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FINAL REPORT – REDUCING JOB STRESSORS IN WHITE COLLAR  
INFRASTRUCTURE INDUSTRY PROFESSIONALS  
TEAM ONE (NSW)

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# 1 Introduction

Roads Australia seeks to champion a diverse, inclusive, sustainable and values-led industry.<sup>1</sup> A key barrier to this outcome is the consistently poor mental health and well-being results experienced within the construction sector.<sup>2</sup>

Through its annual Fellowship Program, Roads Australia has explored the impacts of preventative approaches to psychosocial risk associated with project demands. This year it requested its Fellows identify a ‘white collar’ infrastructure industry study group to understand existing work pressures and implement a primary mental health intervention.

The purpose of this report is to share the quantitative and qualitative survey results from a particular study group and provide reflections and recommendations to Roads Australia based on the overall experience.

The report is prepared by Project Team 1 (NSW)<sup>3</sup> and proceeds as follows:

- **Section 2: Scope and Methodology** – provides further detail on the activities and approach undertaken over the 8-week study period.
- **Section 3: Results** – shares the results and findings with respect to the study group as well as the efficacy of research tools.
- **Section 4: Discussion** – identifies key lessons learned and considerations for Roads Australia to take forward.
- **Section 5: Conclusion** – summarises the experiences and reflections of the Project Team.

## 2 Scope and methodology

### Overview

The project team identified and discussed with three potential organisations / project consortia about a mental health trial. A trial population (‘study group’) was then established within the preferred organisation. Due to client concerns, only project contractors within the preferred organisations were part of the study group however this provided a sufficient sample size and reflected a range of functions and experience levels across project management, design, commercial management and engineering.

Following an initiation meeting with the study group on 22 July 2021, the project team used qualitative and quantitative surveys to collect baseline data between Monday 26 July and Sunday 22 August. The project team then confirmed a primary intervention acceptable to the project director and implemented this for a further four weeks of data collection between Monday 23 August and Friday 17 September.

#### Impact of COVID-19 restrictions

The implementation NSW Health orders and restrictions in Greater Sydney occurred over the course of the study period and may have contributed to the survey outcomes. The following restrictions may be of note:

- Various levels of stay-at-home orders meant that personnel were predominantly working from home,
- Construction shutdown (19-31 July) impacted normal operations during the pre-intervention period,
- Since 31 July the construction site has been operating at 50% of personnel.

Further detail on the approach to collecting data and selecting a primary intervention is provided below.

<sup>1</sup> Roads Australia 2020, RA Strategic Plan 2021-2023, <https://www.roads.org.au/About-us/Our-Strategic-Plan>

<sup>2</sup> Downey, L. & Stough, C. 2018, *Measuring the psychological impact and work related stress and related occupational factors in the Australian infrastructure construction industry*, Swinburne University

<sup>3</sup> The team is made up of the following participants: Dion Bowen, Arcadis | Troy Brewster, Fredon | Dylan Carr, Infrastructure NSW | Chris Oaks, Beca | Emma Peters, Acciona | Sally Swinburne, Jacobs and Caitlin Trumble, HKA

## **Approach: Quantitative**

The study group participants received a link to the Microsoft Forms survey in daily reminder 'meeting invitations' to complete (see Appendix 1.1 and 1.2). The questions and Power BI Dashboard were retained exactly as received from Roads Australia with slight modifications to the Dashboard at the end of the study to a) clean data and b) enable pre- and post-intervention analysis.

The data was collected anonymously and directly from Microsoft Forms into the Power BI dashboard for viewing.

## **Approach: Qualitative**

A qualitative survey was developed based on the questionnaire from the People at Work Project.<sup>4</sup> This was selected due to it being a well-established and tested tool. It also allowed for data collected for a relatively small study group to be compared to a larger pool of responses providing greater insight during analysis of the results. It was determined that there should be some sections of the survey omitted or modified to suit both the intent of the project and some specifics around the team e.g. modification of some information collected on the participant's background to ensure anonymity. The final version of the survey implemented is attached in Appendix 2.

Due to the modifications made to the survey it could not be undertaken using the People at Work online platform. Instead the study group received a link to Microsoft Forms on two occasions:

- 1) During initial baseline assessment; and
- 2) Upon completion of the intervention period.

Results were compiled in Microsoft Excel and the data was analysed to generate similar outputs to those provided when using the online platform.

## **Intervention Options and Decision-Making Process**

The project team discussed various options for primary interventions with the study group's project director:

1. Collective alignment of the project team on 'Ways of working'.
2. Mandated minimum periods of time each workday for personal reflection, mindfulness, or staff physical health.
3. Establish 'Work boundaries', i.e. when staff should be disconnected outside of work hours.

These interventions were initially proposed to reflect three different types of prevention strategies from academic research<sup>5</sup> which focus on the individual, the team, or the organisation. Some of the options proposed, notably the strategy around clear 'ways of working', was already in place with the project director having recently implemented a Project Charter.

After reviewing the quantitative data on hours worked and breaks the project team confirmed with the project director and Senior Leadership Team (SLT) that they would implement Strategy #2 to mandate a minimum total duration of breaks of 30 minutes with the objective of increasing the overall time taken for (and quality of) breaks by the study group.

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<sup>4</sup> Jimmieson, Prof N, Tucker, Dr M, Bordia, Prof P, "An Assessment of Psychosocial Hazards in the Workplace" (2016)

<sup>5</sup> As per Petrie, K., et al. "A framework to create more mentally healthy workplaces: A viewpoint." Australian & New Zealand Journal of Psychiatry 52.1 (2018): 15-23.

The framework suggests strategies that 1) design work to minimise harm 2) enhance personal resilience and 3) build organisational resilience through good management.

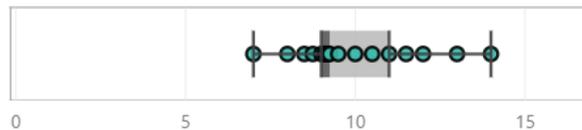
## 3 Results

### 3.1 Summary of results

#### Quantitative Survey Results

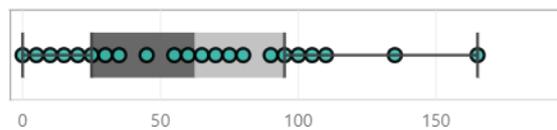
##### Total hours worked versus total breaks duration

###### Pre intervention survey data – 138 surveys



Mean – 10.0 hours  
Median – 9.3 hours  
Upper quartile – 11.0 hours  
Lower quartile – 9.0 hours

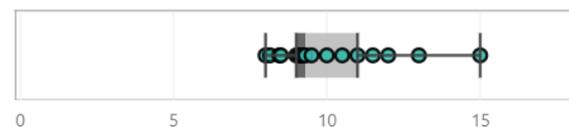
Figure 1 Total Hours Worked (hrs)



Mean – 63 mins  
Median – 63 mins  
Upper quartile – 95 mins  
Lower quartile – 25 mins

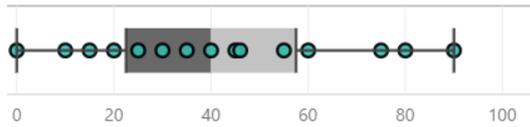
Figure 2 Total Breaks Duration (mins)

###### Post intervention survey data – 60 surveys



Mean – 10.1 hours  
Median – 9.3 hours  
Upper quartile – 11.0 hours  
Lower quartile – 9.0 hours

Figure 3 Total Hours Worked (hrs)



Mean – 42 mins  
Median – 40 mins  
Upper quartile – 58 mins  
Lower quartile – 23 mins

Figure 4 Total Breaks Duration (mins)

##### Summary of Total hours worked versus Total breaks duration analysis

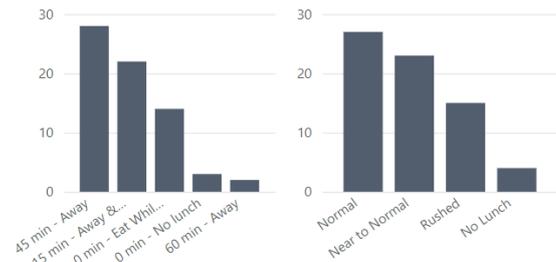
Total hours worked is very consistent between the pre and post intervention surveys with the median working day being 9.3 hours, 25% of personnel working more than 11 hours per day and 75% of personnel working more than 9 hours per day. The average working day was recorded as 10.0 hours pre intervention and 10.1 hours post intervention.

Notably the post intervention survey results indicate that the total breaks per day, including lunch break, have reduced on average to 42 minutes which is down from the pre intervention duration of 63 minutes. Similarly the upper quartile (UQ) results have reduced from 95 minutes to 58 minutes and lower quartile (LQ) results have reduced to 23 minutes from 25 minutes.

This outcome was not the intention of the mandated minimum 30 minutes of total breaks per day and might suggest that factors outside of Total hours worked and Total breaks duration have contributed to this outcome.

## Lunch break quality

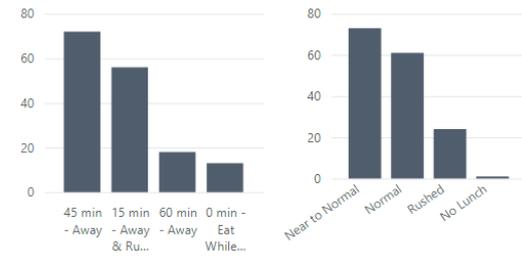
### Pre intervention



40 personnel took a lunch break that was rushed or non-existent – 29%

Figure 5 Lunch break duration and quality

### Post intervention



19 personnel took a lunch break that was rushed or non-existent – 28%

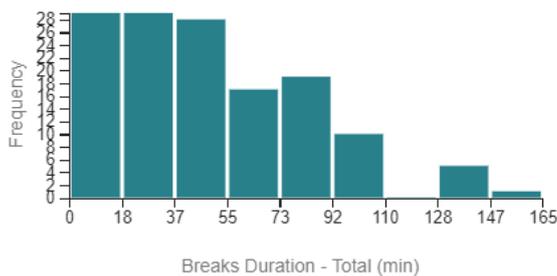
Figure 6 Lunch break duration and quality

### Summary of Lunch break quality analysis:

Stressful lunch breaks (rushed and no lunch) have remained consistent at 29% pre intervention and 28% post intervention. The consistency of results suggests that this has not been a factor in the unforeseen survey results above (Total hours worked versus total breaks duration).

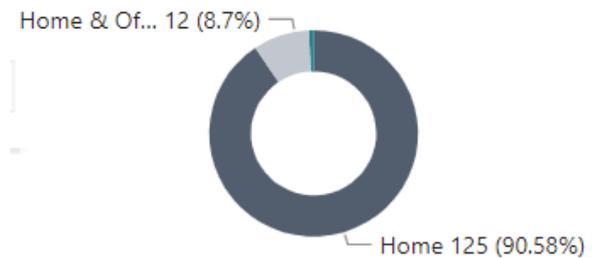
## Total breaks duration versus work location

### Pre intervention survey data – 138 surveys



29 took 18 minutes of breaks or less – 21%  
58 (total) took 37 minutes of break of less – 42%  
52 took more than 55 minutes of breaks – 38%

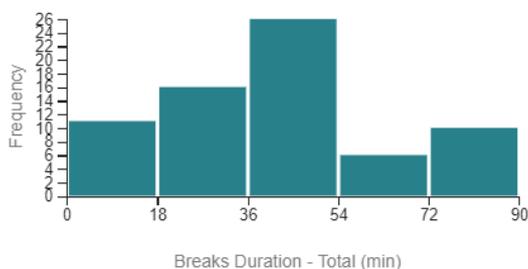
Figure 7 Total breaks duration (mins)



Personnel are predominantly working from home, or a mix of home and office – 99%.  
1 of 138 surveys worked from the office.

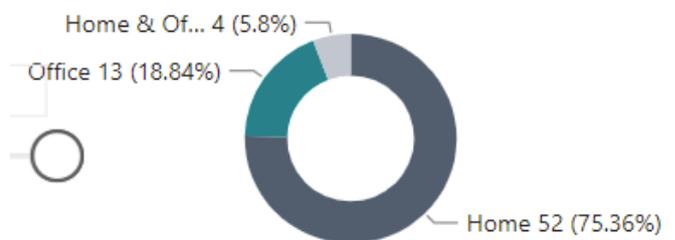
Figure 8 Work locations

### Post intervention survey data – 69 surveys



11 took 18 minutes of breaks or less – 16%  
27 (total) took 36 minutes of breaks or less – 39%  
16 took more than 54 minutes of breaks – 23%

Figure 9 Total breaks duration (mins)



Personnel are working predominantly from home, or a mix of home and office – 80%  
13 of 69 surveys worked from the office – 19%.

Figure 10 Work locations

*Summary of Total breaks duration versus work location analysis:*

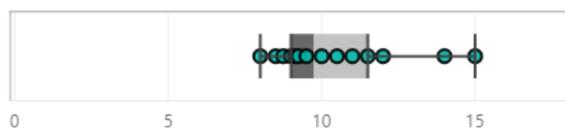
Total breaks duration per day of less than 18 minutes has dropped from 21% pre intervention to 16% post intervention, which was the intention of the intervention. However, Total breaks duration of less than 36 minutes has reduced from 42% pre intervention to 39% post intervention, and Total breaks of more than 54 mins has reduced notably from 38% pre intervention to 23% post intervention, which wasn't the intention of the intervention.

Pre intervention 99% of personnel worked from home or home / office and that has dropped to 80% post intervention.

The reduction in Total breaks duration was not the intention of the mandated minimum 30 minutes per day, and the change of work location may have contributed to the reduced Total breaks duration.

**Total breaks duration greater than 30 minutes, and less 30 minutes, versus total hours worked**

**Total breaks less than 30 minutes**



Number of survey responses – 48

Mean – 10.4 hours

Upper quartile – 11.5 hours

Lower quartile – 9 hours

Figure 11 Lunch break duration and quality

**Total breaks greater than 30 minutes**



Number of survey responses – 159

Mean – 9.5 hours

Upper quartile – 10.3 hours

Lower quartile – 8.6 hours

Figure 12 Lunch break duration and quality

*Summary of Total breaks duration greater than 30 minutes, and less 30 minutes, versus total hours worked analysis:*

Consideration has been given to whether personnel that are working shorter days are also taking less breaks during the day to speed up their working day. On review of these results we found that personnel taking less than 30 minutes of Total breaks duration are typically working approximately 1 hour longer per day, and that is consistent across all measures of the work day, i.e. mean, upper quartile and lower quartile.

Therefore, personnel working longer days were often taking fewer breaks and may be more at risk of poor mental health outcomes.

**Qualitative Survey Results**

There were 14 results responses received to the initial survey and 10 responses received to the final survey. Across both surveys most respondents had more than 15 years' experience. The respondents to the initial survey were predominantly permanent staff however the split between permanent staff and contractors was more even in the final survey. All respondents worked full time and approximately half were managers or supervisors. Further detail on demographics of respondents can be found in Appendix 2.

The results of the survey showed very little change in job demands between the initial and final surveys as illustrated in Figure 13 and Figure 14 below. It can be seen that the study group had low group relationship conflict, group task conflict and role ambiguity. Role overload, emotional demands and role conflict were all in the moderate range. Generally results were at or below the benchmark from the People at Work survey.



Figure 13 Initial Survey Demands

Figure 14 Final Survey Job Demands

Similarly there was very little change in job resources between the initial and final surveys as illustrated in Figure 15 and Figure 16 below. It can be seen that the study group had high scores for praise and recognition, supervisor support, co-worker support and procedural justice. Change consultation showed moderate scores however there was an improvement in the score for job-control between the initial and final surveys. Generally results were at or above the benchmark from the People at Work survey.

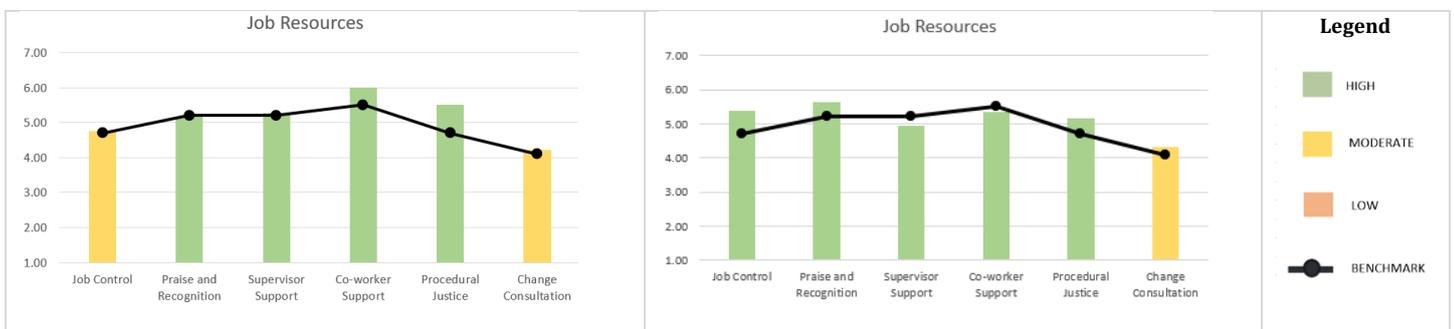


Figure 15 Initial Survey Demands

Figure 16 Final Survey Job Demands

Both the initial and final surveys produced responses demonstrating that there was minimal concern of adverse worker outcomes for the study group. As illustrated in Figure 17 and Figure 18 the result in both surveys produced similar results.

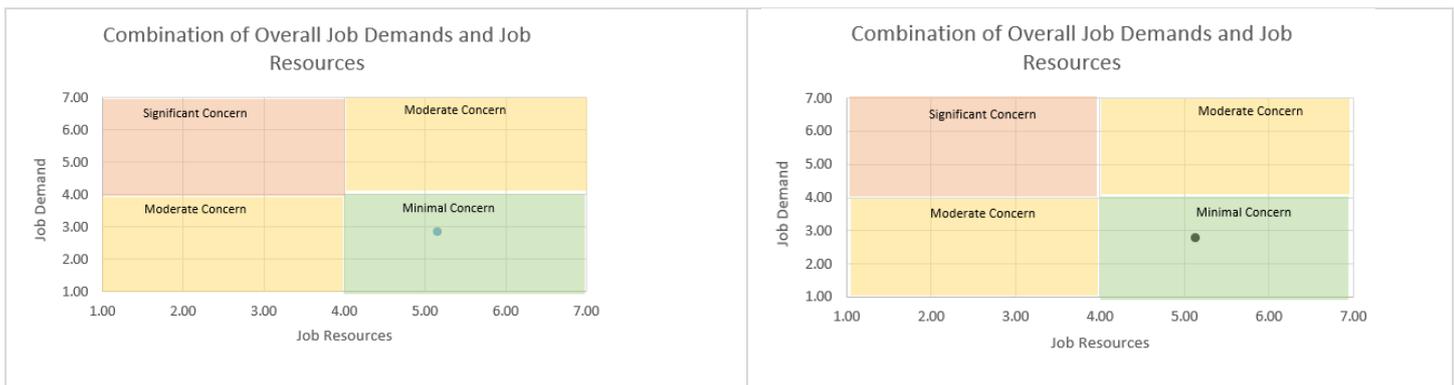


Figure 17 Initial Survey Demands

Figure 18 Final Survey Job Demands

There were across the board improvements in measurements of worker outcomes between the initial and final survey with Musculoskeletal Symptoms and burnout both moving from moderate to low risk ranges. There was also a reduction in psychosocial strain. It is difficult to ascertain whether this is a true and real change within the study group due to the small sample size, particularly of the final survey. That said, if the data is correct then this may be evidence of a positive impact resulting from the work re-design implementation.



Figure 19 Initial Survey Demands

Figure 20 Final Survey Job Demands

### Summary: Assessment of the intervention effectiveness

In summary the survey data indicated very little change as a result of the intervention. A summary of this is as follows:

- The quantitative survey did not show an improvement in hours worked or quality of lunch as a result of the intervention.
- The results from the qualitative survey pre-intervention confirm that the study group is in a good position - i.e. the team was generally happy, working hours were reasonable, etc.
- Given this, perhaps a 30-minute break was not enough, and a more radical intervention was required in order to make a difference.

Due to declining participation numbers, there was only 1 x week of actual data post-intervention to analyse (approximately 60 quantitative surveys post-intervention, against 138 pre-intervention). This lack of data, and duration, makes a thorough assessment extremely difficult to make, and opens the analysis to some subjectivity.

### 3.2 Efficacy of tools

The survey tools selected were relatively simple and easy for respondents to use but the project team implementing the surveys encountered some issues:

- **Complexity of PowerBI set up:** The dashboard was quite complex to implement which restricted options to change. Roads Australia advised against changes due to the potential impact on the consistency of survey outputs created in the Dashboard.
- **Quantitative Survey misinterpretation:** The data capture produced a few anomalies which appeared to be down to individuals' misinterpretation of the question. Final data needed to be 'cleaned' by filtering out the anomalies.
- **Inability to customise to match leadership expectations:** The SLT's expectation was that the intervention should not significantly impact on the delivery of the project and selected a mandatory minimum break duration. The project team was however unable to customise the quantitative survey to reflect the implemented intervention.
- **Length and infrequency of qualitative survey:** The qualitative survey was filled out twice by the study group (with lower participation in the second period). Its length and infrequency may have impacted participation and responses.

## 4 Discussion / Lessons Learned

### 4.1 *Suggestions for future study design improvements*

#### **General Lessons Learned**

On reflection there were a number of lessons learnt relating to the tools used to collect the data from the study group. Generally, these related to limited data for analysis due to poor quantity of responses. A summary of the project team's challenges and potential improvements are summarised below:

- **Respondent Engagement:** In the first 2 weeks following intervention, there was a significant drop in respondent participation. The calendar reminder invitation used in the pre-intervention period was no longer active and may partially have contributed to this drop. In an attempt to significantly increase the post-intervention dataset, the decision to extend the survey duration was made and the project director was approached to encourage further participation. This action was generally successful, with participation numbers in the last week showing a significant increase. However, this action to increase engagement should have been made much earlier when the poor participation numbers were first identified.
- **Limited Dataset:** A suggestion was made by the SLT that an extended survey period (for example, six months) could have been more beneficial to provide a larger data set for trend analysis compared to the results received. It is true that a larger dataset would support further validation of trends however a potential cause of the poor survey participation in the second half could have been general survey fatigue. Other measures to increase participation and improve the data set could have been achieved such as reducing the pre-intervention period by a week and ultimately reducing the impact of survey fatigue.
- **Virtual Motivation:** Another factor in study group engagement may be that the study period was completed virtually due to COVID restrictions rather than in person. This posed challenges in terms of motivating the group at the initiation meeting and during the study period. Similarly, feedback from the SLT was that working from home made it harder to facilitate better participation (i.e. in an office it would have been much simpler to quickly 'walk the floor' to ensure survey completion). Future studies are likely to encounter more flexible and work from home environments and therefore mitigation efforts to improve virtual engagement may be necessary.
- **Lockdown Interference:** It is hard to gauge the impact that COVID restrictions played, however it may have had an impact on the low survey participation numbers. Working from home coupled with the difficulties of home-schooling and restricting the ability of some workers to perform their project roles, potentially meant this project wasn't as high a priority as hoped. While not within scope, redeploying the survey after lockdown could result in greater participation.
- **Customised survey questions:** The quantitative survey questions were not set-up to clearly record data from the intervention selected. The survey had pre-set answers of "15 minutes" and "45 minutes" for Lunch break duration, however, the intervention length of "30 minutes" was not included as an option. This might have led to some confusion with the participants, and perhaps been a contributing factor in the poor survey participation numbers. On review of this, and other issues with survey misinterpretations, the project team could have had more detailed discussions with the study group during the presentation about how the survey responses should be measured and would be used.
- **Inability to determine when intervention was implemented:** The quantitative survey did not include a question to record whether the participant implemented the intervention on that day. The inclusion of this question with a simple "yes/no" field could have provided more succinct data on when the intervention was being adhered to.

### Learnings and Reflections

Upon completion of the study, the project team has made a number of reflections which are outlined below:

- **Work experience and background:** The most interesting aspect of this study group was their previous work experience, being Tier 1 Contractors. It was mentioned by the employer that many had chosen to work for a consultancy that seeks out contracts directly with the Principal as it generally means less stress and fewer working hours. The team believes that this likely impacted the qualitative survey as the group would have perceived this work to be less stressful than the work they had done in the past even though their working days were longer than eight hours and they had limited breaks, i.e.: I still work more than 8 hours but at least I don't have to work on a Saturday anymore. Therefore, it could be suggested that this group of participants had already taken action for their own mental health by choosing to change employers hence the minimal Psychosocial Hazards within the group.
- **SLT monitoring of hours:** During the Senior Leadership Team presentation, the team was advised that one of the recommendations from the 2020 studies had already been implemented in this project. As the study group was reporting both billable and non-billable time in their timesheets. This had enabled the project director to intervene as and when required. However, the mean for Total hours worked remained consistent and 10 hours per day.
- **Lack of client staff participation:** In this instance the Principal's staff did not participate in the study. The team consider this to be a potential missed opportunity to measure differences between this group and other study groups which may have included a greater mix of client and contractor staff.
- **Lockdown meant no insight to impacts of flexibility:** Given the lockdown situation, the quantitative survey posed 2 questions (namely 5 & 6) regarding flexible working by asking hours worked at home and hours worked in the office. The original intention to understand impacts of non-flexible working on the worker was lost due to only essential workers being allowed to access their place of work. During the study period there was also a mandated 2-week mandatory lockdown which impacted individuals in the study group. This was extended for any of those individuals who lived in local government areas of concern (LGA) as they were unable to attend site.

### Feedback from Employer

The general feedback from the SLT was positive, with comments echoing those of the project team including:

- disappointment with participation by the study group which was potentially due to the number of times the survey needed to be completed. In spite of that, they would have been interested to see the effects on the study group had the trial run for a longer period e.g.: 6 months,
- interest in how the COVID restrictions may have impacted upon the study, i.e. it was specifically raised that post the COVID construction pause the site surveillance team and finance teams both had increased workloads to deal with that delay, claims, etc.

### Feedback from study group

The project team presented the findings to the study group in their next team meeting. Unfortunately, the group was not particularly forthcoming with regards to their thoughts on the study. However, there was a comment from one participant that their team had introduced walking meetings at around the same time and they had also found these to be effective ways to boost mental health without necessarily taking a break from work.

## 5 Conclusion

In summary, the Roads Australia Fellowship project team (Team 1) chose a team of consultants working on a major infrastructure project in Greater Sydney to assess their mental wellbeing. After the initial collection of baseline data, the project team introduced the primary intervention of a minimum 30 minutes total duration of breaks and assessed the impact of this intervention on the study group.

The overall finding was that the intervention had minimal to no impact on the health and wellbeing of the study group. However, the results from the qualitative survey pre and post intervention confirm that the study group is in a good position, i.e. the team was generally happy working and may consider the hours to be reasonable (10 hours per day on average). Given this, it is possible the intervention was not significant enough, or the study period was too short to uncover a real difference in mental well-being.

Upon further reflection and discussion with the study group's senior leadership team, the project team suspected that there are three main factors underlying these results.

- 1. Team leadership:** It was discussed that the senior leadership team already implements a number of good practices across the project including having a team charter, monitoring actual hours spent working and taking action when individuals' hours are deemed excessive.
- 2. COVID-19:** Events such as mandatory work from home periods and construction shutdowns may have impacted the number of hours worked by the study group as well as how they felt about this workload.
- 3. Data limitations:** Data quality, due to low participation and survey inflexibility, as well as the short period under which data was collected may also have made it difficult to clearly distinguish the impact of the intervention.

The project team shared these findings with the overall study group. In general, the feedback was positive despite a low level of direct impact. This may in fact suggest that parts of the industry are progressing towards reducing psychosocial risks simply through the process of acknowledging and highlighting relationships between work hours and mental health.

# Appendix 1-1: Quantitative Survey – pre-intervention

<b>138</b> Total Count	<b>1,261.10</b> Total Hours Worked (sum)	<b>9.14</b> Total Hours Worked (Ave)	<b>0.34</b> Hours Worked in Office (Ave)	<b>22</b> Total Breaks Duration (min) (Ave)
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## Working Hours Survey

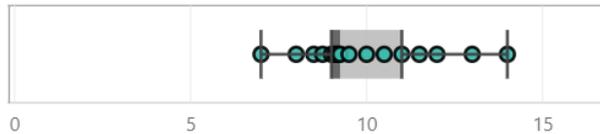
Select Date

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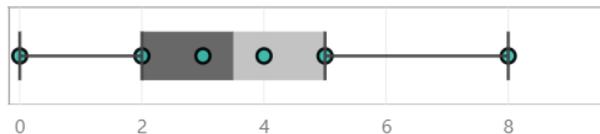
Monday, July 26, 2021

Tuesday, July 27, 2021

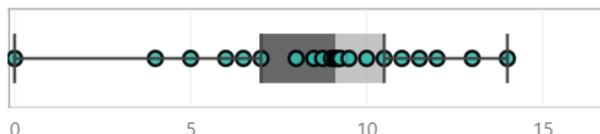
Distribution of Total Hours Worked



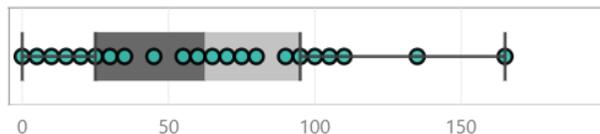
Distribution of Office Hours Worked



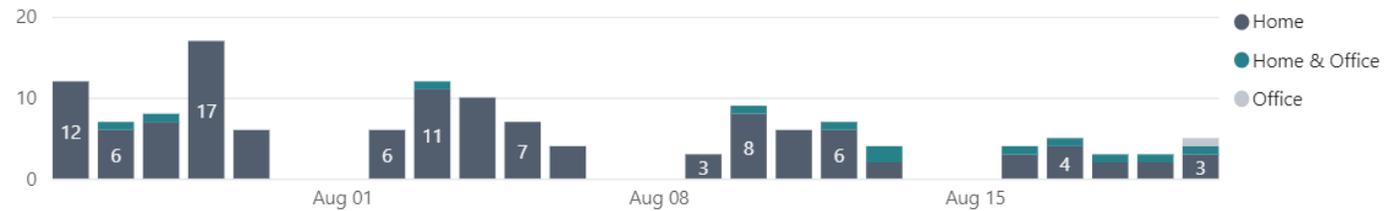
Distribution of Home Hours Worked



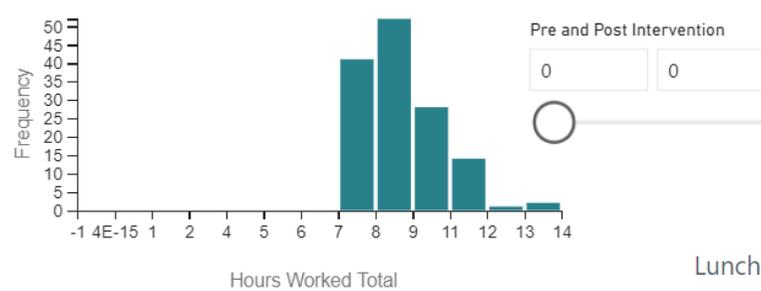
Distribution of Total Breaks Duration (min)



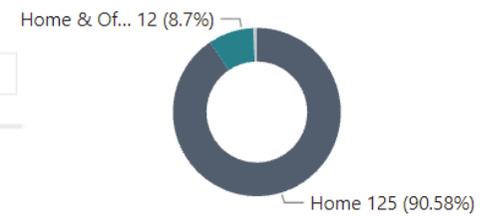
Count of Submissions per Day (Last 30 Days)



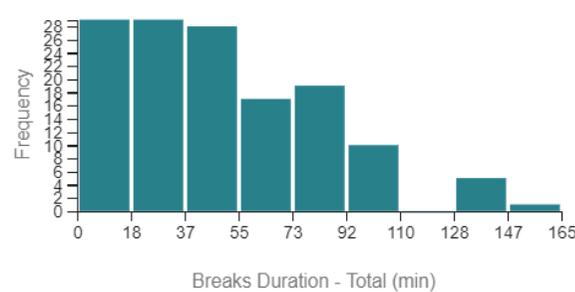
Histogram of Total Hours Worked



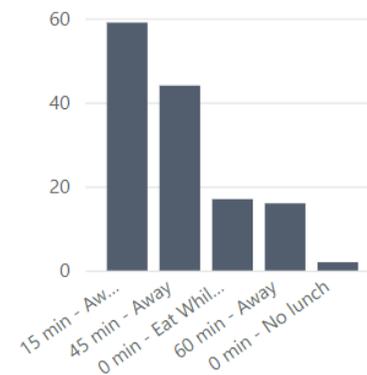
Work Locations



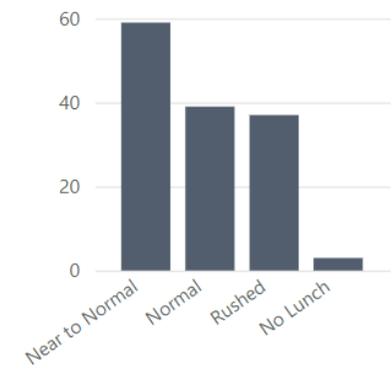
Histogram of Total Breaks Duration (min)



Lunch Break Duration



Lunch Break Quality



## Appendix 1-2: Quantitative Survey – post-intervention

69 Total Count      655.95 Total Hours Worked (sum)      9.51 Total Hours Worked (Ave)      1.94 Hours Worked in Office (Ave)      16 Total Breaks Duration (min) (Ave)

### Working Hours Survey

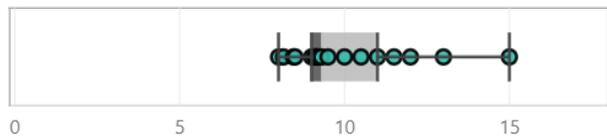
Select Date

Monday, August 23, 2021

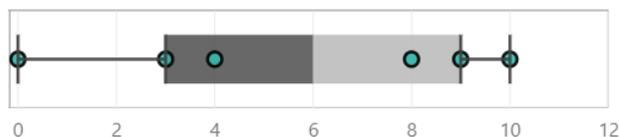
Tuesday, August 24, 2021

Wednesday, September 0...

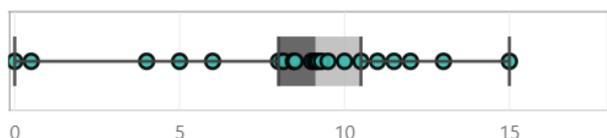
Distribution of Total Hours Worked



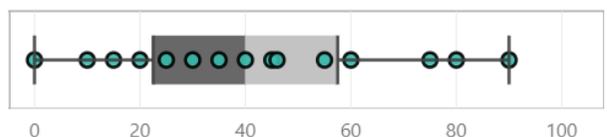
Distribution of Office Hours Worked



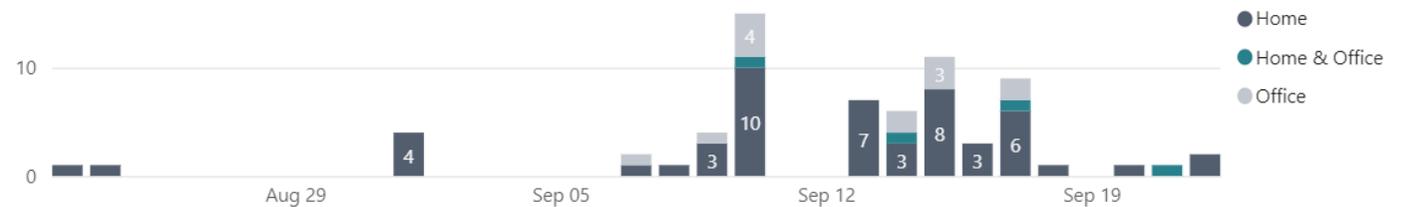
Distribution of Home Hours Worked



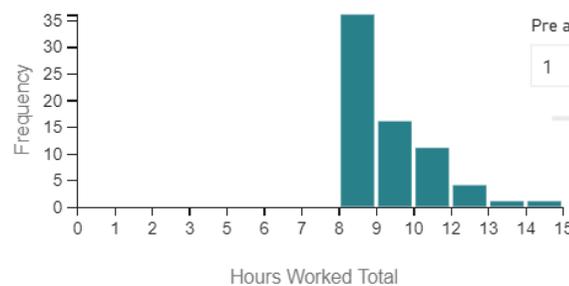
Distribution of Total Breaks Duration (min)



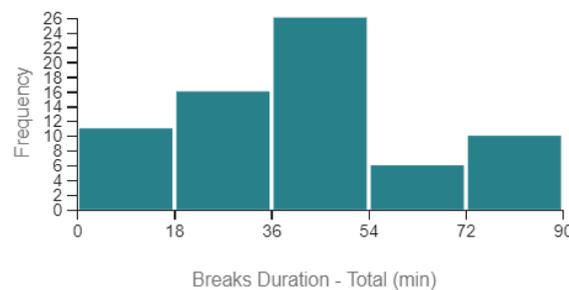
Count of Submissions per Day (Last 30 Days)



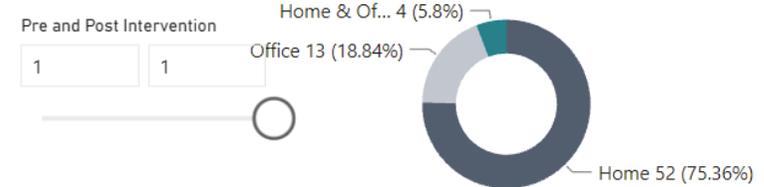
Histogram of Total Hours Worked



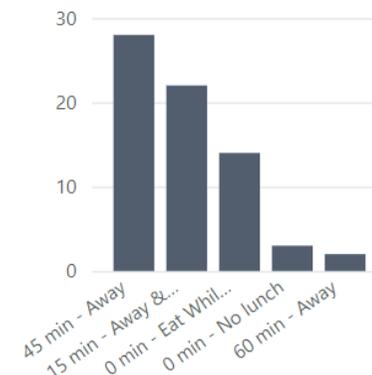
Histogram of Total Breaks Duration (min)



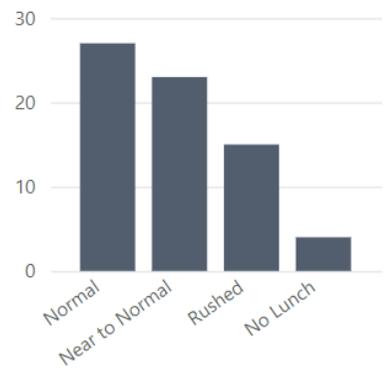
Work Locations



Lunch Break Duration



Lunch Break Quality



## Working Hours Survey

\* Required

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) ... \*

Please enter a number greater than or equal to 0

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

Please enter a number greater than or equal to 0

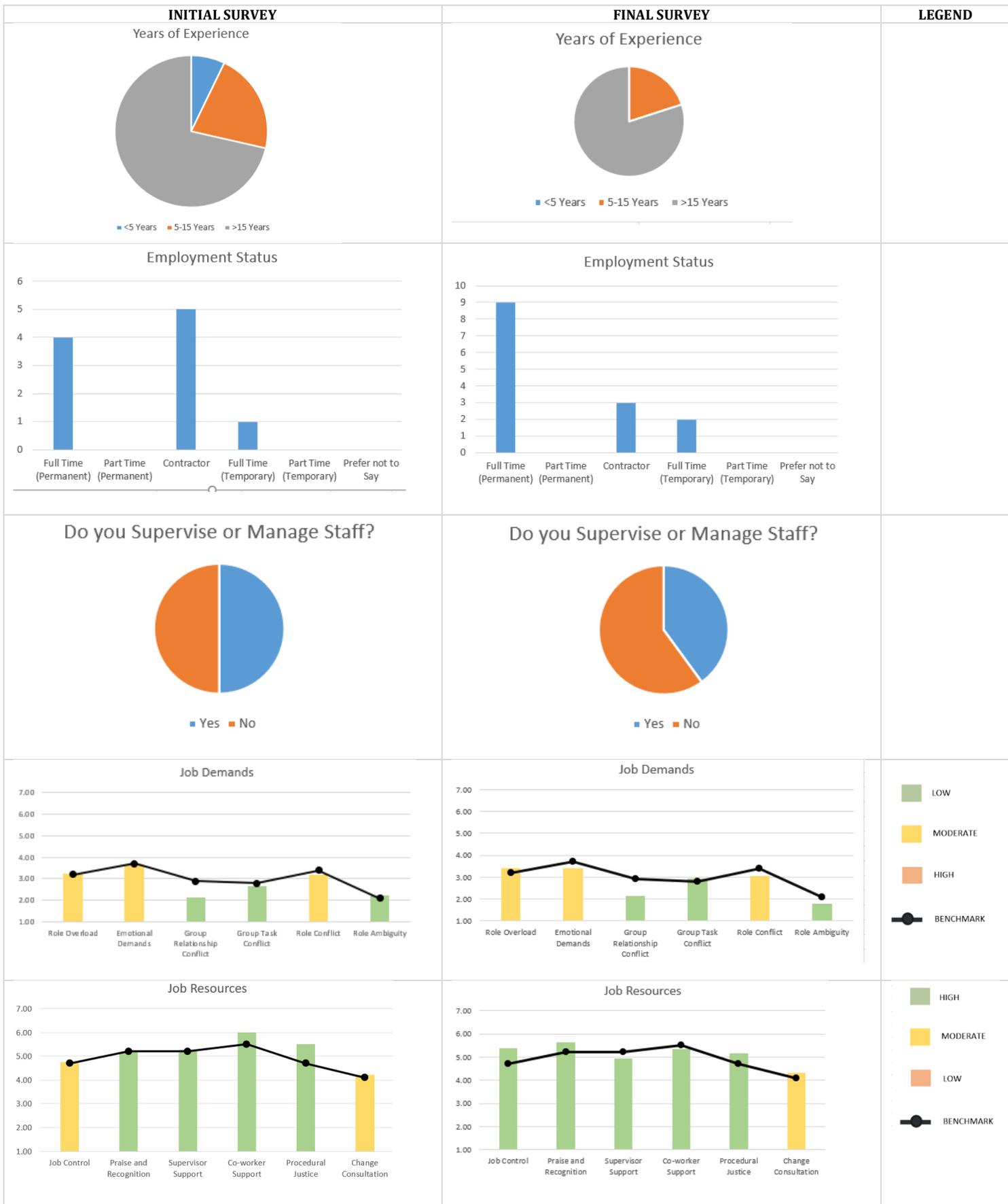
6. Today, I worked how many hours in the office ... \*

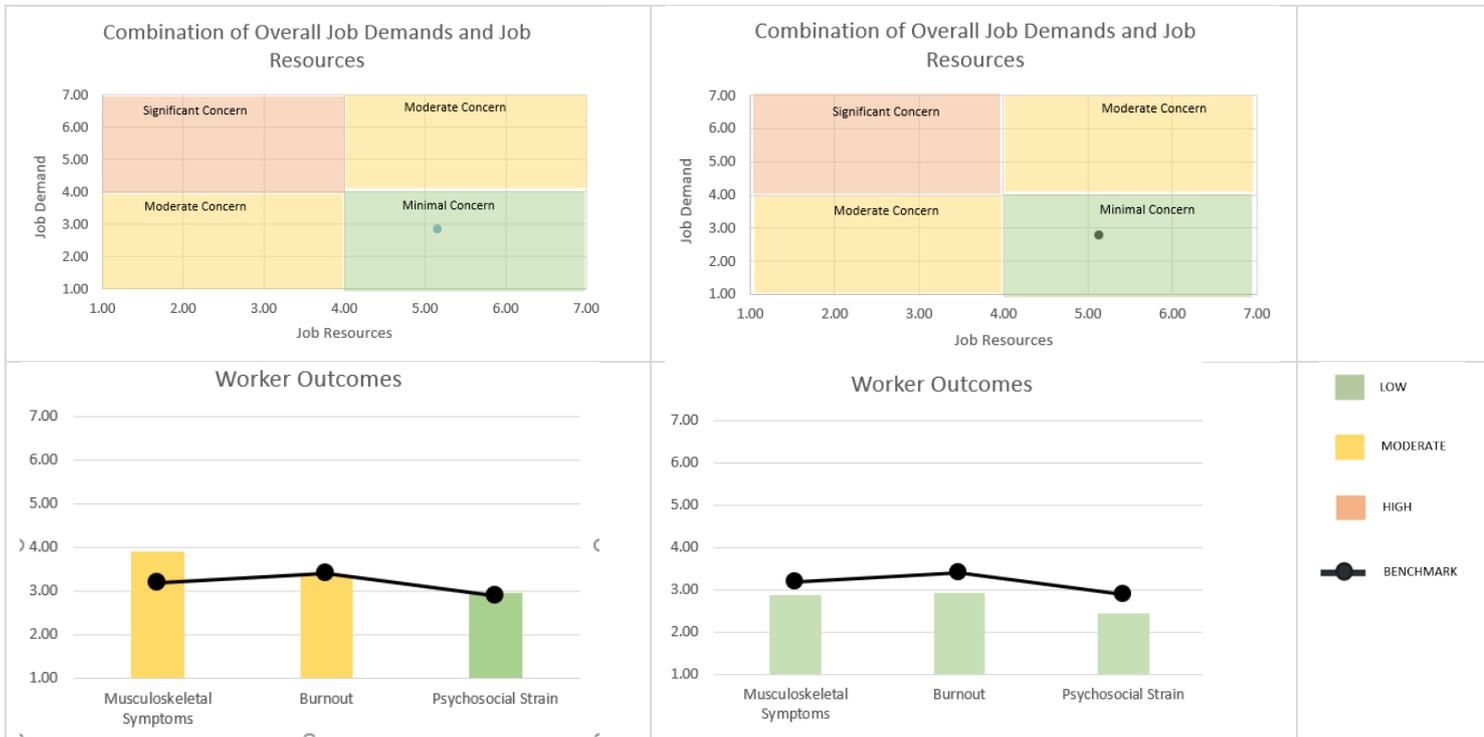
Please enter a number greater than or equal to 0

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

Please enter a number greater than or equal to 0

## Appendix 2: Qualitative Survey





# Roads Australia Qualitative Survey

The purpose of this survey is to assess your mood at different points during the trial period. All responses are anonymous. This study has chosen to use the People at Work Survey. The survey itself is voluntary.

The People at Work survey supports your workplace to identify and assess workplace factors that may contribute to poor psychological and physical health.

## *How to complete this survey*

- The People at Work survey should take approximately 10 – 15 minutes to complete.
- As you work through the survey, please select ONE response for each item unless there is an option for multiple answers.
- Some of the questions may appear to be similar—these items are somewhat different so please ensure you answer every question.

The Survey is split into the following sections:

Section A: About you

Section B: You and your workplace

Section C: Relationships at work

Section D: Sprain and Strain

Section E: Your psychological health and wellbeing

Section F: Your intentions

\* Required

## About you

1. A1: How many years of experience do you have? \*

- <5 Years
- 5-15 Years
- >15 Years

2. A2: Select your employment status \*

- Full Time (permanent)
- Part Time (permanent)
- Contractor
- Full Time (temporary)
- Part Time (temporary)
- Prefer not to say

3. A3: Do you currently supervise or manage staff? \*

- Yes
- No

## You and your workplace

4. B1: The following items concern the amount of control you have in your current job \*

	Never	Rarely	Once in a while	Some of the time	Fairly Often	Often	Always
I have a choice in deciding what I do at work	<input type="radio"/>						
I have some say over the way I get the job done	<input type="radio"/>						
I have a say in my own work speed	<input type="radio"/>						

5. B2: The following items concern the amount of time pressure you have in your current job. \*

	Never	Rarely	Once in a while	Some of the time	Fairly Often	Often	Always
I am pressured to work long hours	<input type="radio"/>						
I have unachievable deadlines	<input type="radio"/>						
I have unrealistic time pressures	<input type="radio"/>						
I have to neglect some tasks because I have too much to do	<input type="radio"/>						

6. B3: The following items concern the support you receive from your supervisor. \*

	Never	Rarely	Once in a while	Some of the time	Fairly Often	Often	Always
I can rely on my supervisor to help me out with a work problem	<input type="radio"/>						
If the work gets difficult, my supervisor will help me	<input type="radio"/>						
I get the help and support I need from my supervisor	<input type="radio"/>						
My supervisor is willing to listen to my work-related problems	<input type="radio"/>						

7. B4: The following items concern various aspects of your current job. \*

	Never	Rarely	Once in a while	Some of the time	Fairly Often	Often	Always
I am clear what is expected of me at work	<input type="radio"/>						
I know how to go about getting my job done	<input type="radio"/>						
I am clear what my duties and responsibilities are	<input type="radio"/>						
I understand how my work fits into the overall aim of the organisation	<input type="radio"/>						

8. B5: The following items concern the support you receive from your co-workers. \*

	Never	Rarely	Once in a while	Some of the time	Fairly Often	Often	Always
I can rely on my co-workers to help me out with a work problem	<input type="radio"/>						
If the work gets difficult, my co-workers will help me	<input type="radio"/>						
I get the help and support I need from my co-workers	<input type="radio"/>						
My co-workers are willing to listen to my work-related problems	<input type="radio"/>						

9. B6: The following items concern various aspects of your current job. \*

	Never	Rarely	Once in a while	Some of the time	Fairly Often	Often	Always
I do things, which are accepted by one person, but not by another	<input type="radio"/>						
Different groups at work demand things from me that are difficult to do at the same time	<input type="radio"/>						
Different people at work expect conflicting things from me	<input type="radio"/>						
I receive incompatible requests from two or more people	<input type="radio"/>						

10. B7: The following items concern your relationship with your supervisor on the project \*

	Never	Rarely	Once in a while	Some of the time	Fairly Often	Often	Always
I feel that my supervisor values my contributions to this organisation	<input type="radio"/>						
My supervisor gives me sufficient credit for my hard work	<input type="radio"/>						
My supervisor encourages me in my work with praise and thanks	<input type="radio"/>						

11. B8: The following items refer to the processes used to respond to task and relationship conflicts in your work group. \*

	Never	Rarely	Once in a while	Some of the time	Fairly Often	Often	Always
Processes are applied consistently in your workgroup	<input type="radio"/>						
Processes are free from bias in your workgroup	<input type="radio"/>						
Employees in your workgroup are able to express their views and feelings during those processes	<input type="radio"/>						
Processes are based on accurate information about your workgroup	<input type="radio"/>						

12. B9: The following items concern various aspects of your current job. \*

	Never	Rarely	Once in a while	Some of the time	Fairly Often	Often	Always
Does your work put you in emotionally disturbing situations?	<input type="radio"/>						
Is your work emotionally demanding?	<input type="radio"/>						
Do you get emotionally involved in your work?	<input type="radio"/>						

13. B10: The following items concern how change is managed in your organisation \*

	Never	Rarely	Once in a while	Some of the time	Fairly Often	Often	Always
I am consulted about proposed changes at work	<input type="radio"/>						
When changes are made at work, I am clear about how they will work out in practice	<input type="radio"/>						
I am clearly informed about the nature of the changes that take place in this organisation	<input type="radio"/>						
I can voice concerns about changes that affect my job	<input type="radio"/>						

14. C1: The following items concern relationships with members of your workgroup \*

	Never	Rarely	Once in a while	Some of the time	Fairly Often	Often	Always
Do you and members of your workgroup disagree about the work being done?	<input type="radio"/>						
Are there conflicts about ideas between you and members of your workgroup?	<input type="radio"/>						
Is there conflict between you and members of your workgroup about the work you do?	<input type="radio"/>						
Are there differences of opinion between you and members of your workgroup?	<input type="radio"/>						

15. C2: The following items concern relationships with members of your workgroup. \*

	Never	Rarely	Once in a while	Some of the time	Fairly Often	Often	Always
Are there bad feelings among members in your workgroup?	<input type="radio"/>						
Are personality conflicts evidence in your workgroup?	<input type="radio"/>						
Is there tension among members in your workgroup?	<input type="radio"/>						
Is there emotional conflict among members in your workgroup?	<input type="radio"/>						

## Sprain and strain

16. D1: How often, over the past four weeks, have you had an ache, pain, or discomfort in your... \*

	Never	Rarely	Once in a while	Some of the time	Fairly Often	Often	Always
Neck	<input type="radio"/>						
Shoulders	<input type="radio"/>						
Wrists/hands	<input type="radio"/>						
Upper back	<input type="radio"/>						
Lower Back	<input type="radio"/>						

17. E1: In the past 4 weeks... \*

	None of the time	A little of the time	Some of the time	Most of the time	All of the time
About how often did you feel tired out for no good reason?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
About how often did you feel nervous?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
About how often did you feel so nervous that nothing could calm you down?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
About how often did you feel hopeless?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
About how often did you feel restless or fidgety?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
About how often did you feel so restless you could not sit still?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
About how often did you feel that everything was an effort?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
About how often did you feel so sad nothing could cheer you up?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
About how often did you feel worthless?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
About how often did you feel depressed?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. E2: The following statements refer to how often you feel this way about your job.

\*

	Never	Rarely	Once in a while	Some of the time	Fairly Often	Often	Always
I feel tired	<input type="radio"/>						
I have no energy for going to work in the morning	<input type="radio"/>						
I feel physically drained	<input type="radio"/>						
I feel fed up	<input type="radio"/>						
I feel like my batteries are dead	<input type="radio"/>						
I feel burned out	<input type="radio"/>						
I feel like my work life blends with my home life	<input type="radio"/>						

### Your intentions

19. F1: Do you seriously believe that, in the nearfuture, you will... \*

	Extreamly Unlikely	Very Unlikely	Unlikely	Unsure	Likely	Very Likely	Extremely Likely
Take sick leave for a work-related stress-related problem?	<input type="radio"/>						
Seek medical advice for a work-related stress-related problem?	<input type="radio"/>						
Change jobs within your organisation because of a work-related stress problem?	<input type="radio"/>						
Resign from your organisation because of a work-related stress problem?	<input type="radio"/>						