announce the launch plan. Communicate the Project Vision tied to the drivers. Brand the communication with the project theme i.e. Mental Health and Well Being. Communicate enthusiasm and convey what the project is about and what we are wanting to achieve.	Project Team	



Reducing job stressors experienced by white collar infrastructure workers

Project phase	Planned date range	Tool	Stakeholder	Activity	Responsibility / Approval	Date completed
				<p>Communicate that we are wanting to see a positive change. Set expectations about the role of the project team, managers, and frontline employees.</p> <p>Provide any insight into timeline for team members, direct impact the roll out of the surveys might have on team members, any team-specific functionality that will be impacted.</p>		
Pre-Launch	18 Aug 2021	Project Briefing	Participants	Deliver project briefings in each office / team to build awareness of the roll out of the survey and to build enthusiasm. Reiterate the project and what it is trying to achieve. Kick these sessions off with an introduction from the Executive Sponsor?	Project Team	
Pre-Launch	18 Aug 2021	Participant Must Know Summary (Pre redesign)	Participants	As roll out approaches for each office / team, it is critical to communicate the “must know” information that will help smooth the way for a successful migration roll out.	Project Team	



Reducing job stressors experienced by white collar infrastructure workers

Project phase	Planned date range	Tool	Stakeholder	Activity	Responsibility / Approval	Date completed
				Deliver a “Must Know” one-page resource to help with visibility on the project and what is expected of them in participating in the survey.		
Project Launch Stage 1 (baseline data collection)	23 Aug 2021	Participant Must Know Summary (Pre redesign)	Participants	Roll out quantitative survey	Project Team	
Stage 1	25 Aug 2021	Participant Must Know Summary (Pre redesign)	Participants	<p>One to two days after rollout, reach out to employees to reinforce messages about support, and solicit feedback especially as it relates to issues with the survey. Encourage them to ask questions or express concerns.</p> <p>Include a vote capture button on the email to capture if there are issues which we need to follow up on.</p>	Project Team / Managers	
Stage 1	30 August 2021	Participant Must Know Summary (Pre redesign)	Participants	Deploy qualitative survey – 1 st time	Project Team	
Completion of Stage 1 (Complete baseline data collection))	13 Sept2021		Participants	Celebrate the successful completion of the baseline data collection as a milestone for the project prior to the redesigns being implemented. As appropriate, include quotes and	Project Team	



Project phase	Planned date range	Tool	Stakeholder	Activity	Responsibility / Approval	Date completed
				testimonials (with permission) that help reinforce that this was a success. Communicate the importance of collection of quantitative data collection during stage 2 (i.e. next three weeks)		
Pre-Launch of Stage 2 (Re Design Roll out)	30 Sepy 2021	Participant Must Know Summary (including redesign)	Participants / Team Leaders/ Managers	Communicate what's to come with the workshop and redesigns that are being implemented.	Project Team	
Pre-Launch of Stage 2 (Re Design Roll out)	30 Sept 2021	Training Workshop	Participants / Team Leaders/ Managers	Undertake training workshop with participants/ team leaders and managers. One-one one sessions to be held after the workshop to choose work redesign.	Project Team	
Stage 2 (Re Design) Launch	30 Sept 2021	Participant Must Know Summary (including redesign)	Participants	Implement redesign and roll out stage 2 survey	Project Team	
Post Stage 2 (Re Design) Launch	2 Oct 2021		Participants	One to two days after rolling out, project team / managers should reach out to employees to reinforce messages about support and solicit feedback especially as it relates to issues with the survey. Encourage	Project Team	



Reducing job stressors experienced by white collar infrastructure workers

Project phase	Planned date range	Tool	Stakeholder	Activity	Responsibility / Approval	Date completed
				them to ask questions or express concerns. Include a vote capture button on the email to capture if there are issues which we need to follow up on.		
Post Stage 2 (Re design)	30 Sept	Participant Must Know Summary (Pre redesign)	Participants	Deploy qualitative survey – 2 nd time	Project Team	
Post Stage 2 (Re design)	27 Sept 2021		Participants / Team Leaders/ Managers	Celebrate the completion of the survey as a milestone for the project following redesigns implementation. As appropriate, include quotes and testimonials (with permission) that help reinforce that this was a success.	Project Team	
Post Stage 2 (Re design)	13 Oct 2021		Participants / Team Leaders/ Managers	Communicate the success story of the project and share the vision of the impact the change. Thank users for their cooperation and their patience and acknowledge the contributions of those involved.	Project Team	
Post Stage 2 (Re design)	18 Oct 2021	Presentation	NWPA Team Executive	Tell the success story of the project to Executive Management, including findings and testimonials. The story	Project Team	



Project phase	Planned date range	Tool	Stakeholder	Activity	Responsibility / Approval	Date completed
				should map back to the project drivers and illustrate how the project supported each of those.		
Project Completion	Nov 2021	Presentation	Roads Australia Committee / 2021 & 2022 Fellows	Tell the outcomes of the project including findings, testimonials, learnings, next steps of further work.	Project Team	
Project Completion	225 Oct 2021	Final Report		<p>Present the findings of the project to Roads Australia including details of:</p> <p>a) the efficacy of the data collection tools and associated learnings, the actual data collected, and any notable features related to this data collection and analysis.</p> <p>b) the details of which intervention was tested and why and provide commentary and data to discuss the effectiveness or otherwise of the intervention deployed.</p> <p>c) any further information collected on the effectiveness of the qualitative and quantitative data collection tools or</p>	Project Team	



Reducing job stressors experienced by white collar infrastructure workers

Project phase	Planned date range	Tool	Stakeholder	Activity	Responsibility / Approval	Date completed
				<p>suggestions for further design, development and testing of the tools – including feedback from both the trial group and the employer on the perceived value or otherwise. Include the details of the executive presentation including participants and feedback.</p> <p>d) a summary of additional learnings and reflections whilst undertaking the project.</p> <p>e) feedback and a summary to your trial group and their employer.</p> <p>f) recommendations for next steps, including for the organisation and Roads Australia</p>		

Table 3: Project Action Plan

Appendix G

Participant Must-Know Summary



1 The Project and Your Participation

Your team has been selected to be part of a trial group to participate in a Roads Australia fellowship project to look at ways of reducing job stressors experienced by white collar infrastructure workers.

You have been asked to participate in a number quantitative and qualitative surveys which review your mental health and wellbeing. These surveys collect data at various intervals over a six-week period both prior to and post deployment of a job redesign.

The results of the survey will assist in assessing the impact of work demand and whether the deployed job innovation has potentially reduced job stressors you may be currently experiencing.

The qualitative and quantitative surveys are a safe and anonymous way for you to share your views on the impacts work demands may be having on your mental health and give you the opportunity to review your risk of burnout.

2 Quantitative Survey

Working Hours Survey - July 2021

* Required

1. Participant # *

The value must be a number

2. Today, I worked from ... *

home

the office

from home and the office

from the office during the day and brought work home for the evening

3. My lunch break today was ... *

normal - i.e. on time, usual duration

near to normal - either a little late and/or a little shorter

rushed - I fitted it in when I could

I did not take a lunch break

4. My lunch break duration today was ... *

60 minutes away from my desk

45 minutes away from my desk

15 minutes - I left my desk, ate and returned to work ASAP

0 minutes - I ate at my desk and kept working

0 minutes - I didn't eat at all

5. Today, I took other breaks totalling (enter amount in minutes) ... *

Please enter a number greater than or equal to 0

The first survey is a quantitative survey which is being used to measure the workplace stressors, hours worked and the impact on this is having on your mental health and well-being.

This tool is a Hyper link-based data collector that uses a standard set of questions to collect quantitative data on hours worked, work breaks and patterns around work outside of usual business hours.

The Hyper link data collector is for quantitative data only relating to hours worked, work breaks and patterns around work outside of usual business hours.

We are encouraging require you to accurately report your actual hours worked as the data you provide will assist in determining what impacts a work re-design intervention has had on you and whether it has helped in addressing some mental health impacts.

This survey is anonymous and is to be filled out daily throughout the trial period project. It should take no longer

than 2 minutes to complete. and can be accessed via this link: <https://forms.office.com/Pages/ResponsePage.aspx?id=gX9b1p-kwUCgGQzkJUQF7oyzbwGzcd9Lqwai-9Eu-hJUMzJKQ0hPSTI1MEM3R1ZDQzMwSlpFQTBJSJC4u>

3 Qualitative Survey (Weeks 2 & 6: 30 August 2021 & 27 September 2021)

The second survey is a qualitative survey. This contains questions which are being used to provide insight into job satisfaction and the impact that the work redesign intervention has had on you once deployed. The Maslach Burnout Inventory (MBI) has been selected as it is a psychological assessment tool consisting of questions relating to occupational burnout. The survey allows you to rate yourself between 0-6 against each question to determine the level of burnout of the you are experiencing.

This survey is to be filled out twice throughout the trial period, once at the start of the study (during week 2) and once at the end of the study (during week 6), following the deployment of the work redesign. The survey should take approximately 8 to 10 minutes to complete. A link to the survey will be sent to you via email.

Mental Health Qualitative Survey

* Required

1. Please enter your unique participant number: *

Enter your answer

2. How many years' experience do you have?

- 1-5
 6-10
 11-20
 21-25
 25+

3. In your job, do you?

- Lead yourself
 Lead others
 Lead leaders

4. Section A

	Never (0)	A Few Times Per Year (1)	Once a Month (2)	A Few Times per Month (3)	Once a Week (4)	A Few Times per Week (5)	Every Day (6)
I feel emotionally drained by my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working with people all day long requires a great deal of effort.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel like my work is breasting me down.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel frustrated by my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel I work too hard at my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The two-time qualitative survey data will be analysed using the scoring system of the MBI survey tool, which categorises the survey data in to three burnout levels: Low-level burnout, moderate burnout and high-level burnout.

After the first qualitative survey, you will be able to determine your level of burn out. You are encouraged to share these results with your Manager or another leader you work with. This will enable Managers / Leaders to provide you with support, if needed.

4 Deployed Work Demand Innovation (Weeks 4 to 6: 13 September 2021 to 1 October 2021 inclusive)

At the end of week 3 the project group will deploy an innovation that is to be trialed by all participants for 3 weeks. The innovation is a tool or adjustment that should change the impact of the work demand (individual, team or organisational). The innovation that has been chosen is a **mandated lunch break**.

In the busy workplace environment, it is not uncommon for white collar workers to have meetings over lunch, work through the noon hour without sustenance, all in the name of tackling items on to-do lists and completing increasing work demands. Unfortunately, powering through without a break can do more harm than good.

Every day, you will be required to block out, in your calendar, a half hour to one hour block between 11.30 and 2pm for you to take a break away from your desk. We ask that you agree to the break times with your peers and colleagues to help stick to the break time that has been agreed.

During this break you are encouraged to:

- Plan to have something to eat and do something that you enjoy
- Do an activity that uses a different part of the brain than was being used for work, which allows the part of the brain being used for work to rest
- Be fully detached from work or other stressors i.e., no checking emails or social media
- Be active during the break i.e., do yoga or go on a walk by yourself or with colleagues
- Implement group breaks into your work team's schedule and socialise with your team.

5 Protecting Privacy and Anonymity

We use strict rules to protect your privacy and anonymity throughout the project. To protect you, we:

- Use an anonymous survey link – everyone in the trial group receives the same survey link
- Don't collect your name, date of birth, role or employee ID
- Give you a random, unique participant number to match each set of survey results from you
- De-identify all survey response data provided to your organisation and Roads Australia
- Never share your email address with third parties and delete it at the end of the survey period

Do not link the free-text comment reporting to any other survey information.