

ROADS AUSTRALIA FELLOWSHIP GROUP PROJECT 2021

IMPACT OF WORK REDESIGN ON PSYCHOSOCIAL RISK OF WORK DEMAND QLD PROJECT GROUP 5

WELLBEING
COMMITTEE
WORK WELL



Hollie Hynes
General Manager - Roads
Lairg O'Rourke
hhynes@lairokorourke.com.au



Michael Partridge
Project Manager - John Holland
Michael.partridge@jh.com.au



Yoghish Archer
Principal Engineer (Civil) QTMR
yoghish@tmr.qld.gov.au
GROUP Five - Team Leader



Emma McCaughey
Bid Manager - CFB Contractors
Emma.McCaughey@cpbcon.com.au



Ashwin Sami
Associate - Aurecon
ashwin.sami@aurecongroup.com



THE LEADER • THE COLLABORATOR • THE FACILITATOR • THE CHAMPION

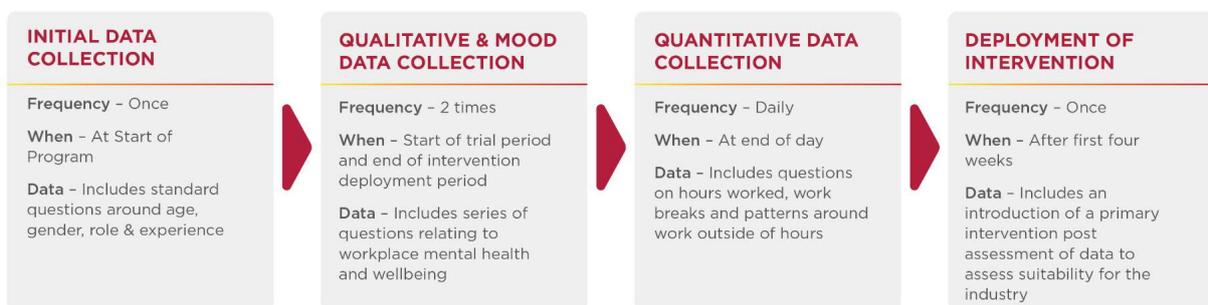
Executive Summary

The mental wellbeing and mental health of the white-collar industry within the infrastructure workplace is of key concern to all companies due to the high increase in work related stress, suicide and long working hours. Research shows that every year, 190 Australians who work in the construction industry take their own lives, with construction workers six times more likely to die from suicide than an accident at work.¹

Study Design and Data Sets

The Project used a suite of survey data sets to collate data from the white-collar trial group from the Bruce Highway Upgrade – Maroochydore Road Interchange, Mons Road Interchange Project being delivered by the John Holland and Seymour Whyte Joint Venture. The trial group was selected due to key project stresses identified by Senior Management in both Work Demand, Support and Role, with the project in its early stages of construction. The Project Team identified a requirement to obtain a number of data sets to identify and analyse stress related concerns across a number of potential key contributors and identify potential trends in subject data collection.

The project implemented the following survey data sets, including:



Qualitative Data Collection Survey (Format; QR Code-based data collector, Frequency; 2, once at the commencement and once on completion). Survey questionnaire included: -

- Data to review potential trends across; age, gender, job title, years of experience, and outside factors such as family
- WHO 5 Ways to Wellbeing mood data collector completed at the start and end of the project both pre and post work redesign intervention deployment
- HSE Indicator Tool targeting 6 key risk factors including: Work Demands, Control, Support, Role, Change and Relationships.

Quantitative Data Collection Survey (Format; QR Code-based data collector, Frequency; daily for duration of survey). Survey questionnaire included: -

- Data collected to review potential trends across, age, gender, job title, experience and outside factors like family
- Data collected to identify key areas of concern across work conditions, lunch breaks, working from home or the office, total hours working

It was identified from the behaviours of the Trial Group that a potential sub-hypothesis on work demand, support and role would be a key contributor identified from the above survey data. Due to this, a targeted set of proposed interventions was established by the Project Team and are outlined in **Section 6** of this report.

Outcomes

The results of the survey data identified a significant number of key contributors that were unlikely to be altered from one work redesign intervention. Following a significant review of all data and contributors the Project Team determined a one-size-fits-all-approach that could be introduced quickly with limited cost and run over a short period of time would not have the required impact and decided to introduce a long-term strategy that would be self-sufficient for the trial group to maintain post the completion of the Project. This preference for longevity and leaving a lasting legacy, over implementation of a short and brief work redesign, was identified by the Project Team as more effective to the trial group.

The **Wellbeing Committee – Work Well** was introduced to the trial group in late August, with a presentation and committee implementation program rolled out to the team identifying a number of targeted deliverables to address identified concerns from the survey data analysis. The **Wellbeing Committee - Work Well Program** is detailed in **Section 7.1** and **Appendix F** of this report.

¹ <https://mates.org.au/the-problem>

Contents

Executive Summary	i
Contents	ii
1. Introduction	1
1.1 Mental Health in the White-Collar Industry	1
1.2 Steps to Wellbeing	1
2. Trial Group Selection and Communication	2
2.1 Trial Group	2
2.2 Trial Group Organisation Support	2
3. Project Deployment and Methodology	2
3.1 Survey Data Set	3
3.1.1 Qualitative Data Collection Survey	3
3.1.2 Quantitative Data Collection Survey	3
3.2 Communication Plan	3
3.3 Trial Group – Organisation Mental Health Resources	3
4. Key Trends and Results	4
4.1 Data Trend and Observations – Survey Results	4
4.1.1 Demand	4
4.1.2 Work Family Conflict	4
4.1.3 Male Dominated Work Context	5
4.2 Lessons Learnt and Future Survey Modification	5
5. Proposed Interventions	6
5.1 Work Redesign Intervention	6
5.1.1 Wellbeing Committee Process	6
5.1.2 Wellbeing Committee Benefits	7
6. Data Assessment, Findings and Common Trends	7
6.1 Qualitative Data Collection Survey	7
6.1.1 Change in Mood by Demographic	7
6.1.2 HSE Work Related Stresses by Demographic	7
6.2 Quantitative Data Collection Survey (Daily Survey)	8
6.2.1 Analysing the Team	9
6.2.2 Analysing the Demographics within the Team	10
7. Survey Audience	10
7.1 Trial Group Feedback	10
7.2 Executive Leadership Team (Trial Group Employer) Feedback	10
8. Recommendations	10

Appendices

Appendix A	Communications Plan
Appendix B	Scoping Paper
Appendix C	Proposed Interventions
Appendix D	Trial Group Survey Results
Appendix E	Trial Group Feedback & Presentations
Appendix F	Wellbeing Committee Program
Appendix G	References

1. Introduction

1.1 Mental Health in the White-Collar Industry

The psychosocial impact of work-related stress and related occupational factors in Australian infrastructure / construction professional staff are highly stressed, report compromised mental and physical health, have unsatisfactory levels of work-life balance and exhibit very high rates of burnout. Increasing work demands, long hours, time pressure and expectations to operate outside of normal working hours are requiring unsustainable efforts from white-collar staff resulting in psychological health and physical damage.²

The World Health Organisation (WHO) describe mental health as an integral and essential component of health more broadly, defining it as “a state of well-being in which an individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and is able to make a contribution to his or her community.” Wrapped up in this notion of mental health is the notion of mental well-being. Two related but independent concepts. Dr Lina Gega states “If you experience low mental wellbeing over a long period of time, you are more likely to develop a mental health problem.”³

Workers are more productive, more engaged, absent less often and less likely to experience workplace injuries when health and wellbeing is part of their daily lives⁴. Identifying when and how to improve workplace well-being is critical to ensure early steps are taken before a low mental wellbeing develops into a significant mental health concern within individuals and teams.

1.2 Steps to Wellbeing

With the Recovery Plan brought on by the COVID-19 pandemic coinciding with major infrastructure development in QLD due to the Brisbane 2032 Olympics and rapid growth in the region increasing transport and infrastructure growth at an unprecedented level, the industry will be stretch to unsustainable capacities. The mental health and well-being of all workers, including white-collar professionals will be imperative. Whilst it is in every leader’s power to create a mentally healthy workplace that thrives in a supportive and understanding environment, it is also to the benefit of Clients and the procurement process to design project deliverables and timeframes including contract requirements with personnel wellbeing in mind to assist in reducing work demands and stresses. Benefits of mentally health workplaces to both leaders and clients include enhanced work performance and productivity, improvements to the bottom line, improvements to individual wellbeing, helping recovery and attracting and keeping great talent.⁵

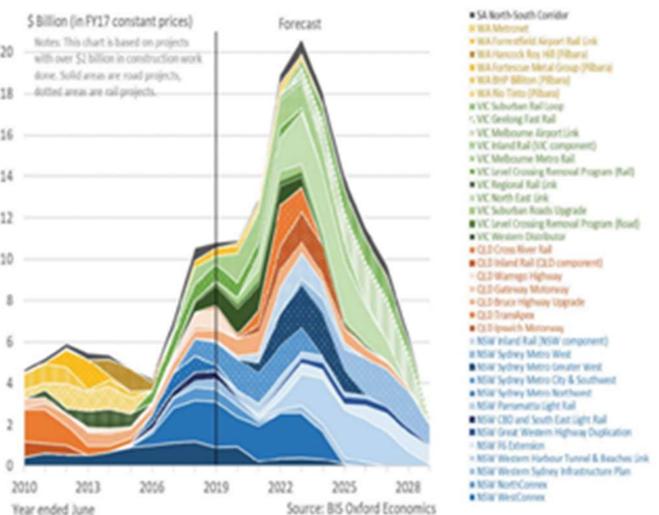


Figure 1 – Major Transport Projects over \$2Bn, Source – BIS Oxford Economics

Investing early to identify key wellbeing concerns and introducing work redesign options to overcome staff stresses, workload or demands is imperative to ensure a high functioning and productive team’s success. The NSW Government has introduced a step-by-step process on how to create a mentally healthy workplace. Their practical approach can be applied across any time, and in this instance, the construction and infrastructure sector.

Step 1 – Get Leadership Support	Step 4 – Make a Plan
Step 2 – Consult with your Team	Step 5 – Put your Plan into Action
Step 3 – Identify Factors and Analyse Data	Step 6 – Evaluate and Improve⁶

² Mental Health Outcomes – Swinburne (Downey & Stough 2018)
³ <https://www.futurelearn.com/info/courses/digital-wellbeing/0/steps/47773>
⁴ <https://www.worksafe.qld.gov.au/safety-and-prevention/health-and-wellbeing/why-take-care-of-health-and-wellbeing-at-work>
⁵ <https://www.blackdoginstitute.org.au/education-services/workplaces/>
⁶ <https://www.nsw.gov.au/mental-health-at-work/managing-mental-health-your-workplace/how-to-create-a-mentally-healthy-workplace>

The Project Team's objective has been an **'early identification and early action'** approach to ensure measures are implemented before low wellbeing extends into a negative mental health. The formation of a **Wellbeing Committee – Work Well** following the steps outlined above through obtaining data (in the form of surveys of both qualitative and quantitative type data), consulting, analysing and developing a work redesign or intervention process to ensure any issue arising from the consultation and collection of data is addressed. The **Wellbeing Strategy** is a set of workplace redesigns designed and developed to specifically address issues raised during the consultation of the team. The strategy is live and designed to be modified and reactive to new concerns throughout the project life. The strategy includes periodic consultation via further Qualitative wellbeing surveys to reflect changes in the team or individual's wellbeing and mental health and allowing the adjustment or changes to the workplace redesigns accordingly.

2. Trial Group Selection and Communication

2.1 Trial Group

Key attributes of the Trial Group, as part of the Project, was to focus on the mental health of white-collar workers in the **delivery** phase (contractor site-based role) with a target sample size of approximately 20 participants. The trial group selected by the Project Team is from the Bruce Highway Upgrade – Maroochydore Road Interchange, Mons Road Interchange Project, which is a current delivery project in its early stages of construction phase. The trial group was specifically selected as it was identified as a suitable fit for the purpose of this project due to identified work related stress evident within the delivery team.

The Project is a Joint Venture between John Holland Group and Seymour Whyte and is in the first year of delivery with a further 18 months remaining to completion. The Project is a road infrastructure project with the Department of Transport and Main Roads, Queensland.

2.2 Trial Group Organisation Support

Organisation support was requested and confirmed by the John Holland Group and Seymour Whyte organisations prior to the project commencement, with the provision of the Communications Plan, refer **Appendix A – Communications Plan**, outlining the project intent and timeline. Support was received from both organisations. The Project Team have been engaging with Senior Leaders of both organisations to deliver the Project data analysis, work redesign intervention and key findings post deployment.

3. Project Deployment and Methodology

The fulfillment of the Project requirements required the Project Team to undertake further research to understand the project background and source data on the current work-related stress in the infrastructure industry for white-collar workers. To achieve this the following research and survey was undertaken, including:

1. **Desktop Analysis** – inclusive of industry research and key findings across a number of various platforms available from Roads Australia and various organisations including (but not limited to): Black Dog Institute, Mates in Construction, NSW Government Mental Health, Swinburne Report, RA submission to the Royal Commission on Victoria's mental health system, La Montagne, ANZJP Framework etc.
2. **Selection and Understanding the Trial Group** – a number of Trial Group options were presented and reviewed, with the Trial Group selected on best for project outcome, relating to status of project delivery, size of team, current team related stresses evident and access to the Trial Group.
3. **Survey Research, Selection and Development** – the Project Team downloaded and researched a significant number of available survey apps for potential selection on the project. It was evident that a white-collar construction specific survey was not currently available and the development of a specific list of survey questions was more suitable. The Project Team analysed the available surveys and selected based on the following factors:
 - a. Targeted questions on work related stress, time and management
 - b. Understanding the Trial Group dynamics and demographics to identify any key trends
 - c. Undertake mood data collection through the use of the WHO 5 Ways to Wellbeing tool
 - d. Identify key risk factors from implementation of the HSE Indicator Tool at the start and end of the Project to map trends on key risk factors across: Work Demands, Control, Support, Role, Change and Relationships.
4. **Compile data** collection and analyse findings.

3.1 Survey Data Set

For the project both Qualitative and Quantitative data sets were collected. Additionally, the project team chose to also collect demographic data linked with the quantitative and quantitative data to provide the ability to analyse any differences between demographic factors on work demand and stresses and if the work redesign had a differing effect on differing demographics. The survey was designed via a QR Code for its ease of delivery and use by the team. The data was captured by the projects SharePoint site in a restricted access SharePoint list with all respondent's survey responses confidential (respondents unknown).

The survey delivery and data capture were provided as the following: -

3.1.1 Qualitative Data Collection Survey

The frequency of the qualitative survey was once on the initial commencement of the data collection period (obtained on the 26th July 2021) and once again three (3) weeks following deployment of the work redesign (obtained on the 22nd September 2021).

The Qualitative survey consisted of 46 questions with a multiple-choice selection panel with the following data to be collected: -

- 5 No. demographic questions such as age, sex, work title, team, etc...
- 5 No. Mood data (from WHO 5 survey)
- 36 No. Wellbeing and work stress questions (based on HSE Indicator Tool questions)

Refer to **Appendix A** detailing the Qualitative survey questions.

3.1.2 Quantitative Data Collection Survey

The frequency of the quantitative survey was daily (5 days per week) for the duration of the survey period (26th July 2021 to 24th September 2021) and consisted of 11 questions including: -

- 5 No. demographic questions (same questions as the Qualitative Data for comparison)
- 6 No. work demand questions as per the Roads Australia (RA) questions provided.

Refer to **Appendix A** detailing the Quantitative Survey Questions.

3.2 Communication Plan

A presentation by a qualified psychologist was conducted with RA on the 26 May 2021, informing the Project Team of the process to address poor mental health indicators and how to escalate concerns. The Project Team also approached an internal organisation psychologist to review the developed questions for survey suitability. Feedback received from the review were discussed and incorporated into the survey selection and communications plan.

Following the review, a Communication Plan was developed by the team, and is attached in **Appendix A**. This communication plan was used by the team to roll out the Project to the selected Trial Group and inform the Trial Group organisation leadership team on the data collection tools and the desired outcomes of the trial. A flowchart showing the survey collection program is attached in **Appendix A - 2**.

3.3 Trial Group – Organisation Mental Health Resources

Included within the Communications Plan are the existing mental health resources available to the Trial Group for use, if required, during the survey process and is attached in **Appendix A-2**.

The following outlines the existing initiatives already available to the selected Trial Group:

- Weekend works are kept to a minimum therefore engineers and supervisors adopt rotating roster only for weekend works
- Commercial team take turns for one day a week to leave at agreed set time (4pm)
- Opportunity to negotiate part time work flexibility with individuals
- Ad-hoc work flexibility is an option for the general team based on personal circumstances

4. Key Trends and Results

4.1 Data Trend and Observations – Survey Results

The outlined surveys were conducted with the Trial Group representing white-collar infrastructure industry professionals (construction) in Queensland. Following the initial survey capture of the group, the findings were analysed to determine if any key observations stood out as particularly important to address in the delivery of the intervention. Mood was considered a dependent variable for this analysis as Demographics and Work-Related Stresses (HSE Tool) data were recognised as a potential contributing factor of Mood. As the dependent variable, Mood was assessed for any correlations of statistical significance with all Demographic groups and HSE Tool results (for all correlation analysis refer **Appendix D**).

No significant correlations between the Demographics and the Mood results were found through this analysis (likely due to the small sample size being unable to represent all unique demographic groups individually). There were also no significant correlations between the Mood results and the average results of the HSE Tool categories (Demand, Control, Peer Support, Management Support, Relationships, Role and Change), nor with the overall HSE Tool results. Due to the lack of significant correlations in the initial survey results, descriptive statistics were chosen to observe further trends and key observations from the data. The Project Team identified a range of factors that are believed to contribute to the outcome of the survey pattern and potentially contribute to mental ill-health within the trial group. These are summarised below:

The questions were arranged into seven HSE Work-Related Stress categories and the percentage of the total possible score was calculated. The groups and categories could then be compared despite differing numbers of survey questions. Lower scores for this set of data indicate high work-related stresses while high scores indicate lower levels of work-related stress.

Work-Related stresses were also analysed against the Demographics to determine if they had an influence however no significant correlations were found (again, likely due to the relatively small sample size) further justifying the use of descriptive statistics for analysis of the data.

Note: Lower scores for this set of data indicate high work-related stresses while high scores indicate lower levels of work-related stress.

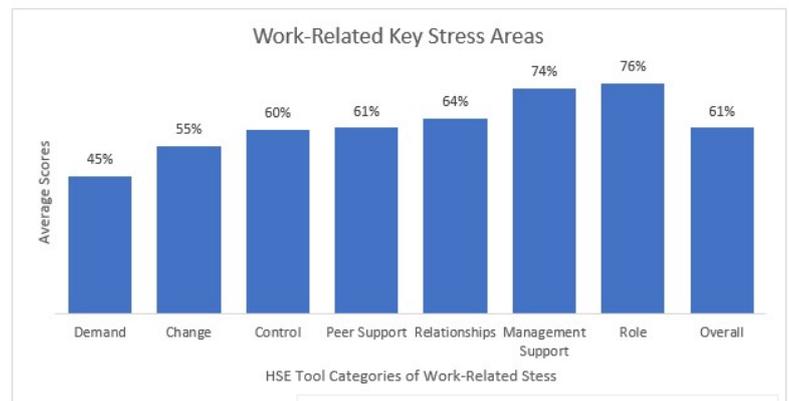


Figure 2 – Work Related Key Stress Areas

4.1.1 Demand

Figure 2 identifies that Demand had the lowest average score across the overall Trial Group indicating that this was a particular source of work-related stress for the group. Low scores for Demand were consistent when the data was further split into Demographic groups of Age, Gender, Job Title, Years' Experience and Carers. Demand also proved to be the lowest category for all groups except for Females and the Commercial function where Change was instead the lowest. As Demand was also low for these demographics (<50%), it was selected as a particular area of investigation (refer **Appendix D** for all HSE Tool categories by Demographic)

These findings are consistent with the Swinburne (Downey and Stough, 2018) report indicating construction employees often experience high workload and demand. The qualitative/quantitative confirmation that this source of work-related stress is intrinsic to the industry may indicate that it will be the least likely category to experience a significant improvement from the intervention alone.

4.1.2 Work Family Conflict

Prior to conducting the survey, it was identified as a potential concern that members of the Trial Group who were also carers may report higher levels of work-related stress and lower moods due to the added demand. This was investigated further within the initial survey results however no strong links to indicate that carers experienced higher stress or lower mood were identified. When comparing between demographic groups, carers were not consistently higher or lower than their non-carer counterparts. Again, a small sample size of survey participants may explain this as not all family situations were captured or represented in the survey. Further data collection and analysis will be required to investigate the links between carers and non-carers and the influence this may have on work-related stresses and moods.

4.1.3 Male Dominated Work Context

The construction industry is also widely recognised as a male dominated industry (the Trial Group respondents are 76% male). For this reason, it was assumed that men and women may have different sources of work-related stress due to misrepresentation. The data confirmed this with women reporting 25% lower scores for Relationships, 14% lower for Change, 12% lower for Peer Support, and 9% lower for Management Support than their male colleagues, **Figure 3**.

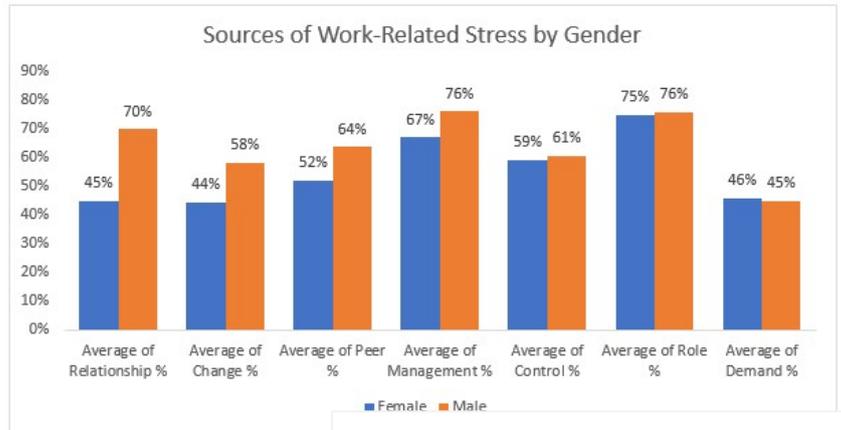


Figure 3 – Sources of Work-Related Stress by

These findings indicate that the source of work-related stresses in the group varied between genders. This difference highlights the need to consider the individual pressures affecting women in the industry if significant improvements in work-related stress and overall wellbeing are to be made across both genders.

4.2 Lessons Learnt and Future Survey Modification

The initial results were not able to investigate some areas of interest due to the small sample size. A larger survey group (100+) could more accurately represent all demographics represented in the construction industry. It is recommended that further research across multiple regions and companies may help to more accurately represent trends within the industry. Although the small group was unable to truly represent the construction industry as a whole, the initial findings were used to tailor the specific intervention to the surveyed group and potentially invoke a greater improvement. The real value of the survey results and analysis of data lies in the comparison between the initial qualitative survey and the final survey following the intervention. These observations and improvements are tabulated below: -

#	Observations	Possible Improvements
1	General	
1.1	Generally difficult for team members to complete survey without prompting	For best results, the QR Code was printed on role call sheet and personnel requesting the team members to complete the survey and mark them off the list once QR Code used via their phones
1.2	On some days the survey had a very poor completion rate. This was due to either personnel being away (sick or on leave) or personnel forgot or where too busy to complete survey	<ul style="list-style-type: none"> The survey required the ability to complete multiple inputs in a single day so team members could catch up on missed daily surveys Keeping the survey as short as possible assists with team members enthusiasm to complete
1.3	Of the possible 44 white collar personnel on the project, the original once off Qualitative survey captured 38 respondents. During the survey duration, of the original 44 white collar team members, 9 have either left the project or been on extended sick leave and did not complete the survey results. New team members have been included in their place and on the final Qualitative survey, there were 32 respondents	<ul style="list-style-type: none"> Despite communicating the project and survey intent to the team, it is acknowledged that not all team members will participate in the data collection. As experienced within the industry currently, turnover of staff is to be expected for a number of reasons, demographic data is imperative to baseline final data vs initial data collection
2	Qualitative Data Collection Survey (Once off 46 questions)	
2.1	The team found the questions repetitive	<ul style="list-style-type: none"> The questions are designed be repetitive. Further explanation of this to the team may have been valuable
2.2	Some questions which may be preserved as a negative outcome are a function of the industry and work we carry out such as: -	<ul style="list-style-type: none"> These are standard questions from the HSE Indicator tool. This tool is not industry specific.

#	Observations	Possible Improvements
	<ul style="list-style-type: none"> - I have to work very intensively (agree, strongly agree) - I have to work very fast (agree, strongly agree) - I have a say in my own work speed 	<ul style="list-style-type: none"> • The message to the team was for an expectation that they work intensively and as fast as possible to obtain the desired deliverable outcome. The consequence of this is they will have more time and freedom to relax and obtain breaks despite this.
3	Quantitative Data Collection Survey (Daily 11 questions)	
	Question 8 “My lunch break duration today was” did not have sufficient multiple-choice responses for the team	<ul style="list-style-type: none"> • Need to include a 30 min option which primarily is the lunch duration of choice by the team
	Question 10 “today, I worked how many hours at home...” was a little confusing to some when answering Question 12 “today, I spent how many hours responding to work related message/ calls/ emails on my phone after I had finished my workday at home and/ or the office	<ul style="list-style-type: none"> • In many cases there are examples of team members working a full day then at home starting their computer and answering emails and doing some additional work. Need to explain to the team more clearly how to respond to these questions. If they are responding to questions outside of work, these hours are to be included for Question 12, while if you commence work (not responding to emails or calls etc....) these hours are to be included for Question 10.

5. Proposed Interventions

The Project Team identified nine (9) potential interventions outlined in **Appendix C**. These interventions were assessed collectively and chosen based on the following outcomes:

- Suitability in relation to the selected Trial Group
- Ease of deployment given the tight timeframe of this project

5.1 Work Redesign Intervention



Following a detailed analysis of the results, the Project Team identified that the initial list of interventions was not adequately addressing the needs of the Trial Group. It was identified that a more diverse and longer-lasting approach was required to ensure the wellness of the Trial Group was addressed before significant mental health concerns arose. The

Wellbeing Committee – Work Well, was rolled out to the project team in late August 2021 by way of presentation of the survey findings and the allocated program of interventions to address key contributors from the survey data assessment.

It was identified due to the limited time and short timeline to deploy any significant intervention that a more pragmatic approach was required to achieve maximum impact. This was in the form of a process that could identify and capture data findings and address key interventions going forward with a lasting legacy and longevity over the life of the project. The findings from both the qualitative and quantitative surveys identified a number of key trends that could not be resolved through the deployment of only one work redesign intervention. To overcome this hurdle, the **Wellbeing Committee – Work Well**, was selected, developed and identified a series of interventions to be rolled out over a set timeline based on importance and impact to the Trial Group. The **Wellbeing Committee – Work Well Program** is attached in **Appendix D** in its entirety, in summary the committee process and benefits are detailed below, including:

5.1.1 Wellbeing Committee Process

Step One - Formation of a Wellbeing Committee with members from each discipline area representing white-collar workers, as selected by the project delivery team.

Step Two - Deployment of qualitative survey questionnaires on a quarterly (or as required basis) to the project delivery team

Step Three - Regular monthly meetings (in business hours) to discuss the mood and key work-related stress contributors identified by the members from each discipline team and the quarterly survey results.

Step Four - Discussion and formulation of the Wellbeing Committee Program identifying and addressing the key contributors from the survey data, discuss timeline, approvals and budgets with the Project Manager (or appropriate team lead).

Step Five - Deployment of the Wellbeing Committee Program as per the calendar to the team.

Step Six - Track progress on the deployment of the program for effectiveness, adjustment and improvement.

Step Seven - Continue cycle on a monthly or quarterly basis to ensure adjustment and legacy maintained.

5.1.2 Wellbeing Committee Benefits

The benefits of the **Wellbeing Committee** are the effectiveness and ease of introducing change to the team. Maintaining a selected committee with representatives across all disciplines ensure all roles are represented and current information on team performance is able to be addressed on each discipline within the project delivery team. This is imperative to ensure an efficient and seamless approach is taken to the entire project delivery team and ensure consistency and cohesiveness is present across all disciplines.

The key benefit is providing the team with a legacy for continuation of the project to assist the Trial Group in self-sufficiently addressing any future wellbeing or mental health issues that may arise throughout the life of the project.

6. Data Assessment, Findings and Common Trends

Following data survey capture and the introduction of the intervention to the Trial Group, the changes in overall Mood and Work-Related Stresses were compared with respect to the Trial Group demographics.

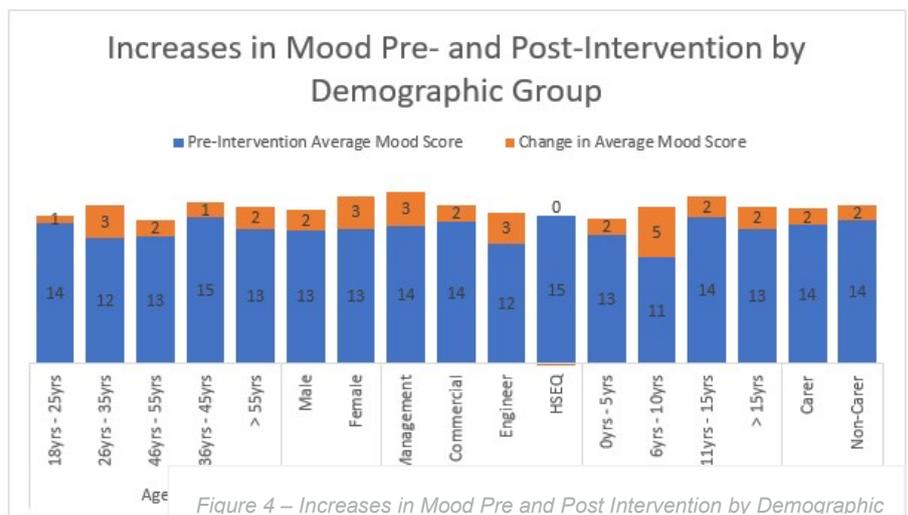
6.1 Qualitative Data Collection Survey

6.1.1 Change in Mood by Demographic

The overall change in mood score was analysed across all demographic groups to determine whether each group responded positively (increase) or negatively (decrease) post intervention. The results show that no demographic group demonstrated a negative change post intervention with all moods either improving or remaining static. **Overall, the group improved Mood scores by 17% post intervention.**

In the area of Job Title, the HSEQ function initially had the highest mood before the intervention, however, showed the lowest change after the intervention (0%). **Alternatively,**

people with 6-10 years' experience in the industry showed the lowest Mood score of any group pre-intervention with the highest improvement post at 48%. These findings may show that the intervention had the highest impact on those with particularly low Moods and the impact reduced the higher the initial mood. For all changes in mood scores by demographic refer **Figure 4**.



6.1.2 HSE Work Related Stresses by Demographic

A similar approach was taken to analyse the sources of Work-Related Stress which was informed by the HSE Tool questionnaire. First, the Trial Groups' results were organised into categories of work-related stress which can be seen in **Figure 5**. There was an overall increase of 5% with every sub-group improving by at least 1%. **The lowest improving categories were Demand and Control while Management Support and Relationships improved the most.**

By demographic group, **Engineers had the lowest scores of any group in the areas of Control (52%), Manager Support (64%), and Role (71%)** highlighting the group as particularly susceptible to sources of work-related stress. Similarly, **Females had the lowest scores in areas of Relationships (45%) and Change (44%)**. However, **Females also showed the largest increase in scores of any group in the areas of Control, Manager Support, Relationships, Change and overall Total Work-Related Stresses** post intervention.

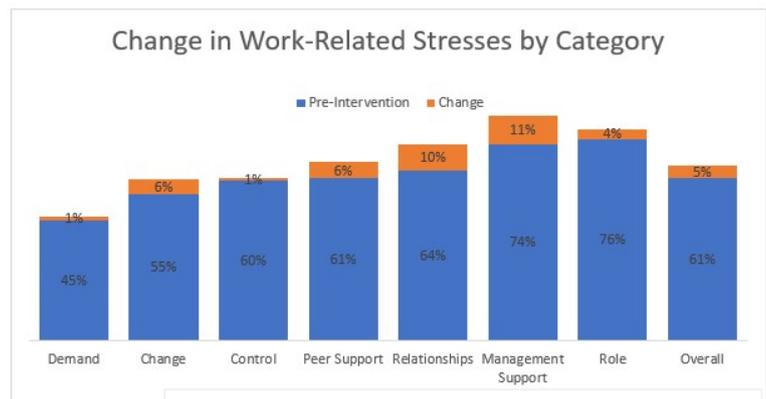


Figure 5 – Change in Work Related Stresses by Category

These findings highlight how demographic groups not only experience different sources of work-related stress but also react differently to work-place changes, in this case, the intervention. This indicates that future interventions to address workplace stresses should be flexible in allowing each demographic group to have input into how they are implemented.

Consistent with the findings above with changes in Mood, the **HSEQ function initially had the highest scores in Manager Support (93%), Role (86%), Relationships (79%), Change (69%) and Overall Work-Related Stress (71%)**. The group remained the highest scoring in the areas of Management Support, Role, Change, and Total Work-Related Stress also becoming the highest scoring group for Control. The high scores for Job Title group may further indicate links between certain sources of work-related stress and a person’s role within a project. Further investigation is recommended to determine how job title influences mood and work-related stress in order to tailor interventions to realise the maximum possible increases for each job title.

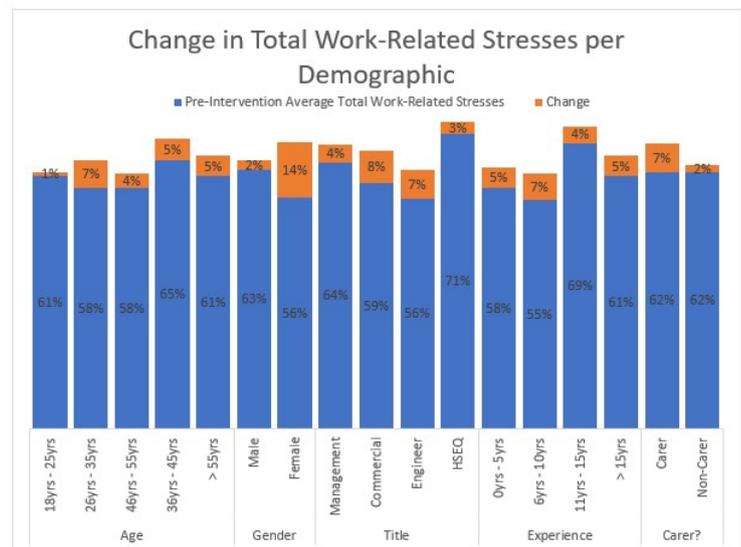


Figure 6 – Change in Total Work-Related Stresses per Demographic

The demographic group with **6-10 years’ experience** showed unique trends from the survey, this group initially had the lowest overall Mood and Total Work-Related Stress scores **but the highest Peer Support Score**. Additionally, this group had the greatest improvement in Mood of any demographic category post intervention.

Linking this finding to the low changes in initially high scoring groups, this finding may indicate that low scoring groups had the highest potential for improvement from the intervention. This may be important when designing future interventions to improve Mood and Work-Related stress by focusing on the lowest scoring groups and adapting the methodology to suit their particular demographic group. This may result in the highest overall impact and improvement for the group as a whole. The age bracket of 18–25-year-olds also showed interesting trends as they had the lowest improvement in the areas of Control, Peer Support, Role, Change, and Total Work-Related Stresses.

For a full representation of the change in HSE Tool scores pre- and post-intervention refer **Appendix D**.

6.2 Quantitative Data Collection Survey (Daily Survey)

The quantitative survey was undertaken daily for the duration of the data capture period (between 26th July to 22nd September). A Power BI report was set up linking the data captured which provided the ability to review data filtered by day, period, and the demographic groups. The quantitative data was analysed both pre and post intervention. The data captured pre-intervention was for the period between 26th July 2021 to 31st August 2021. For this period a total of **580 responses** to the survey was received. Post intervention was for the period between 1st September and the 24th September 2021. For this period a total of **331 responses** for

the survey was received. There was a **total of 911 responses** to the survey over the survey period with an average of just over 20 responses per day for the 45 days the daily survey was undertaken.

The daily survey captured data on the teams work location (home or office), their lunch break quality (when taken, rushed), their lunch break duration, other break durations (if any) hours worked (total, from home or office), and hours responding to emails, phone calls outside of work hours.

6.2.1 Analysing the Team

Some of the key indicators and changes identified pre and post intervention are summarised below.

Pre-Intervention	Post Intervention	Commentary
<p>11.48 Hours Worked Total (Average)</p>	<p>11.24 Hours Worked Total (Average)</p>	<p>There has been a slight reduction in the average work hours for the team. Improvements believed to be seen though leadership teams expectations known through team engagement via wellbeing strategy and feedback meetings</p>
<p>1.57 Hours Worked at Home (Ave)</p>	<p>0.86 Hours Worked at Home (Ave)</p>	<p>From the hours worked, there has been a slight reduction in the number of staff working over the 12 hrs per shift though the promotion of the project fatigue management plan and a project leadership team push to ensure team members know they are not expected to work long hours and are discouraged from it.</p>
<p>1.57 Hours Worked at Home (Ave)</p>	<p>0.86 Hours Worked at Home (Ave)</p>	<p>The worked hour at home is believed to be a reflection of reduced worked hour occurring after hours rather than less people working flexibly</p>
<p>20.22 Total Breaks Duration - (min) (Ave)</p>	<p>24.41 Total Breaks Duration - (min) (Ave)</p>	<p>As above</p>
<p>20.22 Total Breaks Duration - (min) (Ave)</p>	<p>24.41 Total Breaks Duration - (min) (Ave)</p>	<p>The total break duration has slightly increased with the introduction of:</p> <ul style="list-style-type: none"> - Encouragement to eat outside - Introduction of the canteen run on Fridays (anchorage team to eat together)
<p>20.22 Total Breaks Duration - (min) (Ave)</p>	<p>24.41 Total Breaks Duration - (min) (Ave)</p>	<p>As above, the is an improvement in the team's lunch durations with a significant reduction of team members who at least now take a break to have lunch where pre-implementation there were over 250 respondents who did not take a lunch break and eat at their desks. This was one of the 1st Wellbeing work re-designs to be introduced, with the leadership team encouraging people to eat away from their desks. The wellbeing team also created nicer eating areas outside of the office and have introduced plants around the outside eating area.</p>



6.2.2 Analysing the Demographics within the Team

The demographic data for the team was captured with each survey response, providing data that could be analysed against each demographic to identify trends and or if differing demographics would require different interventions specific to their demographic rather than a one fit for all. A comparison of the demographic indicated increased hours in the younger age group aligning with Engineering job title, which marginally improved post implementation. The full demographic analysis and results can be found in **Appendix D-5 Analyse of Demographics with team for Quantitative Data.**

7. Survey Audience

7.1 Trial Group Feedback

Following completion of the first four weeks of data collection of both qualitative, mood and quantitative data the Project Team rolled out a presentation to the Trial Group detailing the results of all surveys and the deployment of the **Wellbeing Committee – Work Well** intervention. For the presentation and results summary refer **Appendix E.**

7.2 Executive Leadership Team (Trial Group Employer) Feedback

The Project Team will complete a presentation to the Trial Group Senior Leaders of both John Holland Group and Seymour Whyte on the survey results, intervention and outcomes following the completion of this Project Report.

8. Recommendations

The **Wellbeing Committee – Work Well**, work redesign has been specifically introduced with longevity in mind. This process allows for ongoing review of the project team, by continuing to undertake the qualitative survey on a quarterly basis to allow the Wellbeing Committee to review the survey data results, identify key trends in advance and adapt future interventions specifically to address any issues arising within the team.



By undertaking quarterly reviews and identifying trends of the project team’s mood, work demands and site pressures with significant emphasis on demographic data, the **Wellbeing Committee** will correlate data across all demographics and target key concerns before they become more advanced, via pivoting the **Wellbeing Strategy Program**,

Based on the outcome of the intervention and to improve psychosocial wellbeing in the workplace the Project Team recommends obtaining higher volumes of data – with a recommendation that the intervention is an agile and flexible solution that can be tailor made to specific issues such as project change, COVID-19, weather, constraints etc that leaves a lasting legacy. The Project Team recommends that Roads Australia considers a project for 2022 in relation to the role out of a legacy mental health project with a significant emphasis on demographic data, relating to an industry that is at risk of attracting and retaining white-collar staff at all levels from junior to senior, inclusive of diversity, to target challenging work demands and work-related stresses on working hours and flexibility and extend to additional project sectors such as rail.

Acknowledgement - The Queensland Project Team thank the John Holland and Seymour Whyte company representatives from the Bruce Highway Upgrade – Maroochydore Road Interchange, Mons Road Interchange Project for their active participation in this project.

Appendix A Communications Plan

Inclusive of the following documentation for reference:

Communications Plan

Appendix 1 – Surveys

- Appendix 1A – Survey One Questionnaire
- Appendix 1B – Survey Two Questionnaire
- Appendix 1C – Survey Three Questionnaire
- Appendix 1D – Survey Four Questionnaire

Appendix 2 – Trial Group Communications Flowchart



COMMUNICATIONS PLAN

Roads Australia Fellowship Group Project 2021



Project Background

Australia's peak body for road industry stakeholders, Roads Australia, is looking to address increasing mental health and wellness issues currently faced by the construction industry. This follows efforts in recent years, by the industry, to drive key awareness activities nationally, as well as a submission to the Royal Commission into Victoria's Mental Health System on behalf of members. While government and private sector have significantly ramped up efforts to address mental health issues in the construction industry, current mental health interventions often focus on secondary interventions (i.e. alter response to, or perception of the stressor) and tertiary intervention (i.e. treatment and recovery from the stressor). Additionally, these efforts have previously been focussed on blue-collar workers via industry programs such as Mates in Construction.

Through the Roads Australia Fellowship Group Project 2021, the Roads Australia Queensland project team will focus on the mental health of white-collar workers in the construction industry, addressing primary interventions (i.e. elimination or reduction of job stressors), to provide a practical solution for industry to take forward. To achieve this, the Roads Australia Fellowship Group will collect 'work demand data' using both qualitative and quantitative data collection tools. This data will look at the effectiveness of several job re-design options on work demand and reduction of job stressors by collecting data pre and post deployment of a job re-design option.

This project is being delivered in partnership with the Victorian Major Transport Infrastructure Authority (MITA) and is being rolled out by six project teams across all states and territories within Australia. The Queensland team consists of the following personnel representing a number of transport related companies in the industry:

GROUP Five - Team Leader



Yoghish Archar
Principal Engineer (Civil)
QTMR
yoghish@tmr.qld.gov.au



Hollie Hynes
General Manager - Roads
Laing O'Rourke
hhynes@laingorourke.com.au



Emma McCaughey
Bid Manager
CPB Contractors
Emma.McCaughey@
cpbcon.com.au



Michael Partridge
Project Manager
John Holland
Michael.partridge@jhg.com.au



Ashwin Sami
Associate
Aurecon
ashwin.sami@
aurecongroup.com

COMMUNICATIONS PLAN



Outcomes to be achieved

Mental health is a challenging and complex topic. The insights, reflections and learning experiences developed from this project are of paramount importance to both Roads Australia and the industry to ensure the mental health conversation is carried forward and supported by relevant actions and learnings for industry that can be readily and easily applied elsewhere.

Results of the survey will assist the industry to better understand the psychosocial risk posed by work demand. It will also provide project participants with a deep appreciation of the complexities of mental health in our industry.

Important Timeframes and Information

Pre-deployment of job re-design data will be collected pre from 26 July to 20 August (four weeks). Post deployment of job re-design data will be collected from 30 August to 17 September (three weeks).

The Queensland team plans to target a sample size of > 20 participants across one business (JHG) in the industry in the collection timeframes. The participants will be invited to participate in the program via email on 26 July 2021. Participants will then be surveyed daily during the data collection periods. The following table further outlines the timeframe and duration of the program.

26th July 2021	26th July to 20th August 2021 (4 weeks)	25th August 2021	30th August to 17th September 2021 (3 weeks)
Deploy Survey Tools	Complete Quantitative Survey Daily	<i>Project Team roll out intervention to survey team</i>	Complete Quantitative Survey Daily
Communications Roll Out	Complete Qualitative Survey at start of this period		Complete Qualitative Survey at end of this period
Collect Initial Data	Complete Mood Data Collection at start of this period		Complete Mood Data Collection at end of this period



COMMUNICATIONS PLAN

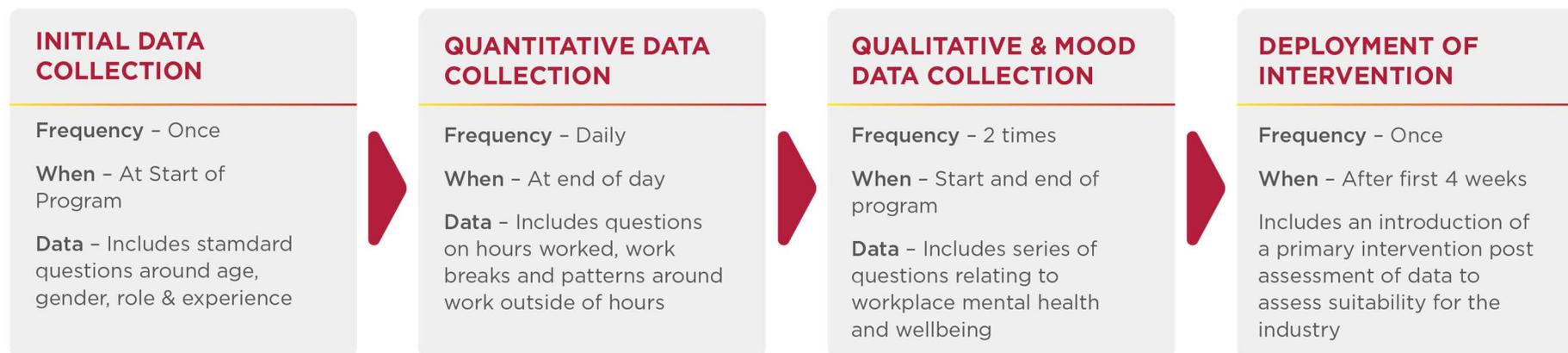


Following the initial data collection period (26 July to 20 August), the Queensland Project team will review the survey data and determine which intervention to deploy to the survey group. Participants will then be individually informed by email and in person of their intervention strategy and data will be collected for a subsequent three weeks (from 30 August to 17 September).

Once completed, the Queensland project team will undertake analysis of the data to determine the effectiveness of the deployed intervention and prepare a presentation for Roads Australia. The Queensland Project team will also request feedback from the trial group post completion as a one-off request to review the overall process.

Survey Roll Out

The below graphic demonstrates the timing and requirements associated with the data collection and deployment program. The project team member associated with the trial group will facilitate the communications process for the roll out of the project to all participants.





COMMUNICATIONS PLAN



Survey Tools

Prior to the 26 July 2021 roll-out of the survey, the following tools will be provided by the Queensland team for use. The Project team member from the Trial Group's company will assist in the roll-out of the survey to the project participants. The data will be compiled into a Power BI database for analysis and presentation to the Trial Group management team post deployment.

Initial Data Collection – Questionnaire to obtain subject data to review potential trends. Questions include:

- Age
- Gender
- Job Title / Category (Engineer, Management, Commercial, HSEQ, Other)
- Years' experience in industry

Quantitative Data Collection – QR code-based data collector with a standard set of questions, as outlined below, for data collection at the end of every working day. Data is linked back to a power BI dashboard for tracking purposes.

- Hours worked + patterns around work outside of usual business hours + work breaks

Mood Data Collection – WHO 5 Ways to Wellbeing mood data collector with a standard set of questions for collection at the start of the program and at the end of the project to the trial group following the intervention deployment period.

Qualitative Data Collection – HSE Indicator Tool with a set of 36 questions targeting 6 key risk factors (as listed below), each key risk factor has approximately 6 questions which will be completed at the start of the initial program and the end of the project to the trial group following the intervention deployment period.

Risk Factor 1 – Work Demands	Risk Factor 2 - Control	Risk Factor 3 – Support
Risk Factor 4 – Role	Risk Factor 5 - Change	Risk Factor 6 - Relationships

COMMUNICATIONS PLAN



Engagement Process

The following steps will be undertaken to engage both Project Management and the Trial Group to gain commitment, including:

1. Initial communication role out of the project to Project Management and Trial Group by the QLD Team to provide overall context of the project, survey and deployment intervention along with timing and coordination of deliverables required by the Trial Group.
2. The Communications Plan will be delivered and briefed to the Trial Group Senior Management Team by the Trial Group Project Manager (Michael Partridge) to confirm context, deliverables and outcomes of the project with the Trial Group.
3. Communication engagement through Michael Partridge (Trail Group Project Manager) and the QLD Team to the trial group to implement the stages of the survey and deployment process whilst also provide frequent updates to both project management and the trial group on the outcomes of the survey data post each stage.
 - a. Stage One – Initial data collection, qualitative and quantitative survey results: Summary of findings provided to Management & Trial Group
 - b. Stage Two – Post four weeks of daily data collection: Summary of findings provided to Management & Trial Group
 - c. Stage Three – Post intervention deployment and collection of qualitative and quantitative survey results: Summary of findings provided to Management & Trial Group
4. Detailed feedback and promotion on site will be coordinated by Michael Partridge (Trial Group Project Manager) with the Trial Group to ensure appropriate levels of survey responses are received from the trial group and the group is meeting their commitment throughout the process.
5. The QLD Team will adequately monitor and evaluate the responses and frequency of responses in terms of commitment on a weekly basis to ensure adequate responses are returned.
6. Detailed feedback will be provided to the Project Management and the Trial Group prior at relevant stages throughout the process and particularly prior to the deployment of the intervention.
7. A close out on all findings and summary of the project will be undertaking with both the Project Management and the Trial Group on completion of the final report.



COMMUNICATIONS PLAN



Survey Feedback

Throughout the duration of the project and data collection periods, the team will provide continuous feedback to the participants Project Manager on the data collected and will brief and obtain endorsement from the participants Project Manager on the deployment intervention prior to implementation.

Post completion of data collection, the participants Project Manager will be briefed on the outcome and results by the team. The Queensland Project team will also present report findings to both Roads Australia and the participants company Executive Leadership Teams. The report will include additional learnings and reflections while undertaking the project along with recommendations for next steps for both the organisation and for Roads Australia.

The Queensland Project team will compile a detailed report of the entire process and resulting outcomes for presentation to the Roads Australia committee in October 2021 and for presentation in November 2021.

Assistance

The Trial Group will be supported through the process by the John Holland Group EAP service, two nominated mental health first aiders (MHFAiders) and by the Health Portal. Details of which are included in the Trial Group Communication Flow Chart which is provided in Appendix 2 of this document.



COMMUNICATIONS PLAN



Appendix 1- Surveys

Appendix 1A – Survey One Questionnaire

Appendix 1B – Survey Two Questionnaire

Appendix 1C – Survey Three Questionnaire

Appendix 1D – Survey Four Questionnaire

Appendix 2 – Trial Group Communications Flowchart



COMMUNICATIONS PLAN



Appendix 1

Appendix 1A – Survey One Questionnaire

Survey One – Initial Data Collection

Subject Data

Frequency – Once at Start

1. My age is....

- 18yrs – 25yrs
- 25yrs – 35yrs
- 35yrs – 45yrs
- 45yrs – 55yrs
- >55yrs

2. My gender is....

- Female
- Male
- Non-binary

3. My job title category is....

- Engineer
- Management
- Commercial
- HSEQ
- Other

4. My years' experience in the industry is....

- 0yrs – 5yrs
- 5yrs – 10yrs
- 10yrs – 15yrs
- >15yrs

5. Are you the legal carer for children under 18 years of age....

- Yes
- No



COMMUNICATIONS PLAN



Appendix 1

Appendix 1B – Survey Two Questionnaire

Survey Two – Quantitative Data Collection

Working Hours Survey

Frequency - Daily

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 ...

- Extended – i.e. took a flexible lunch break to cater for personal task
- 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
- 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) ...

- 0-10mins
- 10-30mins
- 30-60mins
- >60mins

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

Answer

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

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



COMMUNICATIONS PLAN

Appendix 1

Appendix 1C – Survey Three Questionnaire



Survey Three – Mood Data Collection

WHO 5 Well-Being Index

Frequency – Start and End of Each Stage

1. I have felt cheerful and in good spirits
 - 5 - All of the time
 - 4 - Most of the time
 - 3 - More than half the time
 - 2 - Less than half the time
 - 1 - Some of the time
 - 0 - At no time

2. I have felt calm and relaxed
 - 5 - All of the time
 - 4 - Most of the time
 - 3 - More than half the time
 - 2 - Less than half the time
 - 1 - Some of the time
 - 0 - At no time

3. I have felt active and vigorous
 - 5 - All of the time
 - 4 - Most of the time
 - 3 - More than half the time
 - 2 - Less than half the time
 - 1 - Some of the time
 - 0 - At no time

4. I woke up feeling fresh and restedd
 - 5 - All of the time
 - 4 - Most of the time
 - 3 - More than half the time
 - 2 - Less than half the time
 - 1 - Some of the time
 - 0 - At no time

5. My daily life has been filled with things that interest me
 - 5 - All of the time
 - 4 - Most of the time
 - 3 - More than half the time
 - 2 - Less than half the time
 - 1 - Some of the time
 - 0 - At no time



COMMUNICATIONS PLAN

Appendix 1

Appendix 1D – Survey Four Questionnaire



Appendix 1D

Survey Four – Qualitative Data Collection

HSE Indicator Tool – correct (randomised) order

Frequency – Start and End of Each Stage

Risk Family Key:

Work demands

Control

Managers support

Peer support

Relationships

Role

Change

Scoring (as per <https://www.hse.gov.uk/stress/assets/docs/indicatortool.pdf>):

- Strongly disagree 1
- Disagree 2
- Neutral 3
- Agree 4
- Strongly agree 5

Questions:

1. I am clear what is expected of me at work

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

2. I can decide when to take a break

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

3. Other departments at work demand things from me that are hard to complete among my own work tasks

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

4. I know how to go about getting my job done

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

5. I am subject to personal harassment in the form of unkind words or behaviour

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

6. I have unachievable deadlines

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

7. If work gets difficult, my colleagues will help me

- Strongly disagree
- Disagree
- Neutral

- Agree
- Strongly agree

8. I am given supportive feedback on the work I do

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

9. I have to work very intensively

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

10. I have a say in my own work speed

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

11. I am clear what my duties and responsibilities are

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

12. I have to neglect some tasks because I have too much to do

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

13. I am clear about the goals and objectives for my department

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

14. There is friction or anger between colleagues

- Strongly disagree
- Disagree

- Neutral
- Agree
- Strongly agree

15. I have a choice in deciding how I do my work

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

16. I am unable to take sufficient breaks

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

17. I understand how my work fits into the overall aim of the organisation (suggest project?)

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

18. I feel obligated to work long hours (was: I am pressured to work long hours)

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

19. I have a choice in deciding what I do at work

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

20. I have to work very fast

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

21. I am subject to bullying at work

- Strongly disagree

- Disagree
- Neutral
- Agree
- Strongly agree

22. I have unrealistic time pressures

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

23. I can rely on my line manager to help me out with a work problem

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

24. I get help and support I need from colleagues

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

25. I have some say over the way I work

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

26. I have sufficient opportunities to question managers about change at work

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

27. I receive the respect at work I deserve from my colleagues

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

28. Staff are always consulted about change at work

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

29. I can talk to my line manager about something that has upset or annoyed me about work

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

30. My working time can be flexible

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

31. My colleagues are willing to listen to my work-related problems

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

32. When changes are made at work, I am clear how they will work out in practice

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

33. I am supported through emotionally demanding work

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

34. Relationships at work are strained

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

35. My line manager encourages me at work

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree



COMMUNICATIONS PLAN

Appendix 2

Appendix 2 – Trial Group Communications Flowchart



Roads Australia Trial Group Survey Program



Survey Point of Contact is: Michael Partridge via 0432 773 801 or Michael.Partridge@jhg.com.au

JOHN HOLLAND

Need help navigating life's ups and downs?

Call the John Holland Employee Assistance Program

1800 991 151
Australia

0800 644 580
New Zealand

800 616 7090
Singapore

1800 818 069
Malaysia

24/7 confidential helpline

John Holland offers a range of holistic health and wellbeing support, including dealing with life's ups and downs.

Getting the support and strategies you need can be as easy as speaking with someone, hearing another perspective or simply having an expert listen and understand.

And you don't need to wait for an emergency situation before you ask for help - sometimes the best results come when you talk to someone early. Whether you're dealing with work pressures, self-confidence, health concerns, family issues or a range of other matters, trained psychologists can support you (and members of your family).

Support is available free of charge and over the phone, so you can call and get help at a time that suits you. So next time you're dealing with everyday stresses or personal challenges, keep EAP in mind as a useful resource you can call on anytime.

- EAP counselling can support you with:
- building resilience
 - managing stress
 - relationship and family issues
 - resolving conflict
 - improving work performance
 - anxiety, stress or depression
 - grief and loss
 - self-esteem and confidence building
 - domestic violence and assault
 - educational and career issues, and
 - anything else that is worrying you.

RUOK?TM
A conversation could change a life.

1. Ask R U OK?

2. Listen without judgement

3. Encourage action

4. Check in

Start a conversation using these 4 steps

Visit us at ruok.org.au

JOHN HOLLAND

Work Health Your Health

Log on to a healthier you...
... with **Work Health Your Health**

Work Health Your Health is a free online wellness resource for all John Holland employees. It features a confidential wellness assessment, healthy recipes, medical information, lifestyle programs and more to help you stay healthy!



Register Now!
health.johnholland.com.au



Simply download a free QR code scanner app to your phone, scan the QR code and log in using unique details you'll receive via your John Holland email account. If you don't have a work email address, simply register as a new member.

Don't forget to complete your Wellness Assessment to receive your health status report.

Appendix B Scoping Paper

Inclusive of the following documentation for reference:

Roads Australia 2021 Project – Group 5 Scoping Paper

- Appendix A – Communications Plan
- Appendix B – Proposed Interventions List
- Appendix C – John Holland Company Initiatives



Roads Australia Fellowship Group Project 2021

Project Scoping Report

Group Five – Queensland Team:

Michael Partridge – John Holland Group;

Hollie Hynes – Laing O'Rourke;

Emma McCaughey – CPB Contractors;

Ashwin Sami – Aurecon;

Yogish – Department of Transport and Mainroads.

1 Background

The intent of 2021 project is to understand the impact that Work Demand is having on the mental health and wellbeing of white-collar infrastructure industry professionals (selected project group) and the factors that contribute to this impact. As a result, this project will test how likely work redesign (via planned and specific interventions) is on successfully reducing job stressors and the psychosocial risk elements experienced by white collar infrastructure industry professionals.

The insights, reflections and learning experiences developed from this project are of paramount importance to both Roads Australia and the construction industry to ensure the mental health and wellbeing conversation is carried forward and supported by relevant actions and learnings for industry that can be readily and easily applied elsewhere. Results of the survey will assist the industry to better understand the psychosocial risk posed by work demand whilst also providing insights on how job redesign can have a positive or negative impact. Roads Australia, along with the 2021 Fellowship participants will gain a deep appreciation of the complexities of mental health in our industry.

1.1 Aim

The aim of the study is to provide the industry with information on the potential impact job re-design can have on the key psychosocial risk of work demand, role clarity and lack of support.

1.2 Project Hypothesis

The working RA hypothesis that will shape this project is 'work demands are contributing to increased levels of stress for white collar infrastructure industry professionals'. The site based project team participating in the data collection is very well known by a member of the Queensland team and as a result, a sub-hypothesis has been developed, 'role clarity and control (formalised flexibility) reduces the effects of high work demands and has a positive impact on health and wellbeing'.

2 Trial Group

RA have allocated the Queensland Team to focus on the mental health of white-collar workers in the delivery phase (contractor site based). The plan is to target a sample size of greater than 20 participants across The Trail Group from the Bruce Highway Upgrade – Maroochydore Road Interchange Project with Department of Transport and Main Roads as the client. The project is a Joint Venture between John Holland Group and Seymour Whyte (JHSWJV) and has approximately 18 months remaining for the project completion. The survey questionnaire and data collection timeframes are outlined in the communication plans attached to **Appendix A**.

2.1 Trial Group Organisation Support

In addition to RA seeking support from organisation CEOs, the Queensland Team also informed JHSWJV site managers the intent to conduct trials with their organisation to collect data on work demand seeking their support to the project. The findings and results will be shared with the leadership group on conclusion of the project.

3 Our approach and methodology

Our approach is based on the following:

- Review of the 2020 project (and top two submissions) and develop it further by collecting work demand data using both the qualitative and quantitative data collection tools.
- Review and refine the QR code-based data collector tool provided by Roads Australia (RA) to collect working hours data each day and link it to a Microsoft power BI dashboard
- Utilisation of the existing HSE tool. This decision was made following a review of a number of existing tools that understand the psychosocial risks
- Identify and develop communications for the selected trial group and head company
- Identify three primary work design interventions for the trial based on the current understanding of the trial groups psychosocial risk(s)
- Seek feedback from Roads Australia (RA) and Victorian Major Transport Infrastructure Authority (MTIA)

3.1 Survey Tool

In this project, quantitative and quantitative methodology is proposed to be used to collect and later analyse the data obtained from all the respondents. A set of modified-adopted survey questionnaire is proposed to be used by the Queensland Team and will be distributed to the selected trial group seeking responses. The questionnaire was designed specifically to address research objective with regard to work demand and its impact on poor health and wellbeing. The communication plan attached in **Appendix A**, details the adopted survey tools and timelines for the project, and the following sections further discuss the details for questionnaire selections

3.2 HSE Questionnaire

The Health and Safety Executive (HSE) has a published framework covering six areas that might result in an employee suffering stress at work. Occupational Medicine, Volume 63, Issue 7, October 2013 notes that the existing literature suggest 'the HSE indicator tool is a psychometrically sound tool to explore work related stress within an organisation'. The Queensland Team intends to use HSE indicator tool consisting of the standardised 35-item questionnaire (with minor refinements) considering the following outcomes:

- a reliable and representative measure of work-related stress that has been used in a broad range of occupational context,

- the use of benchmark data allows more accurate organisational comparisons and the areas of improvements identified within the specific cohort (trial group)
- to ensure a comparison of organisational performance with benchmark data

3.3 Mood Data Survey

In addition to the above HSE survey, and to better understand the mood of the individuals within the trial group, the WHO 5 Well Being Index Mood Data questions were assessed. The intent is to deploy this survey to collect mental health / mood data at the same time as the HSE Indicator tool data is collected. The mood data survey questions are attached in **Appendix A - 1C**. Our approach to the survey roll-out is included with the communication plan.

4 Communication Plan

A presentation by a qualified psychologist was organised by RA on the 26 May 2021, informing the Fellows group of the process to address any poor mental health indicators and how to escalate any concerns. The Queensland Team also approached an internal organisation psychologist to review the developed questions for survey suitability. Feedbacks received from the review were discussed and incorporated.

Following the review, a Communication Plan was developed by the team, and is attached in **Appendix A** of this briefing paper. This document was also reviewed progressively by internal organisation representatives. This communication plan is intended to be used by the team to educate the selected trail group and inform the groups organisation leadership on the data collection tools, and the desired outcomes of the trail. A flowchart showing the survey collection program is attached in **Appendix A - 2**.

4.1 Trial Group - Organisation mental health resources

As part of the communication plans, the Queensland Team also requested the existing mental health resources available to the Trial Group (from John Holland Group), attached in **Appendix C**. This information has been collated in the communication plan (**Appendix A -2**) and the intent is to ensure the Trial Group is aware of the information and resources available to help support them if they are experiencing distress. The following outlines the existing initiatives already available to the selected Trial Group:

- Weekend works are kept to a minimum therefore engineers and supervisors adopt rotating roster only for weekend works
- Commercial team take turns for one day a week to leave at agreed set time (4pm)
- Opportunity to negotiate part time work flexibility with individuals
- Ad-hoc work flexibility is an option for the general team based on personal circumstances

5 Proposed Interventions

The Queensland Team identified nine (9) potential interventions in addition to the three (3) identified below (additional 9 are attached in **Appendix B**). These interventions were assessed collectively and chosen based on the following outcomes:

- suitability in relation to the selected Trial Group
- ease of deployment given the tight timeframe of this project

The following three (3) potential interventions have been proposed for consideration:

Hazard	Workplace Design Interventions	Reason
Relationships	Work lunch together once a week where all white-collar team get together for a lunch (meals to change each week and suggested by a member of the team to try new things)	Relates to the sub-hypothesis and ease of implementation.
Role Clarity	Clarify roles and responsibilities clearly for every team member. Increase the detail on Roles and Responsibilities as often these can be quite generic	Clarity of roles and support by managers on ensuring each team member is accountable for their works will bring a level of certainty and confidence to the team. By clearly articulating the responsibilities and accountabilities of each team member, reduced inefficiencies though role overlap should be achieved minimising work demands and assist in the performance reviews and feedback sessions. This will require additional effort to ensure each role is well defined and will require a meeting with each team member for their onboarding. The role out should take at least 1 month to implement.
Control	Have a Flexibility Plan discussed and documented for each team member that introduces a form of flexibility to each of them to drive the process	John Holland have implemented flexible Working arrangements throughout the business however this intervention proposal to include a specific one on one meeting with each of the team and define what flexible working arrangements mean to them as well as actively seeking a flexible arrangement option that would be beneficial to them and fit within the project constraints. This process will take atleast one month to implement and may not see immediate benefits however provide confidence with the team that the senior management are seeking and promoting better ways to work and create less stresses within the working environment

Subject to survey outcomes, the intent is to revisit the interventions and select the best (or potentially tailor one or create a new intervention) to ensure the most appropriate intervention is deployed to the Trial Group. The intent is to deploy one intervention in order to inform the final data collection from the Trial Group.

6 Cautionary Notes

The Queensland Team are aware of privacy obligations when conducting the survey. Personal details will not be collected, and it will be impossible to identify the individuals from the trial group using the survey questionnaire.

7 References

1. Cousins R, Mackay CJ, Clarke SD, Kelly C, Kelly PJ, McCaig RH. 'Management Standards' and work-related stress in the UK: practical development. *Work & Stress* 2004; Pages: 113–136, Published online:23 Feb 2007.
[Google Scholar](#)
2. HSE Tackling Work Related Stress: A Managers' Guide to Improving and Maintaining Employee Health and Well-being Sudbury, UK: Health & Safety Executive, 2001.
[Google Scholar](#)

Appendix A – Communication Plan

- Appendix A - 1A – Survey One Questionnaire (Initial Data Collection)
- Appendix A - 1B – Survey Two Questionnaire (Quantitative Data Collection)
- Appendix A - 1C – Survey Three Questionnaire (Mood Data Collection)
- Appendix A - 1D – Survey Four Questionnaire (Qualitative Data Collection)
- Appendix A – 2 – Trial Group Communications Flowchart

Appendix B – Queensland Team Proposed Interventions

Appendix C – John Holland Company Initiatives



COMMUNICATIONS PLAN

Roads Australia Fellowship Group Project 2021



Project Background

Australia's peak body for road industry stakeholders, Roads Australia, is looking to address increasing mental health and wellness issues currently faced by the construction industry. This follows efforts in recent years, by the industry, to drive key awareness activities nationally, as well as a submission to the Royal Commission into Victoria's Mental Health System on behalf of members. While government and private sector have significantly ramped up efforts to address mental health issues in the construction industry, current mental health interventions often focus on secondary interventions (i.e. alter response to, or perception of the stressor) and tertiary intervention (i.e. treatment and recovery from the stressor). Additionally, these efforts have previously been focussed on blue-collar workers via industry programs such as Mates in Construction.

Through the Roads Australia Fellowship Group Project 2021, the Roads Australia Queensland project team will focus on the mental health of white-collar workers in the construction industry, addressing primary interventions (i.e. elimination or reduction of job stressors), to provide a practical solution for industry to take forward. To achieve this, the Roads Australia Fellowship Group will collect 'work demand data' using both qualitative and quantitative data collection tools. This data will look at the effectiveness of several job re-design options on work demand and reduction of job stressors by collecting data pre and post deployment of a job re-design option.

This project is being delivered in partnership with the Victorian Major Transport Infrastructure Authority (MITA) and is being rolled out by six project teams across all states and territories within Australia. The Queensland team consists of the following personnel representing a number of transport related companies in the industry:

GROUP Five - Team Leader



Yoghish Archar
Principal Engineer (Civil)
QTM
yoghish@tmr.qld.gov.au



Hollie Hynes
General Manager - Roads
Laing O'Rourke
hhynes@laingorourke.com.au



Emma McCaughey
Bid Manager
CPB Contractors
Emma.McCaughey@
cpbcon.com.au



Michael Partridge
Project Manager
John Holland
Michael.partridge@jhg.com.au



Ashwin Sami
Associate
Aurecon
ashwin.sami@
aurecongroup.com

COMMUNICATIONS PLAN



Outcomes to be achieved

Mental health is a challenging and complex topic. The insights, reflections and learning experiences developed from this project are of paramount importance to both Roads Australia and the industry to ensure the mental health conversation is carried forward and supported by relevant actions and learnings for industry that can be readily and easily applied elsewhere.

Results of the survey will assist the industry to better understand the psychosocial risk posed by work demand. It will also provide project participants with a deep appreciation of the complexities of mental health in our industry.

Important Timeframes and Information

Pre-deployment of job re-design data will be collected pre from 26 July to 20 August (four weeks). Post deployment of job re-design data will be collected from 30 August to 17 September (three weeks).

The Queensland team plans to target a sample size of > 20 participants across one business (JHG) in the industry in the collection timeframes. The participants will be invited to participate in the program via email on 26 July 2021. Participants will then be surveyed daily during the data collection periods. The following table further outlines the timeframe and duration of the program.

26th July 2021	26th July to 20th August 2021 (4 weeks)	25th August 2021	30th August to 17th September 2021 (3 weeks)
Deploy Survey Tools	Complete Quantitative Survey Daily	<i>Project Team roll out intervention to survey team</i>	Complete Quantitative Survey Daily
Communications Roll Out	Complete Qualitative Survey at start of this period		Complete Qualitative Survey at end of this period
Collect Initial Data	Complete Mood Data Collection at start of this period		Complete Mood Data Collection at end of this period



COMMUNICATIONS PLAN

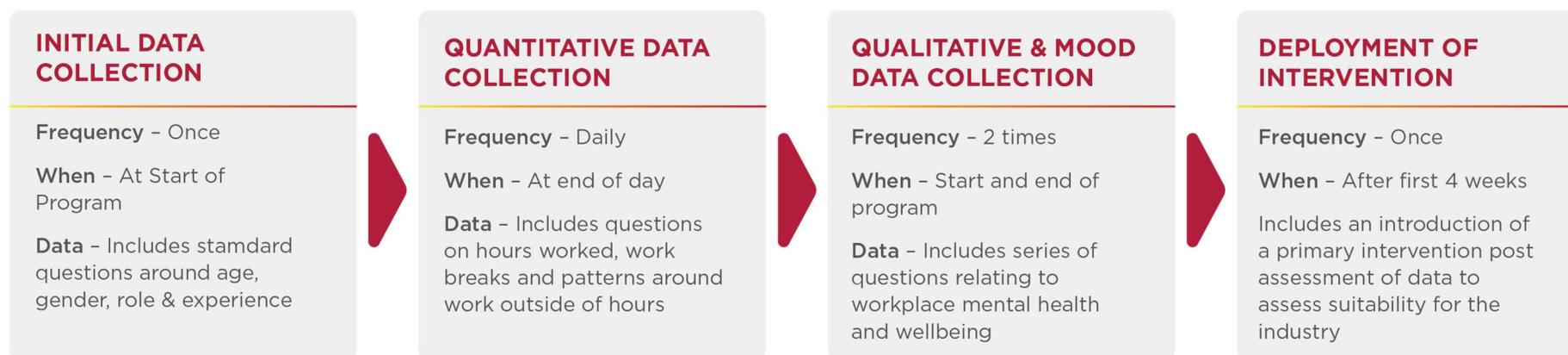


Following the initial data collection period (26 July to 20 August), the Queensland Project team will review the survey data and determine which intervention to deploy to the survey group. Participants will then be individually informed by email and in person of their intervention strategy and data will be collected for a subsequent three weeks (from 30 August to 17 September).

Once completed, the Queensland project team will undertake analysis of the data to determine the effectiveness of the deployed intervention and prepare a presentation for Roads Australia. The Queensland Project team will also request feedback from the trial group post completion as a one-off request to review the overall process.

Survey Roll Out

The below graphic demonstrates the timing and requirements associated with the data collection and deployment program. The project team member associated with the trial group will facilitate the communications process for the roll out of the project to all participants.





COMMUNICATIONS PLAN



Survey Tools

Prior to the 26 July 2021 roll-out of the survey, the following tools will be provided by the Queensland team for use. The Project team member from the Trial Group's company will assist in the roll-out of the survey to the project participants. The data will be compiled into a Power BI database for analysis and presentation to the Trial Group management team post deployment.

Initial Data Collection – Questionnaire to obtain subject data to review potential trends. Questions include:

- Age
- Gender
- Job Title / Category (Engineer, Management, Commercial, HSEQ, Other)
- Years' experience in industry

Quantitative Data Collection – QR code-based data collector with a standard set of questions, as outlined below, for data collection at the end of every working day. Data is linked back to a power BI dashboard for tracking purposes.

- Hours worked + patterns around work outside of usual business hours + work breaks

Mood Data Collection – WHO 5 Ways to Wellbeing mood data collector with a standard set of questions for collection at the start of the program and at the end of the project to the trial group following the intervention deployment period.

Qualitative Data Collection – HSE Indicator Tool with a set of 36 questions targeting 6 key risk factors (as listed below), each key risk factor has approximately 6 questions which will be completed at the start of the initial program and the end of the project to the trial group following the intervention deployment period.

Risk Factor 1 – Work Demands	Risk Factor 2 - Control	Risk Factor 3 – Support
Risk Factor 4 – Role	Risk Factor 5 - Change	Risk Factor 6 - Relationships

COMMUNICATIONS PLAN



Engagement Process

The following steps will be undertaken to engage both Project Management and the Trial Group to gain commitment, including:

1. Initial communication role out of the project to Project Management and Trial Group by the QLD Team to provide overall context of the project, survey and deployment intervention along with timing and coordination of deliverables required by the Trial Group.
2. The Communications Plan will be delivered and briefed to the Trial Group Senior Management Team by the Trial Group Project Manager (Michael Partridge) to confirm context, deliverables and outcomes of the project with the Trial Group.
3. Communication engagement through Michael Partridge (Trail Group Project Manager) and the QLD Team to the trial group to implement the stages of the survey and deployment process whilst also provide frequent updates to both project management and the trial group on the outcomes of the survey data post each stage.
 - a. Stage One – Initial data collection, qualitative and quantitative survey results: Summary of findings provided to Management & Trial Group
 - b. Stage Two – Post four weeks of daily data collection: Summary of findings provided to Management & Trial Group
 - c. Stage Three – Post intervention deployment and collection of qualitative and quantitative survey results: Summary of findings provided to Management & Trial Group
4. Detailed feedback and promotion on site will be coordinated by Michael Partridge (Trial Group Project Manager) with the Trial Group to ensure appropriate levels of survey responses are received from the trial group and the group is meeting their commitment throughout the process.
5. The QLD Team will adequately monitor and evaluate the responses and frequency of responses in terms of commitment on a weekly basis to ensure adequate responses are returned.
6. Detailed feedback will be provided to the Project Management and the Trial Group prior at relevant stages throughout the process and particularly prior to the deployment of the intervention.
7. A close out on all findings and summary of the project will be undertaking with both the Project Management and the Trial Group on completion of the final report.



COMMUNICATIONS PLAN



Survey Feedback

Throughout the duration of the project and data collection periods, the team will provide continuous feedback to the participants Project Manager on the data collected and will brief and obtain endorsement from the participants Project Manager on the deployment intervention prior to implementation.

Post completion of data collection, the participants Project Manager will be briefed on the outcome and results by the team. The Queensland Project team will also present report findings to both Roads Australia and the participants company Executive Leadership Teams. The report will include additional learnings and reflections while undertaking the project along with recommendations for next steps for both the organisation and for Roads Australia.

The Queensland Project team will compile a detailed report of the entire process and resulting outcomes for presentation to the Roads Australia committee in October 2021 and for presentation in November 2021.

Assistance

The Trial Group will be supported through the process by the John Holland Group EAP service, two nominated mental health first aiders (MHFAiders) and by the Health Portal. Details of which are included in the Trial Group Communication Flow Chart which is provided in Appendix 2 of this document.



COMMUNICATIONS PLAN



Appendix 1- Surveys

Appendix 1A – Survey One Questionnaire

Appendix 1B – Survey Two Questionnaire

Appendix 1C – Survey Three Questionnaire

Appendix 1D – Survey Four Questionnaire

Appendix 2 – Trial Group Communications Flowchart



COMMUNICATIONS PLAN



Appendix 1

Appendix 1A – Survey One Questionnaire

Survey One – Initial Data Collection

Subject Data

Frequency – Once at Start

1. My age is....

- 18yrs – 25yrs
- 25yrs – 35yrs
- 35yrs – 45yrs
- 45yrs – 55yrs
- >55yrs

2. My gender is....

- Female
- Male
- Non-binary

3. My job title category is....

- Engineer
- Management
- Commercial
- HSEQ
- Other

4. My years' experience in the industry is....

- 0yrs – 5yrs
- 5yrs – 10yrs
- 10yrs – 15yrs
- >15yrs

5. Are you the legal carer for children under 18 years of age....

- Yes
- No



COMMUNICATIONS PLAN



Appendix 1

Appendix 1B – Survey Two Questionnaire

Survey Two – Quantitative Data Collection

Working Hours Survey

Frequency - Daily

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 ...

- Extended – i.e. took a flexible lunch break to cater for personal task
- 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
- 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) ...

- 0-10mins
- 10-30mins
- 30-60mins
- >60mins

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

Answer

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

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



COMMUNICATIONS PLAN

Appendix 1

Appendix 1C – Survey Three Questionnaire



Survey Three – Mood Data Collection

WHO 5 Well-Being Index

Frequency – Start and End of Each Stage

1. I have felt cheerful and in good spirits
 - 5 - All of the time
 - 4 - Most of the time
 - 3 - More than half the time
 - 2 - Less than half the time
 - 1 - Some of the time
 - 0 - At no time

2. I have felt calm and relaxed
 - 5 - All of the time
 - 4 - Most of the time
 - 3 - More than half the time
 - 2 - Less than half the time
 - 1 - Some of the time
 - 0 - At no time

3. I have felt active and vigorous
 - 5 - All of the time
 - 4 - Most of the time
 - 3 - More than half the time
 - 2 - Less than half the time
 - 1 - Some of the time
 - 0 - At no time

4. I woke up feeling fresh and restedd
 - 5 - All of the time
 - 4 - Most of the time
 - 3 - More than half the time
 - 2 - Less than half the time
 - 1 - Some of the time
 - 0 - At no time

5. My daily life has been filled with things that interest me
 - 5 - All of the time
 - 4 - Most of the time
 - 3 - More than half the time
 - 2 - Less than half the time
 - 1 - Some of the time
 - 0 - At no time



COMMUNICATIONS PLAN

Appendix 1

Appendix 1D – Survey Four Questionnaire



Appendix 1D

Survey Four – Qualitative Data Collection

HSE Indicator Tool – correct (randomised) order

Frequency – Start and End of Each Stage

Risk Family Key:

Work demands

Control

Managers support

Peer support

Relationships

Role

Change

Scoring (as per <https://www.hse.gov.uk/stress/assets/docs/indicatortool.pdf>):

- Strongly disagree 1
- Disagree 2
- Neutral 3
- Agree 4
- Strongly agree 5

Questions:

1. I am clear what is expected of me at work

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

2. I can decide when to take a break

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

3. Other departments at work demand things from me that are hard to complete among my own work tasks

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

4. I know how to go about getting my job done

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

5. I am subject to personal harassment in the form of unkind words or behaviour

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

6. I have unachievable deadlines

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

7. If work gets difficult, my colleagues will help me

- Strongly disagree
- Disagree
- Neutral

- Agree
- Strongly agree

8. I am given supportive feedback on the work I do

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

9. I have to work very intensively

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

10. I have a say in my own work speed

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

11. I am clear what my duties and responsibilities are

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

12. I have to neglect some tasks because I have too much to do

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

13. I am clear about the goals and objectives for my department

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

14. There is friction or anger between colleagues

- Strongly disagree
- Disagree

- Neutral
- Agree
- Strongly agree

15. I have a choice in deciding how I do my work

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

16. I am unable to take sufficient breaks

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

17. I understand how my work fits into the overall aim of the organisation (suggest project?)

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

18. I feel obligated to work long hours (was: I am pressured to work long hours)

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

19. I have a choice in deciding what I do at work

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

20. I have to work very fast

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

21. I am subject to bullying at work

- Strongly disagree

- Disagree
- Neutral
- Agree
- Strongly agree

22. I have unrealistic time pressures

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

23. I can rely on my line manager to help me out with a work problem

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

24. I get help and support I need from colleagues

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

25. I have some say over the way I work

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

26. I have sufficient opportunities to question managers about change at work

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

27. I receive the respect at work I deserve from my colleagues

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

28. Staff are always consulted about change at work

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

29. I can talk to my line manager about something that has upset or annoyed me about work

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

30. My working time can be flexible

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

31. My colleagues are willing to listen to my work-related problems

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

32. When changes are made at work, I am clear how they will work out in practice

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

33. I am supported through emotionally demanding work

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

34. Relationships at work are strained

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

35. My line manager encourages me at work

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree



COMMUNICATIONS PLAN

Appendix 2

Appendix 2 – Trial Group Communications Flowchart



Roads Australia Trial Group Survey Program



Survey Point of Contact is: Michael Partridge via 0432 773 801 or Michael.Partridge@jhg.com.au

JOHN HOLLAND

Need help navigating life's ups and downs?

Call the John Holland Employee Assistance Program

1800 991 151
Australia

0800 644 580
New Zealand

800 616 7090
Singapore

1800 818 069
Malaysia

24/7 confidential helpline

John Holland offers a range of holistic health and wellbeing support, including dealing with life's ups and downs.

Getting the support and strategies you need can be as easy as speaking with someone, hearing another perspective or simply having an expert listen and understand.

And you don't need to wait for an emergency situation before you ask for help - sometimes the best results come when you talk to someone early. Whether you're dealing with work pressures, self-confidence, health concerns, family issues or a range of other matters, trained psychologists can support you (and members of your family).

Support is available free of charge and over the phone, so you can call and get help at a time that suits you. So next time you're dealing with everyday stresses or personal challenges, keep EAP in mind as a useful resource you can call on anytime.

- EAP counselling can support you with:
- building resilience
 - managing stress
 - relationship and family issues
 - resolving conflict
 - improving work performance
 - anxiety, stress or depression
 - grief and loss
 - self-esteem and confidence building
 - domestic violence and assault
 - educational and career issues, and
 - anything else that is worrying you.

RUOK?TM
A conversation could change a life.

1. Ask R U OK?

2. Listen without judgement

3. Encourage action

4. Check in

Start a conversation using these 4 steps

Visit us at ruok.org.au

JOHN HOLLAND

Work Health Your Health

Log on to a healthier you...
... with **Work Health Your Health**

Work Health Your Health is a free online wellness resource for all John Holland employees. It features a confidential wellness assessment, healthy recipes, medical information, lifestyle programs and more to help you stay healthy!



Register Now!
health.johnholland.com.au



Simply download a free QR code scanner app to your phone, scan the QR code and log in using unique details you'll receive via your John Holland email account. If you don't have a work email address, simply register as a new member.

Don't forget to complete your Wellness Assessment to receive your health status report.

Proposed Interventions

(work demands, support, relationship and role clarity – potential sub-hypothesis)

The following interventions have been proposed for consideration for deployment following analysis of the qualitative and quantitative survey data collation, including:

1. Introduce a limit to a 5-day working week – inclusive of the example that Alison Mirams (CEO, Roberts Co) mentioned about her approach in tender submissions by highlighting in cover letters / exec summaries the impact of a >5-day working week on mental health, suicide and highlighting the number of deaths that introduces over the duration of a project.
2. Restriction of emails and/or phone calls over weekends and/or outside of working hours – with the limit on extreme cases only i.e. safety incidents etc.
3. Daily shift rotation – i.e. some people start earlier and finish earlier, others start later and finish later in line with each person's outside of work commitments to ensure coverage is provided at all site hours but makes it more flexible for workers around school drop offs and pickups / attending appointments etc.
4. Weekly scheduled 'health check' with manager once removed / or side manager to promote open and honest conversations.
5. Promote positive working relationships by introducing a mandatory lunch break for teams to sit and eat together in a comfortable environment. Aim is to stop eating at desks and people not taking breaks. Company provided lunches every Wednesday when people starting to feel flat – ie. bbq's, pizza days or team member brings in cooked/prepared lunch for their team and rotate daily with set time to sit and eat together.
6. Roll out of 'The Energy Project'. A training course where people are given the education to balance demand and capacity (does take time)
7. Create a space for an Appreciation Tree (or Wall), ie a place where staff can put written notes to thank colleagues for work they have done, which improves team morale by allowing everyone to feel valued and integral to the success of the team
8. Meeting Culture – detailed review of meeting requirements, times of the day, durations and invitees to refine and minimise the time spent in meetings during the day.
9. "Role Play" – introduce a site active role play of the individual's role on site and the expectations from their line manager or the Project Manager – to give the individual and clear and dynamic approach to interpreting their role and/or position description. Including follow up sessions once a fortnight for new starters and once a month for long termers.

John Holland Company Initiatives

John Holland employees have access to the Wellbeing hub which sets out the companies' initiatives and support for personnel with items such as: -

1. Employee Assistance Program; available for team members who may interested in seeking professional assistance and advise
2. The Better Sleep Program; designed to improve sleep if someone is struggling to get to sleep, waking up in the night, feeling like they're not getting enough deep sleep, or is just feeling fatigued often.
3. Black Fog Managing for team wellbeing training; Training delivered by professionals through the Black Dog Institute. Its aim is to provide anyone managing direct reports at John Holland with the tools and information they need to maintain wellbeing in their team.
4. Know your Number; A tool to assess participants mental health and happiness or even relationship satisfaction.
5. Training and promotion of Mental Health First Aider; he Mental Health First Aid training teaches participants about a range of mental health illnesses and conditions, how to provide support to those who may be suffering from mental illness, and how to be a first responder for someone in crisis
6. Move Your Mind Podcast; The Move Your Mind Podcast has the goal of breaking down and exploring the mindset of people who have excelled in careers across a range of industries
7. Flexibility Implementation: -
 - a. Flexi-Part Time; Work less than full time with pro-rated salary and entitlements. Could also include job sharing
 - b. Flexi-Breaks; Breaks during the day to manage fatigue or personal needs
 - c. Flexi-Work; Working from home. A different office, or even at a different project
 - d. Flexi-Hours; Variable start and finish times to cater for personal needs
 - e. Flexi-Shifts; Preference shifts, requesting shift swaps to manage work and personal commitments
 - f. Flexi-Leave; Leave to travel or study. Extended time with family
 - g. Flexi-Parenting; Spend time with your kids using parental leave or packaged leave for school holidays

Appendix C Proposed Interventions

Inclusive of the following documentation for reference:

Full list of Proposed Interventions

Proposed Interventions

(work demands, support, relationship and role clarity – potential sub-hypothesis)

The following interventions have been proposed for consideration for deployment following analysis of the qualitative and quantitative survey data collation, including:

1. Introduce a limit to a 5-day working week – inclusive of the example that Alison Mirams (CEO, Roberts Co) mentioned about her approach in tender submissions by highlighting in cover letters / exec summaries the impact of a >5-day working week on mental health, suicide and highlighting the number of deaths that introduces over the duration of a project.
2. Restriction of emails and/or phone calls over weekends and/or outside of working hours – with the limit on extreme cases only i.e. safety incidents etc.
3. Daily shift rotation – i.e. some people start earlier and finish earlier, others start later and finish later in line with each person's outside of work commitments to ensure coverage is provided at all site hours but makes it more flexible for workers around school drop offs and pickups / attending appointments etc.
4. Weekly scheduled 'health check' with manager once removed / or side manager to promote open and honest conversations.
5. Promote positive working relationships by introducing a mandatory lunch break for teams to sit and eat together in a comfortable environment. Aim is to stop eating at desks and people not taking breaks. Company provided lunches every Wednesday when people starting to feel flat – ie. bbq's, pizza days or team member brings in cooked/prepared lunch for their team and rotate daily with set time to sit and eat together.
6. Roll out of 'The Energy Project'. A training course where people are given the education to balance demand and capacity (does take time)
7. Create a space for an Appreciation Tree (or Wall), ie a place where staff can put written notes to thank colleagues for work they have done, which improves team morale by allowing everyone to feel valued and integral to the success of the team
8. Meeting Culture – detailed review of meeting requirements, times of the day, durations and invitees to refine and minimise the time spent in meetings during the day.
9. "Role Play" – introduce a site active role play of the individual's role on site and the expectations from their line manager or the Project Manager – to give the individual and clear and dynamic approach to interpreting their role and/or position description. Including follow up sessions once a fortnight for new starters and once a month for long termers.

Appendix D Trial Group Survey Results

Inclusive of the following documentation for reference:

Qualitative Survey Results

- Appendix D-1 Pre-Intervention –
 - Demographic Survey Data
 - WHO 5 Mood Data
 - HSE Indicator Survey Data & HSE Indicator Tool
- Appendix D-2 Post Intervention –
 - Demographic Survey Data
 - WHO 5 Mood Data
 - HSE Indicator Survey Data & HSE Indicator Tool

Quantitative Survey Results

- Appendix D-3 Pre-Intervention –
 - Daily Survey Results
 - Power BI Summary
- Appendix D-4 Post Intervention –
 - Daily Survey Results
 - Power BI Summary

Appendix D-5 Summary of Results

- All Correlation Analysis Results
- Average HSE Tool Work-Related Stresses by Demographic Group

D-1 Appendix D Qualitative Survey Pre-Intervention Results

M2M Qualitative Survey

37 Responses	11:03 Average time to complete	Active Status
------------------------	--	-------------------------

[View results](#)

[Open in Excel](#)

1. My age is...

[More Details](#)

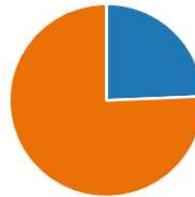
●	18yrs - 25yrs	6
●	26yrs - 35yrs	12
●	36yrs - 45yrs	8
●	46yrs - 55yrs	8
●	> 55yrs	3



2. My gender is...

[More Details](#)

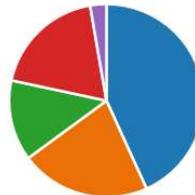
●	Female	9
●	Male	28
●	Non-binary	0



3. My job title category is...

[More Details](#)

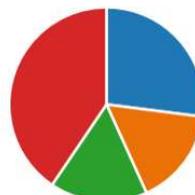
●	Engineer	16
●	Management	8
●	Commercial	5
●	HSEQ	7
●	Other	1



4. My years' experience in the industry is...

[More Details](#)

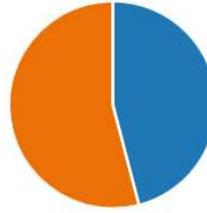
●	0yrs - 5yrs	10
●	6yrs - 10yrs	6
●	11yrs - 15yrs	6
●	> 15yrs	15



5. Are you the legal carer for children under 18 years of age...

[More Details](#)

● Yes	17
● No	20

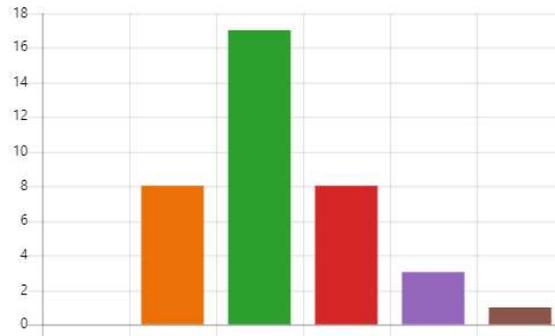


6. I have felt cheerful and in good spirits

[More Details](#)

[Insights](#)

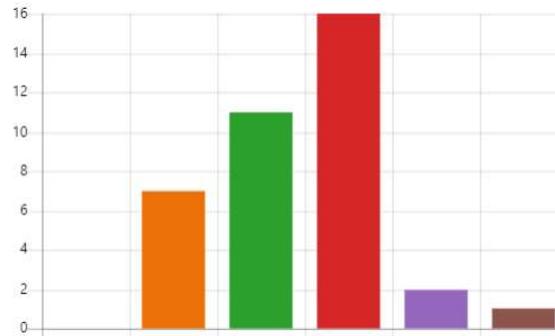
● 5 - All of the time	0
● 4 - Most of the time	8
● 3 - More than half the time	17
● 2 - Less than half the time	8
● 1 - Some of the time	3
● 0 - At no time	1



7. I have felt calm and relaxed

[More Details](#)

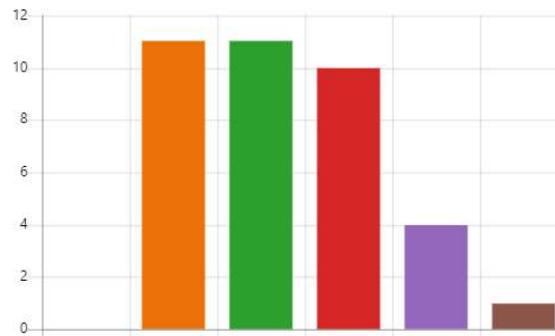
● 5 - All of the time	0
● 4 - Most of the time	7
● 3 - More than half the time	11
● 2 - Less than half the time	16
● 1 - Some of the time	2
● 0 - At no time	1



8. I have felt active and vigorous

[More Details](#)

● 5 - All of the time	0
● 4 - Most of the time	11
● 3 - More than half the time	11
● 2 - Less than half the time	10
● 1 - Some of the time	4
● 0 - At no time	1

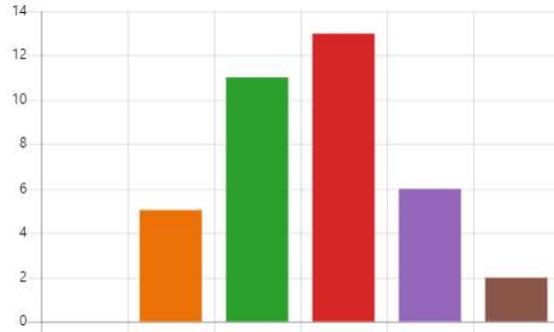


9. I woke up feeling fresh and rested

[More Details](#)

 Insights

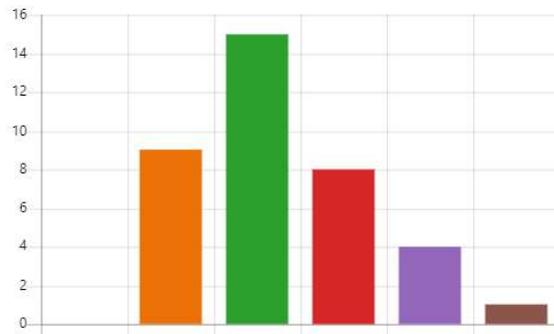
5 - All of the time	0
4 - Most of the time	5
3 - More than half the time	11
2 - Less than half the time	13
1 - Some of the time	6
0 - At no time	2



10. My daily life has been filled with things that interest me

[More Details](#)

5 - All of the time	0
4 - Most of the time	9
3 - More than half the time	15
2 - Less than half the time	8
1 - Some of the time	4
0 - At no time	1

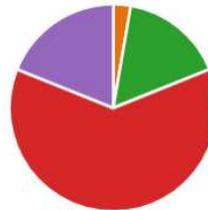


1

11. I am clear what is expected of me at work

[More Details](#)

Strongly disagree	0
Disagree	1
Neutral	6
Agree	23
Strongly agree	7

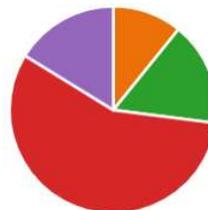


2

12. I can decide when to take a break

[More Details](#)

Strongly disagree	0
Disagree	4
Neutral	6
Agree	21
Strongly agree	6

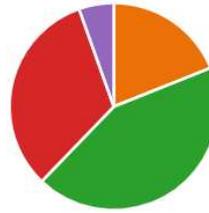


3

13. Other departments at work demand things from me that are hard to complete among my own work tasks

[More Details](#)

Strongly disagree	0
Disagree	7
Neutral	16
Agree	12
Strongly agree	2

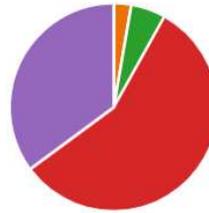


4

14. I know how to go about getting my job done

[More Details](#)

Strongly disagree	0
Disagree	1
Neutral	2
Agree	21
Strongly agree	13



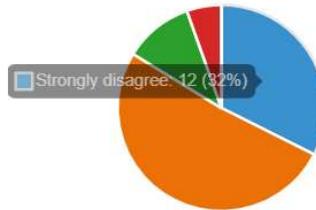
5

15. I am subject to personal harassment in the form of unkind words or behaviour

[More Details](#)

[Insights](#)

Strongly disagree	12
Disagree	19
Neutral	4
Agree	2
Strongly agree	0

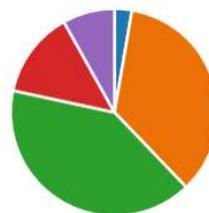


6

16. I have unachievable deadlines

[More Details](#)

Strongly disagree	1
Disagree	13
Neutral	15
Agree	5
Strongly agree	3

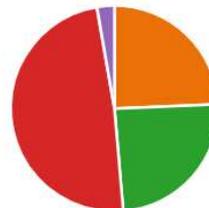


7

17. If work gets difficult, my colleagues will help me

[More Details](#)

Strongly disagree	0
Disagree	9
Neutral	9
Agree	18
Strongly agree	1

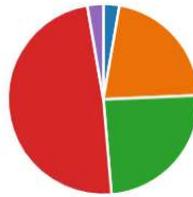


8

18. I am given supportive feedback on the work I do

[More Details](#)

Strongly disagree	1
Disagree	8
Neutral	9
Agree	18
Strongly agree	1

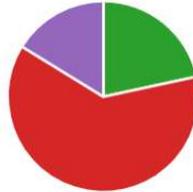


9

19. I have to work very intensively

[More Details](#)

Strongly disagree	0
Disagree	0
Neutral	8
Agree	23
Strongly agree	6

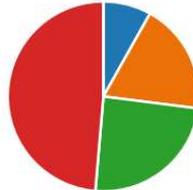


10

20. I have a say in my own work speed

[More Details](#)

Strongly disagree	3
Disagree	7
Neutral	9
Agree	18
Strongly agree	0

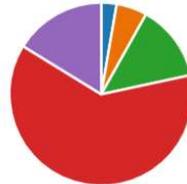


11

21. I am clear what my duties and responsibilities are

[More Details](#)[Insights](#)

Strongly disagree	1
Disagree	2
Neutral	5
Agree	23
Strongly agree	6

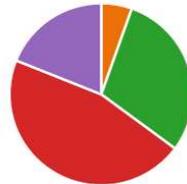


12

22. I have to neglect some tasks because I have too much to do

[More Details](#)

Strongly disagree	0
Disagree	2
Neutral	11
Agree	17
Strongly agree	7

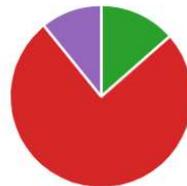


13

23. I am clear about the goals and objectives for my department

[More Details](#)

Strongly disagree	0
Disagree	0
Neutral	5
Agree	28
Strongly agree	4

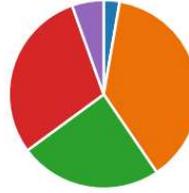


14

24. There is friction or anger between colleagues

[More Details](#)

Strongly disagree	1
Disagree	14
Neutral	9
Agree	11
Strongly agree	2

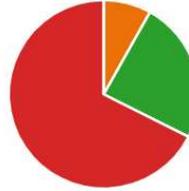


15

25. I have a choice in deciding how I do my work

[More Details](#)

Strongly disagree	0
Disagree	3
Neutral	9
Agree	25
Strongly agree	0

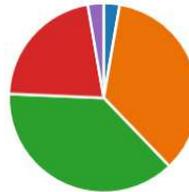


16

26. I am unable to take sufficient breaks

[More Details](#)

Strongly disagree	1
Disagree	13
Neutral	14
Agree	8
Strongly agree	1

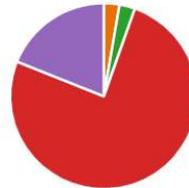


17

27. I understand how my work fits into the overall aim of the project

[More Details](#)

Strongly disagree	0
Disagree	1
Neutral	1
Agree	28
Strongly agree	7

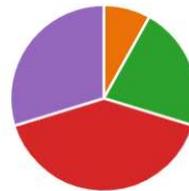


18

28. I feel obligated to work long hours

[More Details](#)

Strongly disagree	0
Disagree	3
Neutral	8
Agree	15
Strongly agree	11



19

29. I have a choice in deciding what I do at work

[More Details](#)

Strongly disagree	0
Disagree	9
Neutral	13
Agree	15
Strongly agree	0

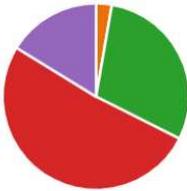


20

30. I have to work very fast

[More Details](#)

● Strongly disagree	0
● Disagree	1
● Neutral	11
● Agree	19
● Strongly agree	6

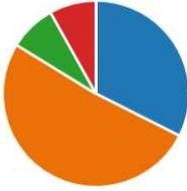


21

31. I am subject to bullying at work

[More Details](#)

● Strongly disagree	12
● Disagree	19
● Neutral	3
● Agree	3
● Strongly agree	0

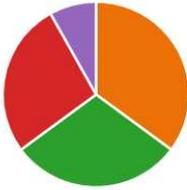


22

32. I have unrealistic time pressures

[More Details](#)

● Strongly disagree	0
● Disagree	13
● Neutral	11
● Agree	10
● Strongly agree	3

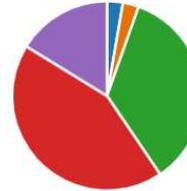


23

33. I can rely on my line manager to help me out with a work problem

[More Details](#)

● Strongly disagree	1
● Disagree	1
● Neutral	13
● Agree	16
● Strongly agree	6

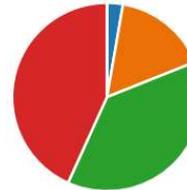


24

34. I get help and support I need from colleagues

[More Details](#)

● Strongly disagree	1
● Disagree	6
● Neutral	14
● Agree	16
● Strongly agree	0

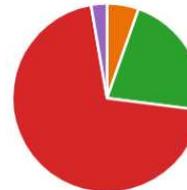


25

35. I have some say over the way I work

[More Details](#)

● Strongly disagree	0
● Disagree	2
● Neutral	8
● Agree	26
● Strongly agree	1

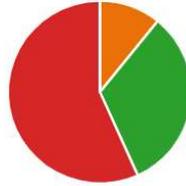


26

36. I have sufficient opportunities to question managers about change at work

[More Details](#)

Strongly disagree	0
Disagree	4
Neutral	12
Agree	21
Strongly agree	0

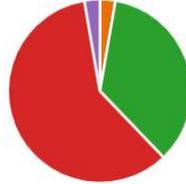


27

37. I receive the respect at work I deserve from my colleagues

[More Details](#)

Strongly disagree	0
Disagree	1
Neutral	13
Agree	22
Strongly agree	1

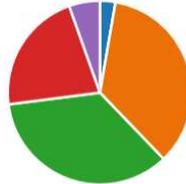


28

38. Staff are always consulted about change at work

[More Details](#)

Strongly disagree	1
Disagree	13
Neutral	13
Agree	8
Strongly agree	2

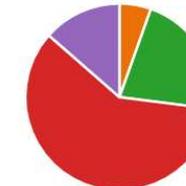


29

39. I can talk to my line manager about something that has upset or annoyed me about work

[More Details](#)

Strongly disagree	0
Disagree	2
Neutral	8
Agree	22
Strongly agree	5

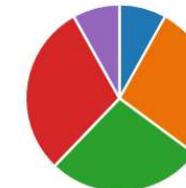


30

40. My working time can be flexible

[More Details](#)

Strongly disagree	3
Disagree	10
Neutral	10
Agree	11
Strongly agree	3

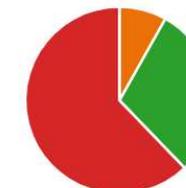


31

41. My colleagues are willing to listen to my work-related problems

[More Details](#)

Strongly disagree	0
Disagree	3
Neutral	11
Agree	23
Strongly agree	0



32

42. When changes are made at work, I am clear how they will work out in practice

[More Details](#)

Strongly disagree	0
Disagree	8
Neutral	14
Agree	15
Strongly agree	0

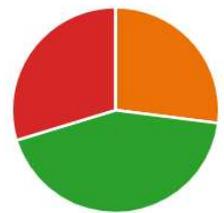


33

43. I am supported through emotionally demanding work

[More Details](#)

Strongly disagree	0
Disagree	10
Neutral	16
Agree	11
Strongly agree	0



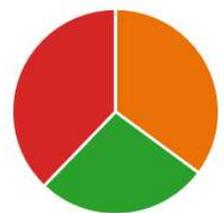
34

44. Relationships at work are strained

[More Details](#)

[Insights](#)

Strongly disagree	0
Disagree	13
Neutral	10
Agree	14
Strongly agree	0



35

45. My line manager encourages me at work

[More Details](#)

[Insights](#)

Strongly disagree	2
Disagree	6
Neutral	10
Agree	16
Strongly agree	3



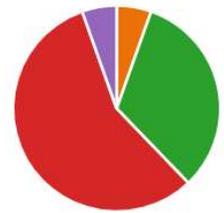
36

46. I am comfortable to reach out for support (either through the EAP or to my line manager) if I feel I need assistance

[More Details](#)

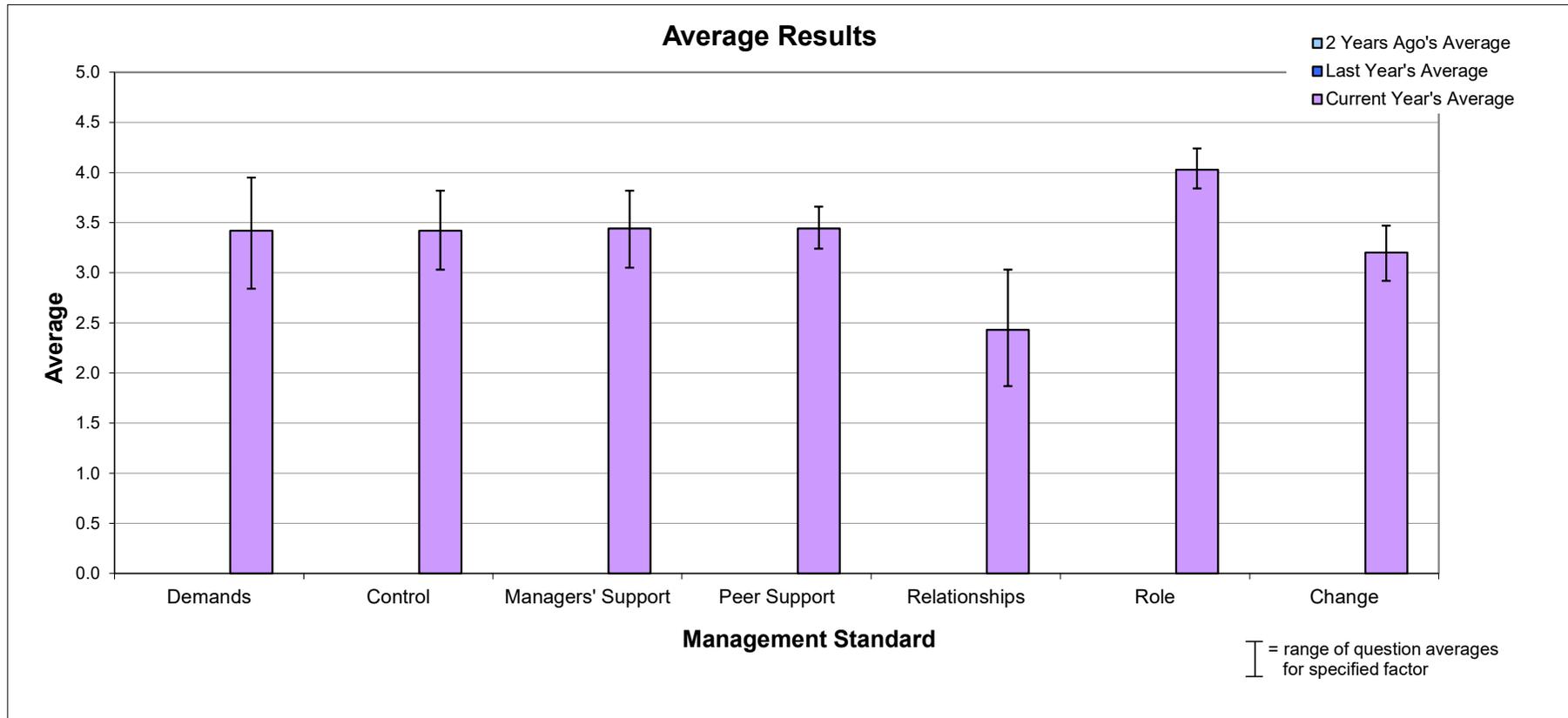
[Insights](#)

Strongly disagree	0
Disagree	2
Neutral	12
Agree	21
Strongly agree	2



Summary Of Results

	Current Year Average Result	% Change in Average from Previous Year	% Change in Average from two years ago
Demands	3.42		
Control	3.42		
Managers Support	3.44		
Peer Support	3.44		
Relationships	2.43		
Role	4.03		
Change	3.20		



HSE Indicator Tool - Current Year Totals

All Factors														
Question No.	Question Text	Response Counts [†]					Avg*	% Non-Respond	% Response Counts (excluding non-respondents)					
		0	1	2	3	4			5	1	2	3	4	5
1	I am clear what is expected of me at work	0	0	1	6	23	8	4.00	0.00	0.00	2.63	15.79	60.53	21.05
2	I can decide when to take a break	0	0	4	6	21	7	3.82	0.00	0.00	10.53	15.79	55.26	18.42
3	Different groups at work demand things from me that are hard to combine	0	0	8	16	12	2	3.21	0.00	0.00	21.05	42.11	31.58	5.26
4	I know how to go about getting my job done	0	0	1	2	22	13	4.24	0.00	0.00	2.63	5.26	57.89	34.21
5	I am subject to personal harassment in the form of unkind words or behaviour	0	13	19	4	2	0	1.87	0.00	34.21	50.00	10.53	5.26	0.00
6	I have unachievable deadlines	0	1	14	15	5	3	2.87	0.00	2.63	36.84	39.47	13.16	7.89
7	If work gets difficult, my colleagues will help me	0	0	9	9	19	1	3.32	0.00	0.00	23.68	23.68	50.00	2.63
8	I am given supportive feedback on the work I do	0	1	8	10	18	1	3.26	0.00	2.63	21.05	26.32	47.37	2.63
9	I have to work very intensively	0	0	0	8	24	6	3.95	0.00	0.00	0.00	21.05	63.16	15.79
10	I have a say in my own work speed	0	3	7	9	18	1	3.18	0.00	7.89	18.42	23.68	47.37	2.63
11	I am clear what my duties and responsibilities are	0	1	2	5	24	6	3.84	0.00	2.63	5.26	13.16	63.16	15.79
12	I have to neglect some tasks because I have too much to do	0	0	2	12	17	7	3.76	0.00	0.00	5.26	31.58	44.74	18.42
13	I am clear about the goals and objectives for my department	0	0	0	5	29	4	3.97	0.00	0.00	0.00	13.16	76.32	10.53
14	There is friction or anger between colleagues	0	1	15	9	11	2	2.95	0.00	2.63	39.47	23.68	28.95	5.26
15	I have a choice in deciding how to do my work	0	0	3	9	26	0	3.61	0.00	0.00	7.89	23.68	68.42	0.00
16	I am unable to take sufficient breaks	0	1	14	14	8	1	2.84	0.00	2.63	36.84	36.84	21.05	2.63
17	I understand how my work fits into the overall aim of the organisation	0	0	1	1	29	7	4.11	0.00	0.00	2.63	2.63	76.32	18.42
18	I am pressured to work long hours	0	0	3	8	16	11	3.92	0.00	0.00	7.89	21.05	42.11	28.95
19	I have a choice in deciding what I do at work	0	0	9	14	15	0	3.16	0.00	0.00	23.68	36.84	39.47	0.00
20	I have to work very fast	0	0	1	12	19	6	3.79	0.00	0.00	2.63	31.58	50.00	15.79
21	I am subject to bullying at work	0	13	19	3	3	0	1.89	0.00	34.21	50.00	7.89	7.89	0.00
22	I have unrealistic time pressures	0	0	14	11	10	3	3.05	0.00	0.00	36.84	28.95	26.32	7.89
23	I can rely on my line manager to help me out with a work problem	0	1	1	13	16	7	3.71	0.00	2.63	2.63	34.21	42.11	18.42
24	I get the help and support I need from colleagues	0	1	6	14	17	0	3.24	0.00	2.63	15.79	36.84	44.74	0.00
25	I have some say over the way I work	0	0	2	8	27	1	3.71	0.00	0.00	5.26	21.05	71.05	2.63
26	I have sufficient opportunities to question managers about change at work	0	0	4	12	22	0	3.47	0.00	0.00	10.53	31.58	57.89	0.00
27	I receive the respect at work I deserve from colleagues	0	0	1	13	22	2	3.66	0.00	0.00	2.63	34.21	57.89	5.26
28	Staff are always consulted about change at work	0	1	13	14	8	2	2.92	0.00	2.63	34.21	36.84	21.05	5.26
29	I can talk to my line manager about something that has upset or annoyed me at work	0	0	2	8	23	5	3.82	0.00	0.00	5.26	21.05	60.53	13.16
30	My working time can be flexible	0	3	10	11	11	3	3.03	0.00	7.89	26.32	28.95	28.95	7.89
31	My colleagues are willing to listen to my work-related problems	0	0	3	11	24	0	3.55	0.00	0.00	7.89	28.95	63.16	0.00
32	When changes are made at work, I am clear how they will work out in practice	0	0	8	14	16	0	3.21	0.00	0.00	21.05	36.84	42.11	0.00
33	I am supported through emotionally demanding work	0	0	10	16	12	0	3.05	0.00	0.00	26.32	42.11	31.58	0.00
34	Relationships at work are strained	0	0	13	11	14	0	3.03	0.00	0.00	34.21	28.95	36.84	0.00
35	My line manager encourages me at work	0	2	6	10	17	3	3.34	0.00	5.26	15.79	26.32	44.74	7.89
		0	42	233	343	600	112		0.00	3.16	17.52	25.79	45.11	8.42

No. of records 38

[†] 0 denotes no response, 1 to 5 denotes higher to lower risk
 *Average of non-zero responses only

HSE Indicator Tool - Current Year Totals

Categorised by Factor

Demands

Question No.	Question	Response Counts					Avg	% Non-Respond	% Response Counts (excluding non-respondents)					
		0	1	2	3	4			5	1	2	3	4	5
3	Different groups at work demand things from me that are hard to combine	0	0	8	16	12	2	3.21	0.00	0.00	21.05	42.11	31.58	5.26
6	I have unachievable deadlines	0	1	14	15	5	3	2.87	0.00	2.63	36.84	39.47	13.16	7.89
9	I have to work very intensively	0	0	0	8	24	6	3.95	0.00	0.00	0.00	21.05	63.16	15.79
12	I have to neglect some tasks because I have too much to do	0	0	2	12	17	7	3.76	0.00	0.00	5.26	31.58	44.74	18.42
16	I am unable to take sufficient breaks	0	1	14	14	8	1	2.84	0.00	2.63	36.84	36.84	21.05	2.63
18	I am pressured to work long hours	0	0	3	8	16	11	3.92	0.00	0.00	7.89	21.05	42.11	28.95
20	I have to work very fast	0	0	1	12	19	6	3.79	0.00	0.00	2.63	31.58	50.00	15.79
22	I have unrealistic time pressures	0	0	14	11	10	3	3.05	0.00	0.00	36.84	28.95	26.32	7.89
		0	2	56	96	111	39	3.42	0.00	0.66	18.42	31.58	36.51	12.83

Question with Highest % of 1 Scores **6**
 Question with Highest % of 5 scores **18**

Control

Question No.	Question Text	Response Counts					Avg	% Non-Respond	% Response Counts (excluding non-respondents)					
		0	1	2	3	4			5	1	2	3	4	5
2	I can decide when to take a break	0	0	4	6	21	7	3.82	0.00	0.00	10.53	15.79	55.26	18.42
10	I have a say in my own work speed	0	3	7	9	18	1	3.18	0.00	7.89	18.42	23.68	47.37	2.63
15	I have a choice in deciding how to do my work	0	0	3	9	26	0	3.61	0.00	0.00	7.89	23.68	68.42	0.00
19	I have a choice in deciding what I do at work	0	0	9	14	15	0	3.16	0.00	0.00	23.68	36.84	39.47	0.00
25	I have some say over the way I work	0	0	2	8	27	1	3.71	0.00	0.00	5.26	21.05	71.05	2.63
30	My working time can be flexible	0	3	10	11	11	3	3.03	0.00	7.89	26.32	28.95	28.95	7.89
		0	6	35	57	118	12	3.42	0.00	2.63	15.35	25.00	51.75	5.26

Question with Highest % of 1 Scores **10**
 Question with Highest % of 5 scores **2**

Managers' Support

Question No.	Question Text	Response Counts					Avg	% Non-Respond	% Response Counts (excluding non-respondents)					
		0	1	2	3	4			5	1	2	3	4	5
8	I am given supportive feedback on the work I do	0	1	8	10	18	1	3.26	0.00	2.63	21.05	26.32	47.37	2.63
23	I can rely on my line manager to help me out with a work problem	0	1	1	13	16	7	3.71	0.00	2.63	2.63	34.21	42.11	18.42
29	I can talk to my line manager about something that has upset or annoyed me at work	0	0	2	8	23	5	3.82	0.00	0.00	5.26	21.05	60.53	13.16
33	I am supported through emotionally demanding work	0	0	10	16	12	0	3.05	0.00	0.00	26.32	42.11	31.58	0.00
35	My line manager encourages me at work	0	2	6	10	17	3	3.34	0.00	5.26	15.79	26.32	44.74	7.89
		0	4	27	57	86	16	3.44	0.00	2.11	14.21	30.00	45.26	8.42

Question with Highest % of 1 Scores **35**
 Question with Highest % of 5 scores **23**

HSE Indicator Tool - Current Year Totals

Categorised by Factor

Peer Support

Question No.	Question Text	Response Counts					Avg	% Non-Respond	% Response Counts (excluding non-respondents)					
		0	1	2	3	4			5	1	2	3	4	5
7	If work gets difficult, my colleagues will help me	0	0	9	9	19	1	3.32	0.00	0.00	23.68	23.68	50.00	2.63
24	I get the help and support I need from colleagues	0	1	6	14	17	0	3.24	0.00	2.63	15.79	36.84	44.74	0.00
27	I receive the respect at work I deserve from colleagues	0	0	1	13	22	2	3.66	0.00	0.00	2.63	34.21	57.89	5.26
31	My colleagues are willing to listen to my work-related problems	0	0	3	11	24	0	3.55	0.00	0.00	7.89	28.95	63.16	0.00
		0	1	19	47	82	3	3.44	0.00	0.66	12.50	30.92	53.95	1.97

Question with Highest % of 1 Scores **24**

Question with Highest % of 5 scores **27**

Relationships

Question No.	Question Text	Response Counts					Avg	% Non-Respond	% Response Counts (excluding non-respondents)					
		0	1	2	3	4			5	1	2	3	4	5
5	I am subject to personal harassment in the form of unkind words or behaviour	0	13	19	4	2	0	1.87	0.00	34.21	50.00	10.53	5.26	0.00
14	There is friction or anger between colleagues	0	1	15	9	11	2	2.95	0.00	2.63	39.47	23.68	28.95	5.26
21	I am subject to bullying at work	0	13	19	3	3	0	1.89	0.00	34.21	50.00	7.89	7.89	0.00
34	Relationships at work are strained	0	0	13	11	14	0	3.03	0.00	0.00	34.21	28.95	36.84	0.00
		0	27	66	27	30	2	2.43	0.00	17.76	43.42	17.76	19.74	1.32

Question with Highest % of 1 Scores **5**

Question with Highest % of 5 scores **14**

Role

Question No.	Question Text	Response Counts					Avg	% Non-Respond	% Response Counts (excluding non-respondents)					
		0	1	2	3	4			5	1	2	3	4	5
1	I am clear what is expected of me at work	0	0	1	6	23	8	4.00	0.00	0.00	2.63	15.79	60.53	21.05
4	I know how to go about getting my job done	0	0	1	2	22	13	4.24	0.00	0.00	2.63	5.26	57.89	34.21
11	I am clear what my duties and responsibilities are	0	1	2	5	24	6	3.84	0.00	2.63	5.26	13.16	63.16	15.79
13	I am clear about the goals and objectives for my department	0	0	0	5	29	4	3.97	0.00	0.00	0.00	13.16	76.32	10.53
17	I understand how my work fits into the overall aim of the organisation	0	0	1	1	29	7	4.11	0.00	0.00	2.63	2.63	76.32	18.42
		0	1	5	19	127	38	4.03	0.00	0.53	2.63	10.00	66.84	20.00

Question with Highest % of 1 Scores **11**

Question with Highest % of 5 scores **4**

Change

Question No.	Question Text	Response Counts					Avg	% Non-Respond	% Response Counts (excluding non-respondents)					
		0	1	2	3	4			5	1	2	3	4	5
26	I have sufficient opportunities to question managers about change at work	0	0	4	12	22	0	3.47	0.00	0.00	10.53	31.58	57.89	0.00
28	Staff are always consulted about change at work	0	1	13	14	8	2	2.92	0.00	2.63	34.21	36.84	21.05	5.26
32	When changes are made at work, I am clear how they will work out in practice	0	0	8	14	16	0	3.21	0.00	0.00	21.05	36.84	42.11	0.00
		0	1	25	40	46	2	3.20	0.00	0.88	21.93	35.09	40.35	1.75

Question with Highest % of 1 Scores **28**

Question with Highest % of 5 scores **28**

D-2 Appendix D Qualitative Survey Post-Intervention Results

M2M Qualitative Survey

32 Responses	15:29 Average time to complete	Active Status	...
------------------------	--	-------------------------	-----

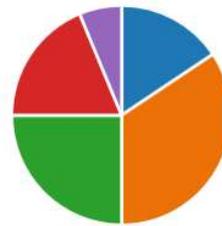
[View results](#)

 [Open in Excel](#)

1. My age is...

[More Details](#)

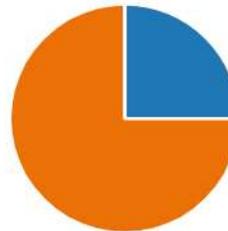
 18yrs - 25yrs	5
 26yrs - 35yrs	11
 36yrs - 45yrs	8
 46yrs - 55yrs	6
 > 55yrs	2



2. My gender is...

[More Details](#)

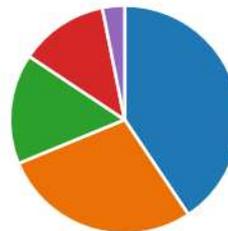
 Female	8
 Male	24
 Non-binary	0



3. My job title category is...

[More Details](#)

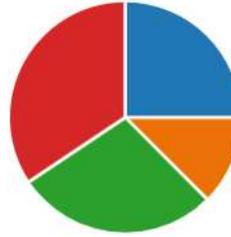
 Engineer	13
 Management	9
 Commercial	5
 HSEQ	4
 Other	1



4. My years' experience in the industry is...

[More Details](#)

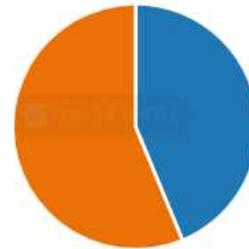
● 0yrs - 5yrs	8
● 6yrs - 10yrs	4
● 11yrs - 15yrs	9
● > 15yrs	11



5. Are you the legal carer for children under 18 years of age...

[More Details](#)

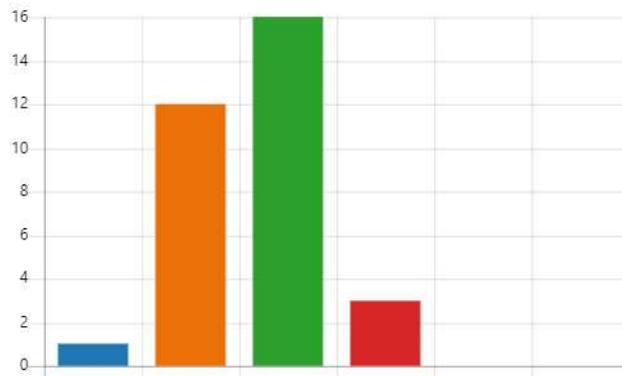
● Yes	14
● No	18



6. I have felt cheerful and in good spirits

[More Details](#)

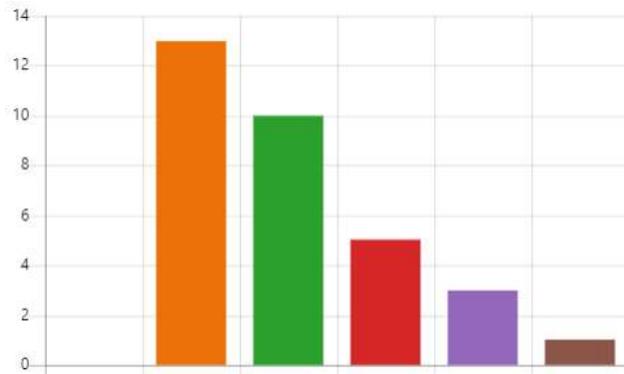
● 5 - All of the time	1
● 4 - Most of the time	12
● 3 - More than half the time	16
● 2 - Less than half the time	3
● 1 - Some of the time	0
● 0 - At no time	0



7. I have felt calm and relaxed

[More Details](#)

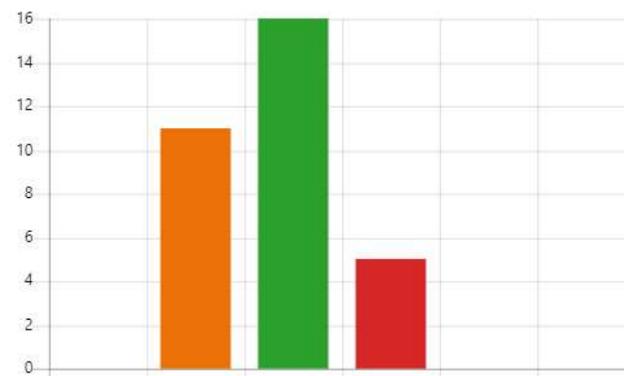
● 5 - All of the time	0
● 4 - Most of the time	13
● 3 - More than half the time	10
● 2 - Less than half the time	5
● 1 - Some of the time	3
● 0 - At no time	1



8. I have felt active and vigorous

[More Details](#)

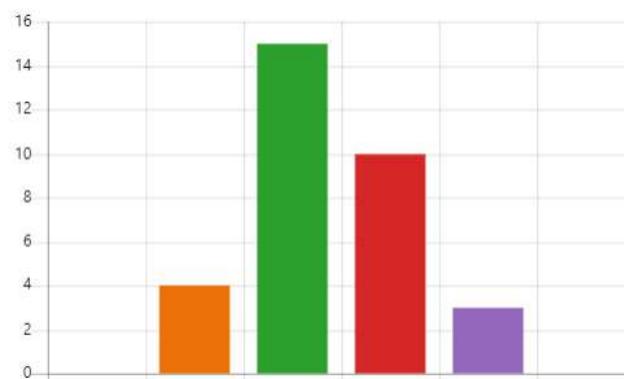
● 5 - All of the time	0
● 4 - Most of the time	11
● 3 - More than half the time	16
● 2 - Less than half the time	5
● 1 - Some of the time	0
● 0 - At no time	0



9. I woke up feeling fresh and rested

[More Details](#)

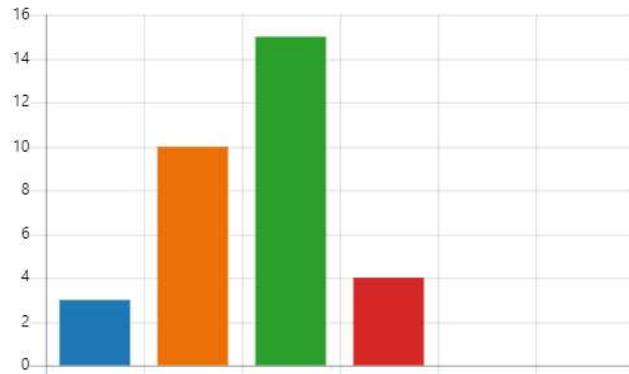
● 5 - All of the time	0
● 4 - Most of the time	4
● 3 - More than half the time	15
● 2 - Less than half the time	10
● 1 - Some of the time	3
● 0 - At no time	0



10. My daily life has been filled with things that interest me

[More Details](#)

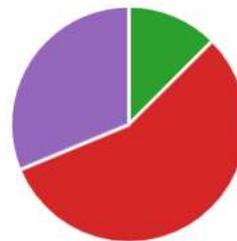
● 5 - All of the time	3
● 4 - Most of the time	10
● 3 - More than half the time	15
● 2 - Less than half the time	4
● 1 - Some of the time	0
● 0 - At no time	0



11. I am clear what is expected of me at work

[More Details](#)

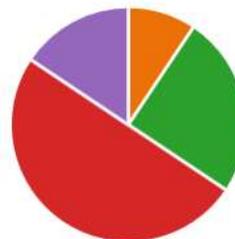
● Strongly disagree	0
● Disagree	0
● Neutral	4
● Agree	18
● Strongly agree	10



12. I can decide when to take a break

[More Details](#)

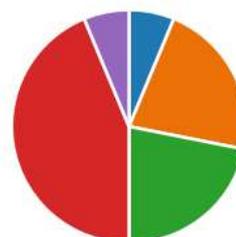
● Strongly disagree	0
● Disagree	3
● Neutral	8
● Agree	16
● Strongly agree	5



13. Other departments at work demand things from me that are hard to complete among my own work tasks

[More Details](#)

● Strongly disagree	2
● Disagree	7
● Neutral	7
● Agree	14
● Strongly agree	2



14. I know how to go about getting my job done

[More Details](#)

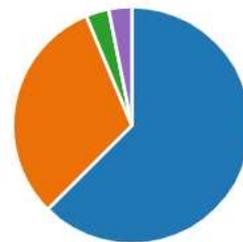
Strongly disagree	0
Disagree	0
Neutral	0
Agree	22
Strongly agree	10



15. I am subject to personal harassment in the form of unkind words or behaviour

[More Details](#)

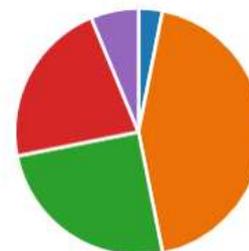
Strongly disagree	20
Disagree	10
Neutral	1
Agree	0
Strongly agree	1



16. I have unachievable deadlines

[More Details](#)

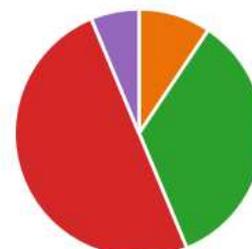
Strongly disagree	1
Disagree	14
Neutral	8
Agree	7
Strongly agree	2



17. If work gets difficult, my colleagues will help me

[More Details](#)

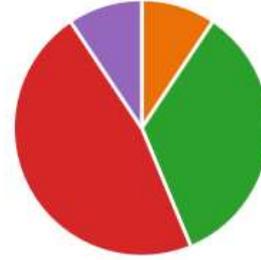
Strongly disagree	0
Disagree	3
Neutral	11
Agree	16
Strongly agree	2



18. I am given supportive feedback on the work I do

[More Details](#)

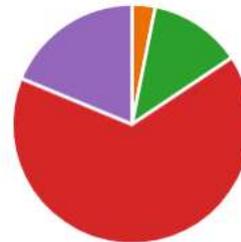
Strongly disagree	0
Disagree	3
Neutral	11
Agree	15
Strongly agree	3



19. I have to work very intensively

[More Details](#)

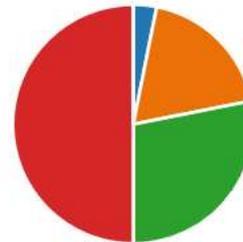
Strongly disagree	0
Disagree	1
Neutral	4
Agree	21
Strongly agree	6



20. I have a say in my own work speed

[More Details](#)

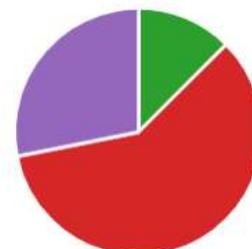
Strongly disagree	1
Disagree	6
Neutral	9
Agree	16
Strongly agree	0



21. I am clear what my duties and responsibilities are

[More Details](#)

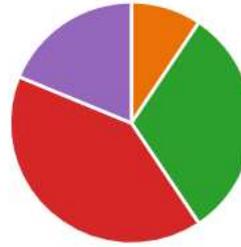
Strongly disagree	0
Disagree	0
Neutral	4
Agree	19
Strongly agree	9



22. I have to neglect some tasks because I have too much to do

[More Details](#)

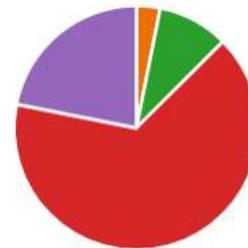
● Strongly disagree	0
● Disagree	3
● Neutral	10
● Agree	13
● Strongly agree	6



23. I am clear about the goals and objectives for my department

[More Details](#)

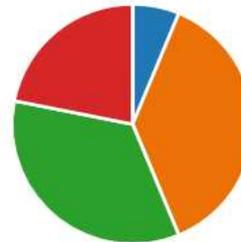
● Strongly disagree	0
● Disagree	1
● Neutral	3
● Agree	21
● Strongly agree	7



24. There is friction or anger between colleagues

[More Details](#)

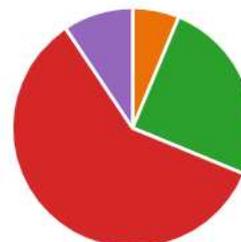
● Strongly disagree	2
● Disagree	12
● Neutral	11
● Agree	7
● Strongly agree	0



25. I have a choice in deciding how I do my work

[More Details](#)

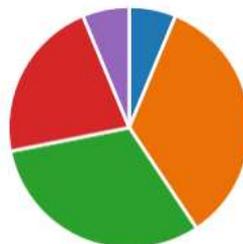
● Strongly disagree	0
● Disagree	2
● Neutral	8
● Agree	19
● Strongly agree	3



26. I am unable to take sufficient breaks

[More Details](#)

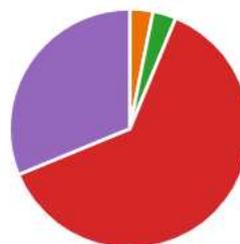
Strongly disagree	2
Disagree	11
Neutral	10
Agree	7
Strongly agree	2



27. I understand how my work fits into the overall aim of the project

[More Details](#)

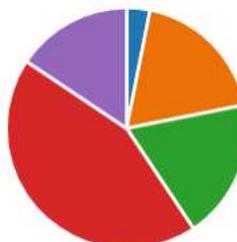
Strongly disagree	0
Disagree	1
Neutral	1
Agree	20
Strongly agree	10



28. I feel obligated to work long hours

[More Details](#)

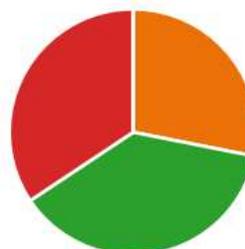
Strongly disagree	1
Disagree	6
Neutral	6
Agree	14
Strongly agree	5



29. I have a choice in deciding what I do at work

[More Details](#)

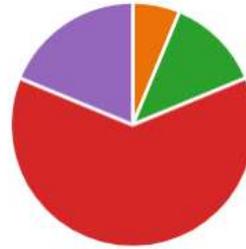
Strongly disagree	0
Disagree	9
Neutral	12
Agree	11
Strongly agree	0



30. I have to work very fast

[More Details](#)

● Strongly disagree	0
● Disagree	2
● Neutral	4
● Agree	20
● Strongly agree	6



31. I am subject to bullying at work

[More Details](#)

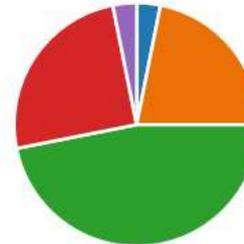
● Strongly disagree	22
● Disagree	7
● Neutral	3
● Agree	0
● Strongly agree	0



32. I have unrealistic time pressures

[More Details](#)

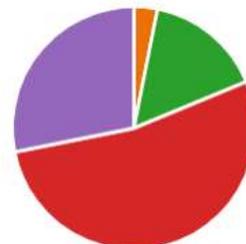
● Strongly disagree	1
● Disagree	7
● Neutral	15
● Agree	8
● Strongly agree	1



33. I can rely on my line manager to help me out with a work problem

[More Details](#)

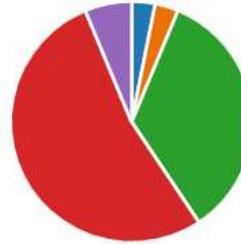
● Strongly disagree	0
● Disagree	1
● Neutral	5
● Agree	17
● Strongly agree	9



34. I get help and support I need from colleagues

[More Details](#)

● Strongly disagree	1
● Disagree	1
● Neutral	11
● Agree	17
● Strongly agree	2



35. I have some say over the way I work

[More Details](#)

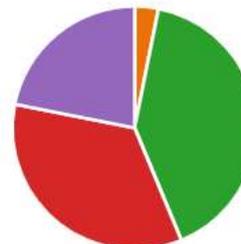
● Strongly disagree	0
● Disagree	2
● Neutral	5
● Agree	23
● Strongly agree	2



36. I have sufficient opportunities to question managers about change at work

[More Details](#)

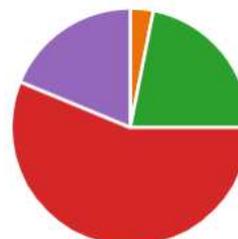
● Strongly disagree	0
● Disagree	1
● Neutral	13
● Agree	11
● Strongly agree	7



37. I receive the respect at work I deserve from my colleagues

[More Details](#)

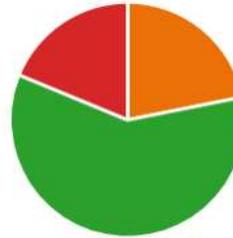
● Strongly disagree	0
● Disagree	1
● Neutral	7
● Agree	18
● Strongly agree	6



38. Staff are always consulted about change at work

[More Details](#)

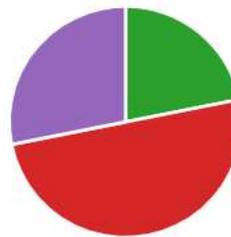
Strongly disagree	0
Disagree	7
Neutral	19
Agree	6
Strongly agree	0



39. I can talk to my line manager about something that has upset or annoyed me about work

[More Details](#)

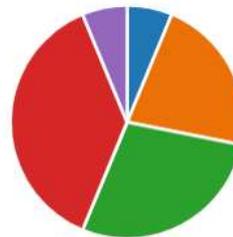
Strongly disagree	0
Disagree	0
Neutral	7
Agree	16
Strongly agree	9



40. My working time can be flexible

[More Details](#)

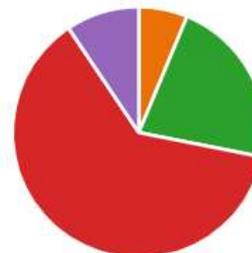
Strongly disagree	2
Disagree	7
Neutral	9
Agree	12
Strongly agree	2



41. My colleagues are willing to listen to my work-related problems

[More Details](#)

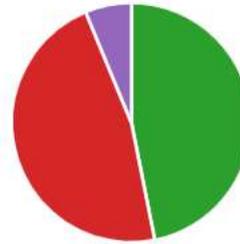
Strongly disagree	0
Disagree	2
Neutral	7
Agree	20
Strongly agree	3



42. When changes are made at work, I am clear how they will work out in practice

[More Details](#)

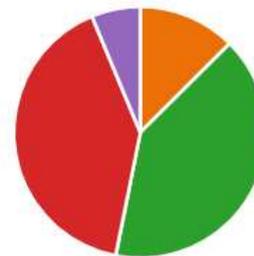
Strongly disagree	0
Disagree	0
Neutral	15
Agree	15
Strongly agree	2



43. I am supported through emotionally demanding work

[More Details](#)

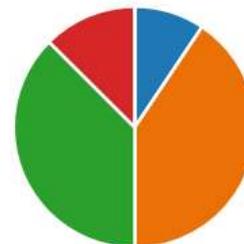
Strongly disagree	0
Disagree	4
Neutral	13
Agree	13
Strongly agree	2



44. Relationships at work are strained

[More Details](#)

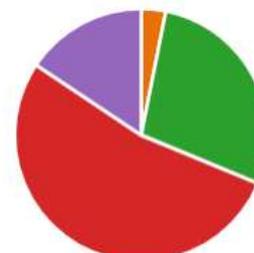
Strongly disagree	3
Disagree	13
Neutral	12
Agree	4
Strongly agree	0



45. My line manager encourages me at work

[More Details](#)

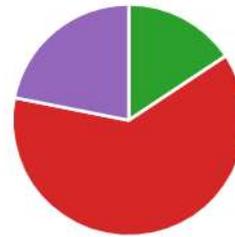
Strongly disagree	0
Disagree	1
Neutral	9
Agree	17
Strongly agree	5



46. I am comfortable to reach out for support (either through the EAP or to my line manager) if I feel I need assistance

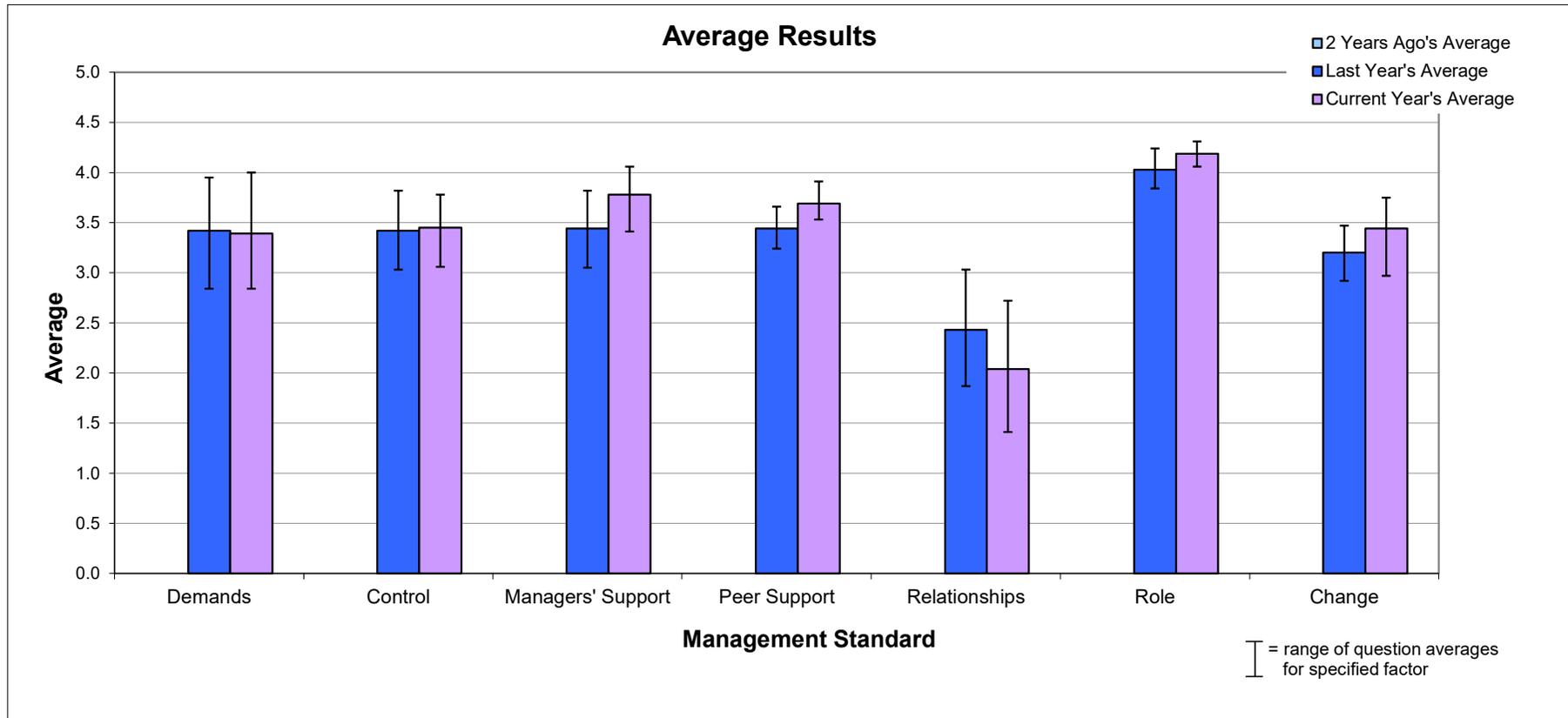
[More Details](#)

Strongly disagree	0
Disagree	0
Neutral	5
Agree	20
Strongly agree	7



Summary Of Results

	Current Year Average Result	% Change in Average from Previous Year	% Change in Average from two years ago
Demands	3.39	-1%	
Control	3.45	1%	
Managers Support	3.78	9%	
Peer Support	3.69	7%	
Relationships	2.04	-19%	
Role	4.19	4%	
Change	3.44	7%	



HSE Indicator Tool - Current Year Totals

All Factors														
Question No.	Question Text	Response Counts [†]					Avg*	% Non-Respond	% Response Counts (excluding non-respondents)					
		0	1	2	3	4			5	1	2	3	4	5
1	I am clear what is expected of me at work	0	0	0	4	18	10	4.19	0.00	0.00	0.00	12.50	56.25	31.25
2	I can decide when to take a break	0	0	3	8	16	5	3.72	0.00	0.00	9.38	25.00	50.00	15.63
3	Different groups at work demand things from me that are hard to combine	0	2	7	7	14	2	3.22	0.00	6.25	21.88	21.88	43.75	6.25
4	I know how to go about getting my job done	0	0	0	0	22	10	4.31	0.00	0.00	0.00	0.00	68.75	31.25
5	I am subject to personal harassment in the form of unkind words or behaviour	0	20	10	1	0	1	1.50	0.00	62.50	31.25	3.13	0.00	3.13
6	I have unachievable deadlines	0	1	14	8	7	2	2.84	0.00	3.13	43.75	25.00	21.88	6.25
7	If work gets difficult, my colleagues will help me	0	0	3	11	16	2	3.53	0.00	0.00	9.38	34.38	50.00	6.25
8	I am given supportive feedback on the work I do	0	0	3	11	15	3	3.56	0.00	0.00	9.38	34.38	46.88	9.38
9	I have to work very intensively	0	0	1	4	21	6	4.00	0.00	0.00	3.13	12.50	65.63	18.75
10	I have a say in my own work speed	0	1	6	9	16	0	3.25	0.00	3.13	18.75	28.13	50.00	0.00
11	I am clear what my duties and responsibilities are	0	0	0	4	19	9	4.16	0.00	0.00	0.00	12.50	59.38	28.13
12	I have to neglect some tasks because I have too much to do	0	0	3	10	13	6	3.69	0.00	0.00	9.38	31.25	40.63	18.75
13	I am clear about the goals and objectives for my department	0	0	1	3	21	7	4.06	0.00	0.00	3.13	9.38	65.63	21.88
14	There is friction or anger between colleagues	0	2	12	11	7	0	2.72	0.00	6.25	37.50	34.38	21.88	0.00
15	I have a choice in deciding how to do my work	0	0	2	8	19	3	3.72	0.00	0.00	6.25	25.00	59.38	9.38
16	I am unable to take sufficient breaks	0	2	11	10	7	2	2.88	0.00	6.25	34.38	31.25	21.88	6.25
17	I understand how my work fits into the overall aim of the organisation	0	0	1	1	20	10	4.22	0.00	0.00	3.13	3.13	62.50	31.25
18	I am pressured to work long hours	0	1	6	6	14	5	3.50	0.00	3.13	18.75	18.75	43.75	15.63
19	I have a choice in deciding what I do at work	0	0	9	12	11	0	3.06	0.00	0.00	28.13	37.50	34.38	0.00
20	I have to work very fast	0	0	2	4	20	6	3.94	0.00	0.00	6.25	12.50	62.50	18.75
21	I am subject to bullying at work	0	22	7	3	0	0	1.41	0.00	68.75	21.88	9.38	0.00	0.00
22	I have unrealistic time pressures	0	1	7	15	8	1	3.03	0.00	3.13	21.88	46.88	25.00	3.13
23	I can rely on my line manager to help me out with a work problem	0	0	1	5	17	9	4.06	0.00	0.00	3.13	15.63	53.13	28.13
24	I get the help and support I need from colleagues	0	1	1	11	17	2	3.56	0.00	3.13	3.13	34.38	53.13	6.25
25	I have some say over the way I work	0	0	2	5	23	2	3.78	0.00	0.00	6.25	15.63	71.88	6.25
26	I have sufficient opportunities to question managers about change at work	0	0	1	13	11	7	3.75	0.00	0.00	3.13	40.63	34.38	21.88
27	I receive the respect at work I deserve from colleagues	0	0	1	7	18	6	3.91	0.00	0.00	3.13	21.88	56.25	18.75
28	Staff are always consulted about change at work	0	0	7	19	6	0	2.97	0.00	0.00	21.88	59.38	18.75	0.00
29	I can talk to my line manager about something that has upset or annoyed me at work	0	0	0	7	16	9	4.06	0.00	0.00	0.00	21.88	50.00	28.13
30	My working time can be flexible	0	2	7	9	12	2	3.16	0.00	6.25	21.88	28.13	37.50	6.25
31	My colleagues are willing to listen to my work-related problems	0	0	2	7	20	3	3.75	0.00	0.00	6.25	21.88	62.50	9.38
32	When changes are made at work, I am clear how they will work out in practice	0	0	0	15	15	2	3.59	0.00	0.00	0.00	46.88	46.88	6.25
33	I am supported through emotionally demanding work	0	0	4	13	13	2	3.41	0.00	0.00	12.50	40.63	40.63	6.25
34	Relationships at work are strained	0	3	13	12	4	0	2.53	0.00	9.38	40.63	37.50	12.50	0.00
35	My line manager encourages me at work	0	0	1	9	17	5	3.81	0.00	0.00	3.13	28.13	53.13	15.63
		0	58	148	282	493	139		0.00	5.18	13.21	25.18	44.02	12.41

No. of records 32

[†] 0 denotes no response, 1 to 5 denotes higher to lower risk
 *Average of non-zero responses only

HSE Indicator Tool - Current Year Totals

Categorised by Factor

Demands

Question No.	Question	Response Counts					Avg	% Non-Respond	% Response Counts (excluding non-respondents)					
		0	1	2	3	4			5	1	2	3	4	5
3	Different groups at work demand things from me that are hard to combine	0	2	7	7	14	2	3.22	0.00	6.25	21.88	21.88	43.75	6.25
6	I have unachievable deadlines	0	1	14	8	7	2	2.84	0.00	3.13	43.75	25.00	21.88	6.25
9	I have to work very intensively	0	0	1	4	21	6	4.00	0.00	0.00	3.13	12.50	65.63	18.75
12	I have to neglect some tasks because I have too much to do	0	0	3	10	13	6	3.69	0.00	0.00	9.38	31.25	40.63	18.75
16	I am unable to take sufficient breaks	0	2	11	10	7	2	2.88	0.00	6.25	34.38	31.25	21.88	6.25
18	I am pressured to work long hours	0	1	6	6	14	5	3.50	0.00	3.13	18.75	18.75	43.75	15.63
20	I have to work very fast	0	0	2	4	20	6	3.94	0.00	0.00	6.25	12.50	62.50	18.75
22	I have unrealistic time pressures	0	1	7	15	8	1	3.03	0.00	3.13	21.88	46.88	25.00	3.13
		0	7	51	64	104	30	3.39	0.00	2.73	19.92	25.00	40.63	11.72

Question with Highest % of 1 Scores **3**

Question with Highest % of 5 scores **9**

Control

Question No.	Question Text	Response Counts					Avg	% Non-Respond	% Response Counts (excluding non-respondents)					
		0	1	2	3	4			5	1	2	3	4	5
2	I can decide when to take a break	0	0	3	8	16	5	3.72	0.00	0.00	9.38	25.00	50.00	15.63
10	I have a say in my own work speed	0	1	6	9	16	0	3.25	0.00	3.13	18.75	28.13	50.00	0.00
15	I have a choice in deciding how to do my work	0	0	2	8	19	3	3.72	0.00	0.00	6.25	25.00	59.38	9.38
19	I have a choice in deciding what I do at work	0	0	9	12	11	0	3.06	0.00	0.00	28.13	37.50	34.38	0.00
25	I have some say over the way I work	0	0	2	5	23	2	3.78	0.00	0.00	6.25	15.63	71.88	6.25
30	My working time can be flexible	0	2	7	9	12	2	3.16	0.00	6.25	21.88	28.13	37.50	6.25
		0	3	29	51	97	12	3.45	0.00	1.56	15.10	26.56	50.52	6.25

Question with Highest % of 1 Scores **30**

Question with Highest % of 5 scores **2**

Managers' Support

Question No.	Question Text	Response Counts					Avg	% Non-Respond	% Response Counts (excluding non-respondents)					
		0	1	2	3	4			5	1	2	3	4	5
8	I am given supportive feedback on the work I do	0	0	3	11	15	3	3.56	0.00	0.00	9.38	34.38	46.88	9.38
23	I can rely on my line manager to help me out with a work problem	0	0	1	5	17	9	4.06	0.00	0.00	3.13	15.63	53.13	28.13
29	I can talk to my line manager about something that has upset or annoyed me at work	0	0	0	7	16	9	4.06	0.00	0.00	0.00	21.88	50.00	28.13
33	I am supported through emotionally demanding work	0	0	4	13	13	2	3.41	0.00	0.00	12.50	40.63	40.63	6.25
35	My line manager encourages me at work	0	0	1	9	17	5	3.81	0.00	0.00	3.13	28.13	53.13	15.63
		0	0	9	45	78	28	3.78	0.00	0.00	5.63	28.13	48.75	17.50

Question with Highest % of 1 Scores **8**

Question with Highest % of 5 scores **23**

HSE Indicator Tool - Current Year Totals

Categorised by Factor

Peer Support

Question No.	Question Text	Response Counts					Avg	% Non-Respond	% Response Counts (excluding non-respondents)					
		0	1	2	3	4			5	1	2	3	4	5
7	If work gets difficult, my colleagues will help me	0	0	3	11	16	2	3.53	0.00	0.00	9.38	34.38	50.00	6.25
24	I get the help and support I need from colleagues	0	1	1	11	17	2	3.56	0.00	3.13	3.13	34.38	53.13	6.25
27	I receive the respect at work I deserve from colleagues	0	0	1	7	18	6	3.91	0.00	0.00	3.13	21.88	56.25	18.75
31	My colleagues are willing to listen to my work-related problems	0	0	2	7	20	3	3.75	0.00	0.00	6.25	21.88	62.50	9.38
		0	1	7	36	71	13	3.69	0.00	0.78	5.47	28.13	55.47	10.16

Question with Highest % of 1 Scores **24**

Question with Highest % of 5 scores **27**

Relationships

Question No.	Question Text	Response Counts					Avg	% Non-Respond	% Response Counts (excluding non-respondents)					
		0	1	2	3	4			5	1	2	3	4	5
5	I am subject to personal harassment in the form of unkind words or behaviour	0	20	10	1	0	1	1.50	0.00	62.50	31.25	3.13	0.00	3.13
14	There is friction or anger between colleagues	0	2	12	11	7	0	2.72	0.00	6.25	37.50	34.38	21.88	0.00
21	I am subject to bullying at work	0	22	7	3	0	0	1.41	0.00	68.75	21.88	9.38	0.00	0.00
34	Relationships at work are strained	0	3	13	12	4	0	2.53	0.00	9.38	40.63	37.50	12.50	0.00
		0	47	42	27	11	1	2.04	0.00	36.72	32.81	21.09	8.59	0.78

Question with Highest % of 1 Scores **21**

Question with Highest % of 5 scores **5**

Role

Question No.	Question Text	Response Counts					Avg	% Non-Respond	% Response Counts (excluding non-respondents)					
		0	1	2	3	4			5	1	2	3	4	5
1	I am clear what is expected of me at work	0	0	0	4	18	10	4.19	0.00	0.00	0.00	12.50	56.25	31.25
4	I know how to go about getting my job done	0	0	0	0	22	10	4.31	0.00	0.00	0.00	0.00	68.75	31.25
11	I am clear what my duties and responsibilities are	0	0	0	4	19	9	4.16	0.00	0.00	0.00	12.50	59.38	28.13
13	I am clear about the goals and objectives for my department	0	0	1	3	21	7	4.06	0.00	0.00	3.13	9.38	65.63	21.88
17	I understand how my work fits into the overall aim of the organisation	0	0	1	1	20	10	4.22	0.00	0.00	3.13	3.13	62.50	31.25
		0	0	2	12	100	46	4.19	0.00	0.00	1.25	7.50	62.50	28.75

Question with Highest % of 1 Scores **1**

Question with Highest % of 5 scores **1**

Change

Question No.	Question Text	Response Counts					Avg	% Non-Respond	% Response Counts (excluding non-respondents)					
		0	1	2	3	4			5	1	2	3	4	5
26	I have sufficient opportunities to question managers about change at work	0	0	1	13	11	7	3.75	0.00	0.00	3.13	40.63	34.38	21.88
28	Staff are always consulted about change at work	0	0	7	19	6	0	2.97	0.00	0.00	21.88	59.38	18.75	0.00
32	When changes are made at work, I am clear how they will work out in practice	0	0	0	15	15	2	3.59	0.00	0.00	0.00	46.88	46.88	6.25
		0	0	8	47	32	9	3.44	0.00	0.00	8.33	48.96	33.33	9.38

Question with Highest % of 1 Scores **26**

Question with Highest % of 5 scores **26**

D-3 Appendix D Quantitative Survey Pre-Intervention Results



Working Hours Survey

Age

Gender

Job Title

Experience

Legal Carer

Select Date

All

All

All

All

All

7/26/2021

8/31/2021

566

Total Count survey

6,500.45

Hours Worked Total (Sum)

11.48

Hours Worked Total (Average)

9.93

Hours Worked in Office (Ave)

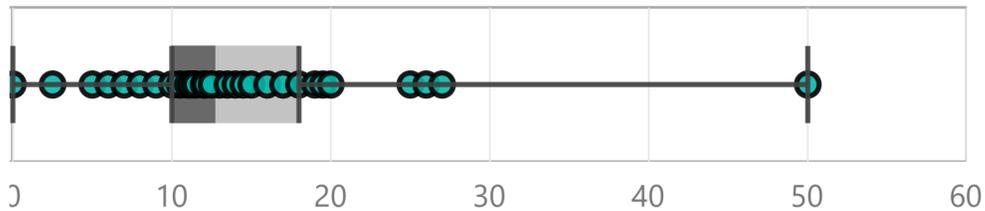
1.57

Hours Worked at Home (Ave)

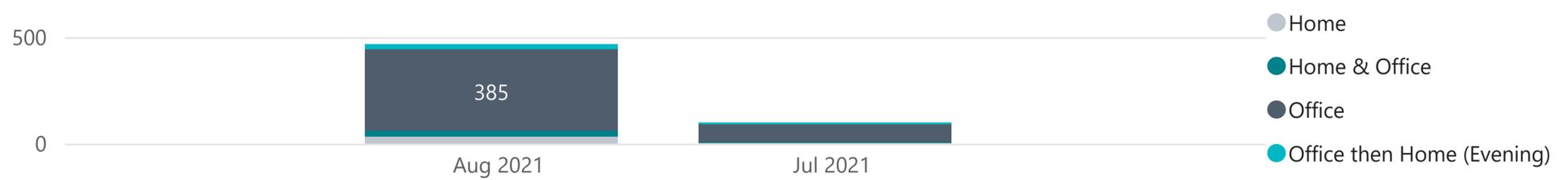
20.22

Total Breaks Duration - (min) (Ave)

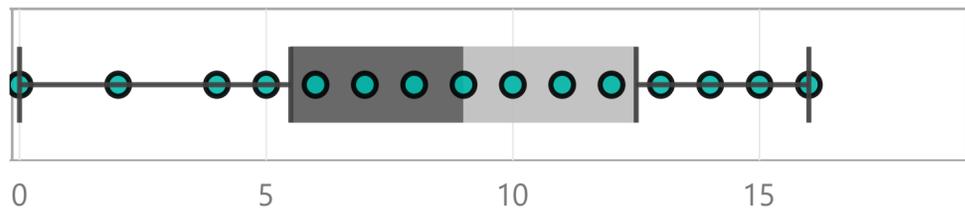
Distribution of Total Hours Worked



Count of Submissions per Day (Last 30 Days)



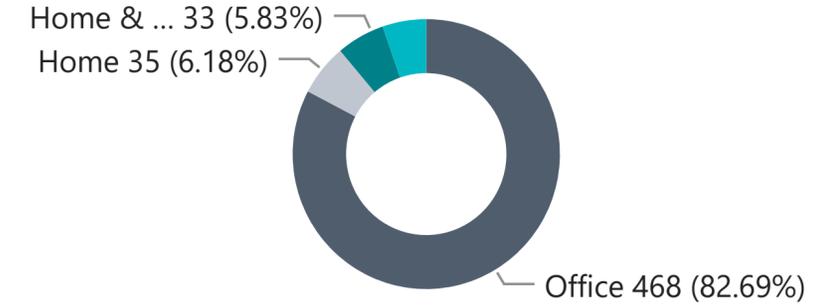
Distribution of Office Hours Worked



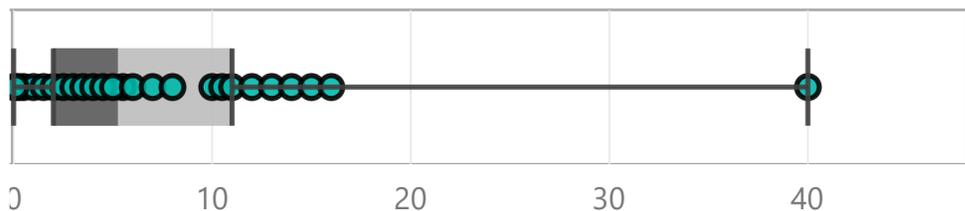
Histogram of Total Hours Worked



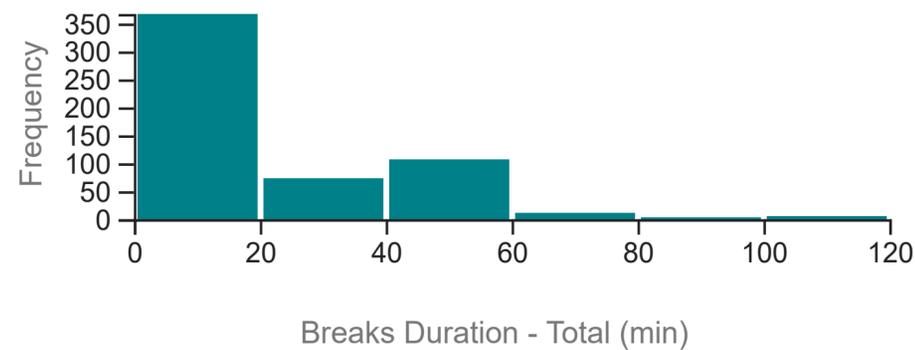
Work Locations



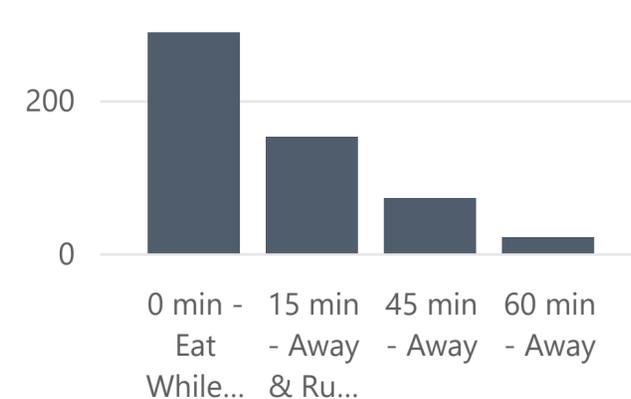
Distribution of Home Hours Worked



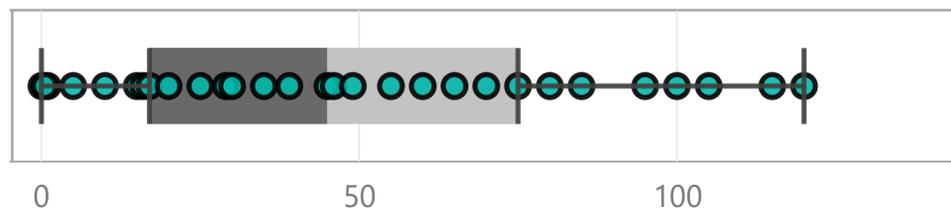
Histogram of Total Breaks Duration (min)



Lunch Break Duration



Distribution of Total Breaks Duration (min)



Lunch Break Quality



D-4 Appendix D Quantitative Survey Post-Intervention Results

Age

All

Gender

All

Job Title

All

Experience

All

Legal Carer

All

Select Date

9/1/2021

9/24/2021

331
Total Count survey

3,719.50
Hours Worked Total (Sum)

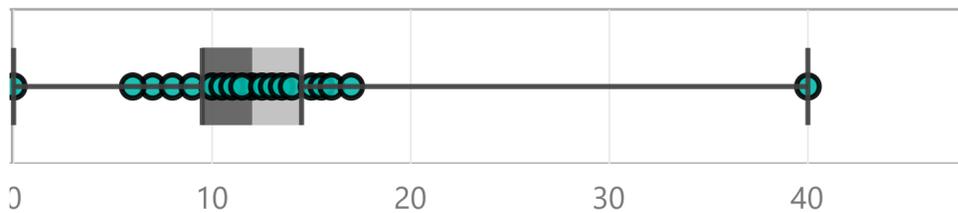
11.24
Hours Worked Total (Average)

10.37
Hours Worked in Office (Ave)

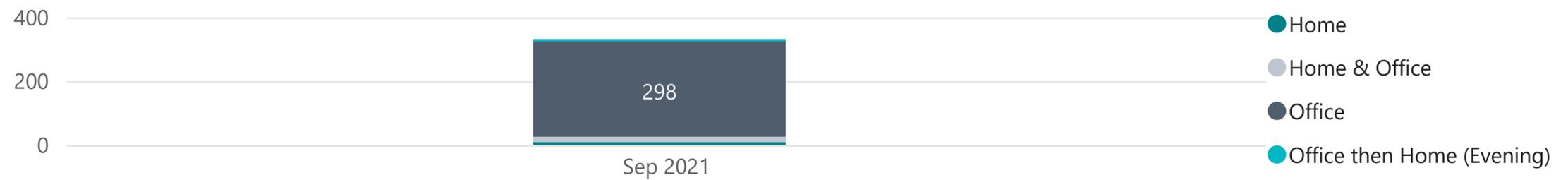
0.86
Hours Worked at Home (Ave)

24.41
Total Breaks Duration - (min) (Ave)

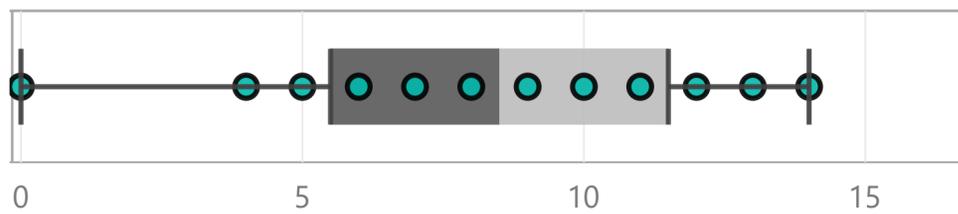
Distribution of Total Hours Worked



Count of Submissions per Day (Last 30 Days)



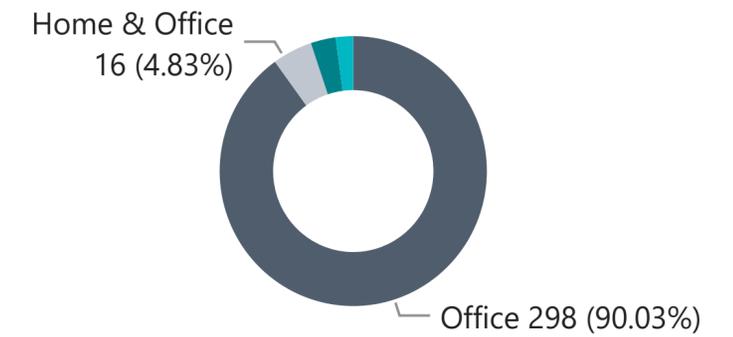
Distribution of Office Hours Worked



Histogram of Total Hours Worked



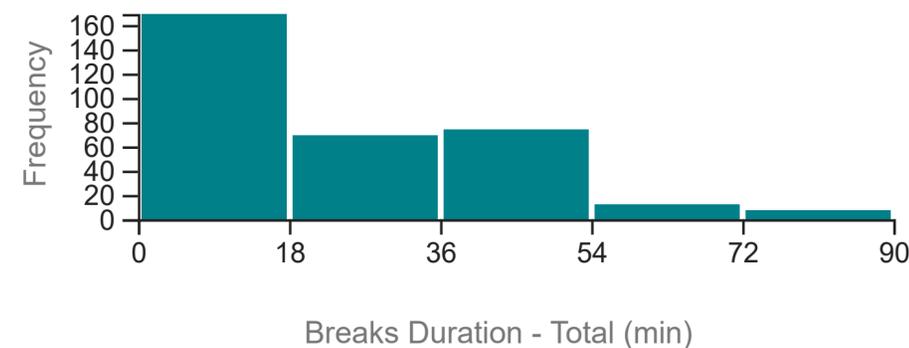
Work Locations



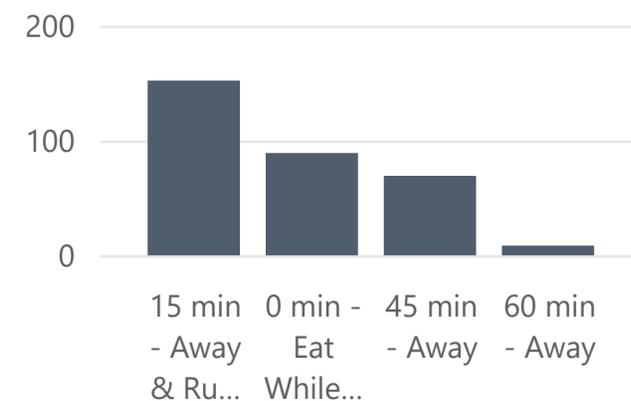
Distribution of Home Hours Worked



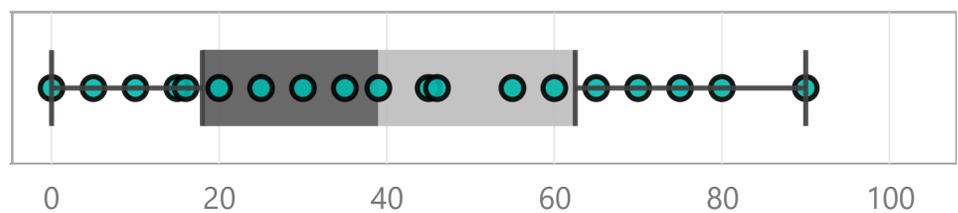
Histogram of Total Breaks Duration (min)



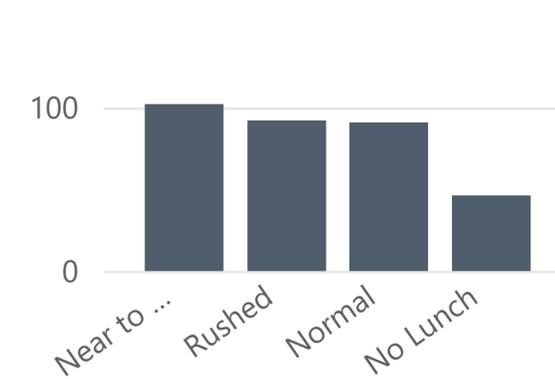
Lunch Break Duration



Distribution of Total Breaks Duration (min)



Lunch Break Quality



D-5 Appendix D Summary of Results

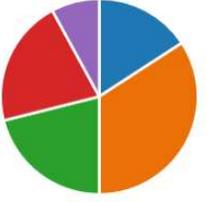
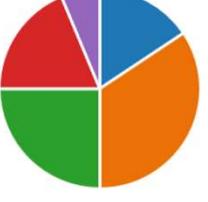
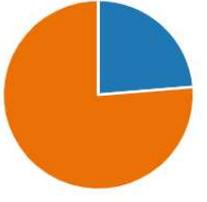
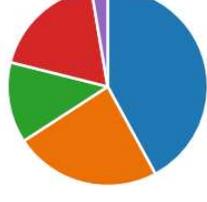
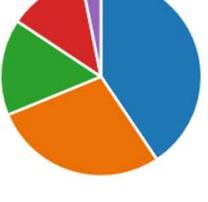
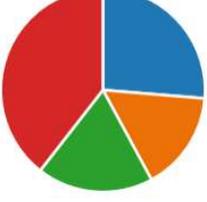
D-5-1 Demographic Quantitative Data Capture

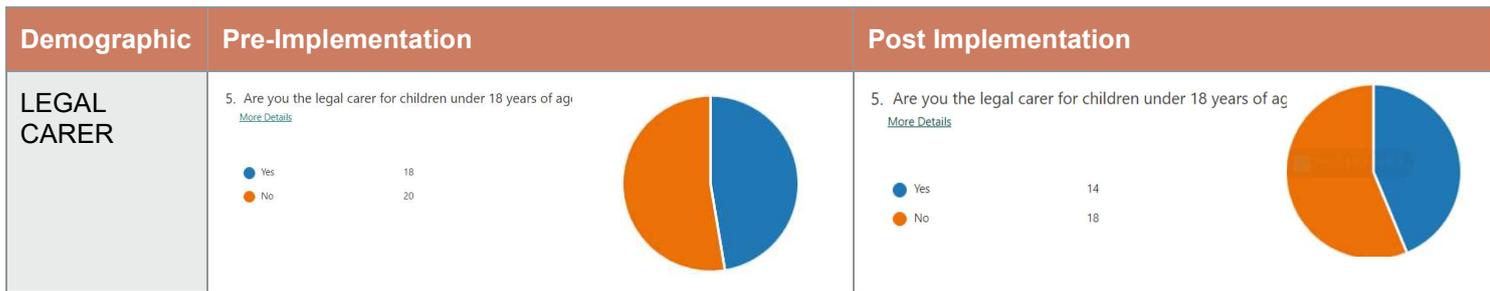
The demographic data for the team was captured with each survey response. This would provide data what could be analysed against each demographic to look for trends and or if differing demographics would require different interventions specific to their demographic rather than a one fit for all.

D-5-2 Demographic Data Pre and Post Work Re-design Implementation

Despite the project undergoing some turnover, the demographic remained very similar to the original team undertaking the initial survey. There were 9 team members that had left the project since the initial commencement of the survey period. These positions have been backfilled with new personnel. The change to the demonstrated Pre-work redesign implementation and Post implementation can be found in the table below: -

Table D-5.1: Pre and Post work redesign demographic changes

Demographic	Pre-Implementation	Post Implementation
AGE	<p>1. My age is...</p> <p>More Details</p> <ul style="list-style-type: none"> 18yrs - 25yrs: 6 26yrs - 35yrs: 13 36yrs - 45yrs: 8 46yrs - 55yrs: 8 > 55yrs: 3 	<p>1. My age is...</p> <p>More Details</p> <ul style="list-style-type: none"> 18yrs - 25yrs: 5 26yrs - 35yrs: 11 36yrs - 45yrs: 8 46yrs - 55yrs: 6 > 55yrs: 2 
GENDER	<p>2. My gender is...</p> <p>More Details</p> <ul style="list-style-type: none"> Female: 9 Male: 29 Non-binary: 0 	<p>2. My gender is...</p> <p>More Details</p> <ul style="list-style-type: none"> Female: 8 Male: 24 Non-binary: 0 
JOB TITLE	<p>3. My job title category is...</p> <p>More Details</p> <ul style="list-style-type: none"> Engineer: 16 Management: 9 Commercial: 5 HSEQ: 7 Other: 1 	<p>3. My job title category is...</p> <p>More Details</p> <ul style="list-style-type: none"> Engineer: 13 Management: 9 Commercial: 5 HSEQ: 4 Other: 1 
EXPERIENCE	<p>4. My years' experience in the industry is...</p> <p>More Details</p> <ul style="list-style-type: none"> 0yrs - 5yrs: 10 6yrs - 10yrs: 6 11yrs - 15yrs: 7 > 15yrs: 15 	<p>4. My years' experience in the industry is...</p> <p>More Details</p> <ul style="list-style-type: none"> 0yrs - 5yrs: 8 6yrs - 10yrs: 4 11yrs - 15yrs: 9 > 15yrs: 11 



As can be seen from the data provided pre and post work redesign implementation, the demographic range across the team is largely unchanged. It is determined that the changes in staff made should not have a significant effect on the differences between the demographic data collection.

D-5-3 Demographic Analysis on Key Work Demand/ Stress Indicators

From the Quantitative survey data collects, the key metrics identified to show work demand and stress where: -

- Total Working Hours per shift of the team
- Duration of lunch breaks and quality of lunch breaks.

The analysis of these key metrics and the findings are detailed below

Total Worked Hours per shift by Demographic

The total hours worked show a key sign of work demands and stresses on the team. Each demographic has been assessed separately to identify trends and commentary made.

Total Worked Hours per shift by Age

The following table provides the percentage allocation per age to the hours worked. The hours worked were rounded to the nearest hour for ease of reporting.

Table: D-5.2: Hours worked percentage against age group pre and post implementation

	18yrs - 25yrs (Pre)	18yrs - 25yrs (Post)	26yrs - 35yrs (Pre)	26yrs - 35yrs (Post)	36yrs - 45yrs (Pre)	36yrs - 45yrs (Post)	46yrs - 55yrs (Pre)	46yrs - 55yrs (Post)	> 55yrs (Pre)	> 55yrs (Post)
Hrs Worked (Round-up nearest Hr)	Pre-Imp	Post Imp	Pre-Imp	Post Imp						
4	0.0%	0.0%	0.0%	0.0%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%
5	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%	0.0%	0.0%	0.0%
6	2.2%	0.0%	0.0%	0.0%	0.0%	1.2%	0.8%	1.5%	0.0%	0.0%
7	0.0%	0.0%	0.0%	1.5%	2.4%	0.0%	0.8%	0.0%	0.0%	0.0%
8	0.0%	0.0%	2.4%	1.5%	6.5%	6.1%	0.0%	0.0%	0.0%	0.0%
9	0.0%	0.0%	1.8%	2.2%	5.7%	3.7%	4.5%	10.4%	0.0%	0.0%
10	5.6%	17.0%	38.1%	27.6%	35.8%	22.0%	45.1%	56.7%	15.4%	21.1%
11	0.0%	28.3%	32.7%	47.8%	15.4%	29.3%	16.5%	16.4%	43.6%	68.4%
12	40.4%	28.3%	14.9%	14.9%	13.0%	18.3%	15.0%	6.0%	17.9%	0.0%
13	10.1%	11.3%	6.5%	4.5%	5.7%	15.9%	9.8%	6.0%	15.4%	5.3%
14	1.1%	3.8%	3.6%	0.0%	7.3%	2.4%	3.0%	3.0%	5.1%	5.3%
15	0.0%	0.0%	0.0%	0.0%	6.5%	0.0%	2.3%	0.0%	0.0%	0.0%
16	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	0.0%	2.6%	0.0%
17	0.0%	0.0%	0.0%	0.0%	0.8%	1.2%	0.0%	0.0%	0.0%	0.0%

From the table above, it can be seen that post work re-design implementation, the 18yr – 25yr are bracket returned the highest working hours at around 12hrs/ shift. As a consequence of the work re-design introduction, there seems to be a slight improvement in working hours driven by the compliance push of the fatigue management plan.

Total Worked Hours per shift by Gender

The following table provide the hours worked per shift as a percentage of the responses per gender.

Table: D-5.3: Hours worked percentage against gender group pre and post implementation

	Male (Pre)	Male (Post)	Female (Pre)	Female (Post)
Hrs Worked (Round-up nearest Hr)	Pre-Imp	Post Imp	Pre-Imp	Post Imp
4	0.3%	0.0%	0.0%	0.0%
5	0.0%	0.0%	0.6%	0.0%
6	0.5%	0.4%	0.6%	1.1%
7	0.5%	0.4%	1.2%	1.1%
8	1.0%	0.8%	4.7%	5.3%
9	1.5%	2.3%	5.9%	7.4%
10	27.9%	25.0%	41.4%	44.2%
11	30.3%	37.9%	18.3%	31.6%
12	19.0%	18.8%	17.8%	6.3%
13	9.5%	11.3%	5.3%	1.1%
14	4.6%	2.0%	2.4%	2.1%
15	2.3%	0.0%	1.2%	0.0%
16	0.5%	0.0%	0.6%	0.0%
17	0.3%	0.4%	0.0%	0.0%

Total Worked Hours per shift by Dependent carer

The following table provide the hours worked per shift as a percentage of the responses for either team members how have a dependent at home (i.e. children commitments) or those who do not.

Table: D-5.4: Hours worked percentage against legal career at home, pre and post implementation

	Has dependents (Pre)	Has Dependents (Post)	No Dependents (Pre)	No Dependents (Post)
Hrs Worked (Round-up nearest Hr)	Pre-Imp	Post Imp	Pre-Imp	Post Imp
4	0.0%	0.4%	0.0%	0.0%
5	0.0%	0.0%	0.3%	0.0%
6	0.6%	0.0%	1.0%	0.6%
7	1.2%	1.2%	0.3%	0.0%
8	4.1%	3.8%	0.7%	0.0%
9	3.6%	4.2%	1.7%	3.4%
10	33.1%	36.5%	28.1%	33.1%
11	27.2%	19.2%	33.1%	32.1%
12	16.6%	15.8%	21.1%	18.4%
13	11.8%	7.7%	8.7%	8.8%
14	1.2%	6.2%	2.0%	3.4%
15	0.0%	3.1%	1.0%	0.0%
16	0.0%	0.4%	0.7%	0.0%
17	0.6%	0.4%	0.0%	0.0%

From the data provided it can be seen that prior to the work redesign, the team members who have dependents at home predominantly worked between 10 – 11 hours where those who did not have

dependents at home worked slightly longer hours. Following the introduction of the work re-design, both categories marginally improved on the hours worked per shift with the personnel with no dependents having the greater shift.

Duration and quality of Lunch Breaks

The table below displays the total duration of the survey results for lunch break duration (average) against each of the demographic differentiators. There was a slight improvement across all demographics for pre and post workplace intervention implementation. This analysis highlights some key differences between the demographics below.

Table: D-5.5: Lunch break duration against each demographic for the duration of the study period

Demographic	Total Break Duration / Lunch Break Duration				
Age	18 – 25yrs	26yrs – 35yrs	36yrs – 45yrs	46yrs – 55yrs	>55yrs
	11.45 mins Total Break Duration (avg)	24.27 mins Total Break Duration (avg)	26.44 mins Total Break Duration (avg)	20.21 mins Total Break Duration (avg)	22.02 mins Total Break Duration (avg)
Gender	Male	Female	Non-binary		
	19.65 mins Total Break Duration (avg)	26.89 mins Total Break Duration (avg)	N/A		
			N/A		
Job Title	Engineering	Management	Commercial	HSEQ	Other
	15.16 min Total Break Duration (avg)	24.55 min Total Break Duration (avg)	32.74 mins Total Break Duration (avg)	19.33 mins Total Break Duration (avg)	N/A
					N/A
Experience	0 – 5yrs	6 – 10yrs	11 – 15yrs	> 15yrs	
	22.27 min Total Break Duration (avg)	24.25 min Total Break Duration (avg)	24.95 min Total Break Duration (avg)	17.91 min Total Break Duration (avg)	

Legal Carer	Yes	No			
	20.82 min Total Break Duration (avg)	22.60 min Total Break Duration (avg)			

From the review of the demographic data collected comparing lunch break durations (as an average) the demographic presenting the largest differences were Age, Gender and Job Title.

The younger and less experienced demographic (which aligns with the Engineering job title) had significantly lower duration for their lunch break as well as a lower quality to their breaks.

This improved marginally following the implementation of the Workplace re-design.

The commercial team seem to experience less of an issue with the quality of their breaks and durations.

Appendix E Trial Group Feedback & Presentations

Inclusive of the following documentation for reference:

Trial Group Presentation of Survey Results and Deployment of Intervention

Trial Group Survey Results Agenda

V

BHIMP

- Wellbeing & Work Demand Survey Results
- What is the Project Doing About the Results
- Introduction to Wellbeing Team & Strategy

Michael Partridge/ Robyn Cossar-Ransfield

^



HEALTHY BODIES



HEALTHY MINDS



HEALTHY RELATIONSHIPS



HEALTHY WORKPLACES



AGENDA

1. Introduction to Recent Project Survey's & Reasons for Surveys
2. HSE Wellbeing Survey Results
 - Demographic of Team
 - Mood Survey Results
 - HSE Wellbeing Survey results
3. Daily Survey Results (Work Demands)
4. What Project is Doing from the survey results
5. Wellbeing Committee
6. Current Wellbeing Strategy
7. Ongoing Improvement

HEALTH, SAFETY & WELLBEING POLICY

UP FOR THE CHALLENGE OF IMPROVING LIVES

OUR COMMITMENT

To create workplaces that are healthy and safe.
Our goal is to provide safe workplaces that prevent injury or illness, while also improving people's resilience, mental and physical health.

OUR APPROACH

John Holland's four values are the platform for our everyday interactions and guide our approach to health, safety and wellbeing.

Caring



We care deeply about what we do and how it affects people's health, safety and wellbeing by:

- Driving a strong safety culture across the business in our offices, our projects and with our joint venture partners.
- Prioritising the health, safety and wellbeing of our people and the community in our decision making.
- Providing training and education to our people to build personal and business capability and resilience.

Empowering



We gain trust through action by:

- Empowering our people, partners and subcontractors to speak up about working more safely.
- Encouraging participation and collaboration between all employees and health and safety representatives.
- Driving accountability to ensure everyone is responsible for their own and others' health, safety and wellbeing.

Imaginative



We push the boundaries by:

- Focusing on continual learning and improvement by reviewing performance, capturing and sharing lessons learnt and celebrating successes.
- Constantly exploring and introducing new technologies and emerging management practices.
- Having a transparent critical risk management process that helps us to continuously identify opportunities and improvements to our systems and processes.

Future-focused



We're in it for the long, long term by:

- Exceeding our legislative, customer and other mandatory requirements.
- Establishing and maintaining an effective management system.



Joe Barr
Chief Executive Officer
January 2020

1) Reasons for the Survey

- Australia's peak body for road industry stakeholders, Roads Australia, is looking to address increasing mental health and wellness issues currently faced by the construction industry.
- Previous government efforts have been focused on blue-collar workers via industry programs such as Mates in Construction, there has been little work done on the white-collar workers within our industry.
- Through the Roads Australia Fellowship Group Project 2021, the Roads Australia "Queensland Project Team" will focus on the mental health of white-collar workers in the construction industry, by initially setting a base case (recent survey) and then attempting to address issues relating to work demand and job stresses by introducing interventions then reviewing any improvements within the survey data and possibly provide a practical solution for industry to take forward.
- The Project includes 2 types of surveys: -
 - **Qualitative Data:** (once at the start of the project and once at the end) – Capture wellbeing and mental health
 - **Quantitative Data:** (daily throughout the study) to collect 'work demand data'
- As part of the Projects decision to create a **wellbeing committee**, the 1st requirement for the wellbeing team was to undertake a survey to obtain the teams wellbeing and mental health status. The Roads Australia Survey serves as an appropriate industry standard survey to obtain the teams mood and state for the development of a project strategy.



2) HSE/ Wellbeing Survey Results – Initial Wellbeing Survey

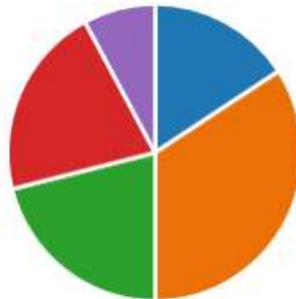
- The initial **Qualitative Data Survey** was undertaken with the team on the 26th July 2021 via a QR code.
- There were 38 respondents to the 46 questions
- The Survey’s questions comprised of 3 parts: -
 - Demographic questions to obtain the make-up of the team (5 Q’s)
 - WHO 5 Well-Being Index (Mood Data Collection Survey) (5 Q’s), and
 - UK HSE Indicator Tool (36 Q’s)

2.1) Demographic Information

1. My age is...

[More Details](#)

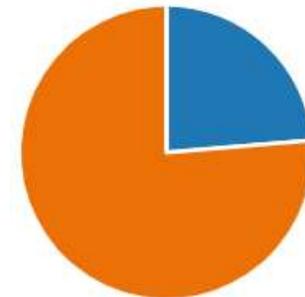
● 18yrs - 25yrs	6
● 26yrs - 35yrs	13
● 36yrs - 45yrs	8
● 46yrs - 55yrs	8
● > 55yrs	3



2. My gender is...

[More Details](#)

● Female	9
● Male	29
● Non-binary	0



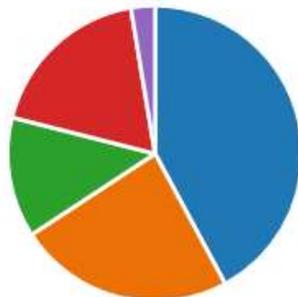
2) HSE/ Wellbeing Survey Results – Initial Wellbeing Survey

2.1) Demographic Information (continued,..)

3. My job title category is...

[More Details](#)

● Engineer	16
● Management	9
● Commercial	5
● HSEQ	7
● Other	1



5. Are you the legal carer for children under 18 years of age...

[More Details](#)

● Yes	18
● No	20



4. My years' experience in the industry is...

[More Details](#)

● 0yrs - 5yrs	10
● 6yrs - 10yrs	6
● 11yrs - 15yrs	7
● > 15yrs	15



Commentary on Demographic Data

- Strong initial survey response
- Of the initial 38 respondents, 9 have either left the project or been away for an extended period of time
- Good mix of departments, gender included in team compared with the industry
- There is a large amount of personnel with less than 5yrs experience while there are many with over 15yrs experience

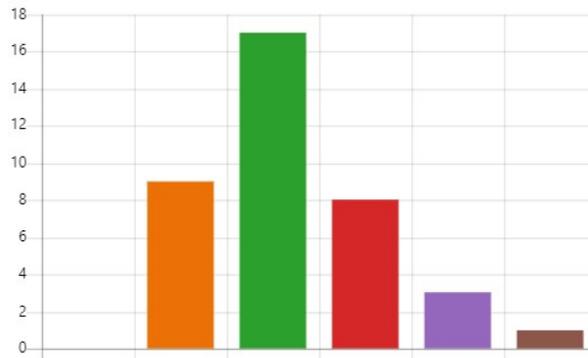
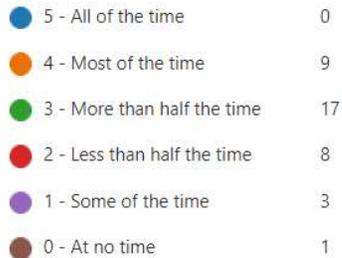
2) HSE/ Wellbeing Survey Results – Initial Wellbeing Survey

2.2) WHO 5 Well-Being Index (Mood Survey) - Attempts to capture teams frame of mind.

6. I have felt cheerful and in good spirits

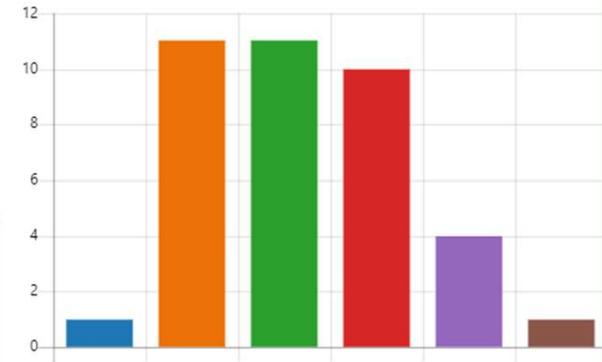
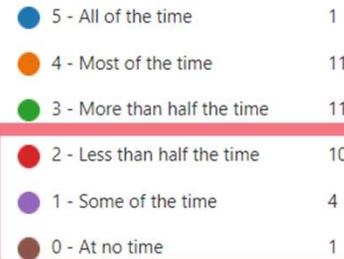
[More Details](#)

[Insights](#)



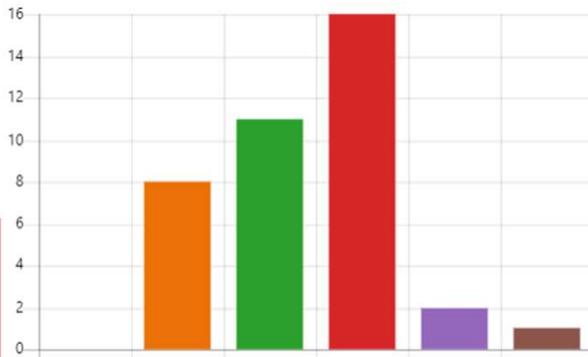
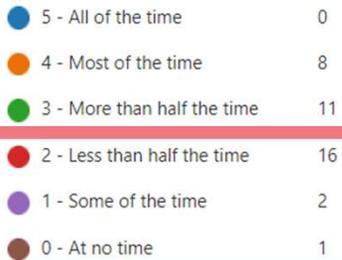
8. I have felt active and vigorous

[More Details](#)



7. I have felt calm and relaxed

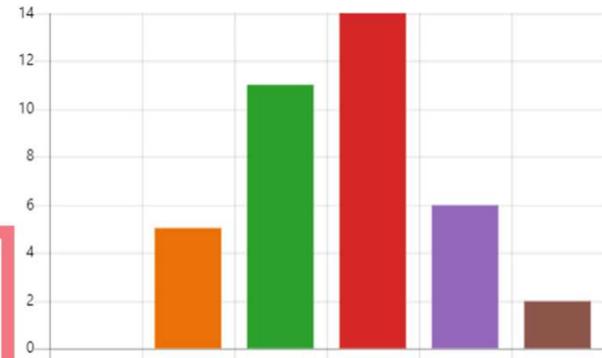
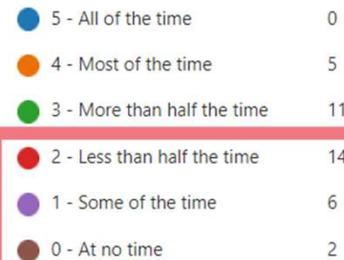
[More Details](#)



9. I woke up feeling fresh and rested

[More Details](#)

[Insights](#)



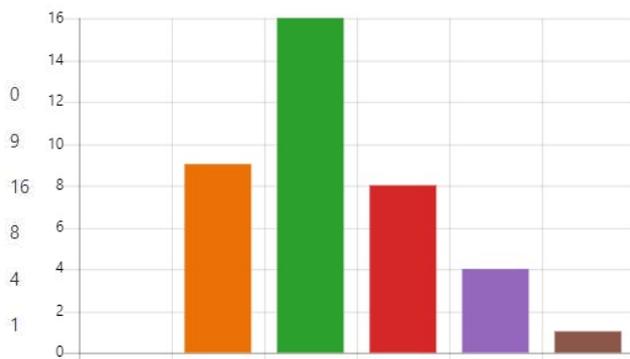
2) HSE/ Wellbeing Survey Results – Initial Wellbeing Survey

2.2) WHO 5 Well-Being Index (Mood Survey)

10. My daily life has been filled with things that interest me

[More Details](#)

- 5 - All of the time
- 4 - Most of the time
- 3 - More than half the time
- 2 - Less than half the time
- 1 - Some of the time
- 0 - At no time



Commentary on Mood Survey

- Q7 – 49% of respondents reported to **not feel calm and relaxed** more than half of the time. This is expected for the type of project that the team is undertaking however more efforts are required to ensure team members have a chance to feel relaxed during work and outside of work times – refer to **“Wellbeing Strategy”** for Project changes
- Q8 - 38% of respondents reported to **feel less active and vigorous**. Active and vigorous people tender to feel less stressed – refer to the **“Wellbeing Strategy”** to address these concerns
- Q9 - 56% of respondents reported that they **did not wake up rested and refreshed** more than half of the time. Team members that do not get a good night rest and come back to work without feeling refreshed may not be working at their optimum potential and this may contribute to their mental health state. Of the Mood data, this area requires the biggest improvement for the team. Again, this area will be addressed particularly by the **“Wellbeing Strategy”**

2) HSE/ Wellbeing Survey Results – Initial Wellbeing Survey

2.3) UK HSE Indicator Tool

- The HSE Indicator Tool provides scoring from question responses categorised into the following 6 areas that might result in an employee suffering stress at work affecting their wellbeing: -
 - 2.3.1 – Work Demands (Q's 28, 22, 19, 30, 32, 16, 13, 26)
 - 2.3.2 – Control (Q's 20, 40, 29, 12, 25, 35)
 - 2.3.3 – Support: -
 - 2.3.3.1 – Managers Support (Q's 45, 33, 18, 43, 39)
 - 2.3.3.2 – Peer Support (Q's 34, 17, 41, 37, 46)
 - 2.3.4 – Relationships (Q's 24, 44, 31, 15)
 - 2.3.5 – Role (Q's 21, 11, 14, 27, 23)
 - 2.3.6 – Change (Q's 38, 42, 36)



2) HSE/ Wellbeing Survey Results – Initial Wellbeing Survey

2.3) UK HSE Indicator Tool (continued,,)

2.3.1) Work Demand

Question No.	Question	Results	Commentary & Change Strategy
Q28	I feel obligated to work long hours	42.11% Agree 28.95% Strongly Agree	Due to the nature of the project, many team members can feel overwhelmed. Despite this, the Project does not expect people to consistently work long hours. The Wellbeing Team have identified this as a key issue to be resolved and are ensuring the projects fatigue management plan is complied with. Team members working past 6pm will be discouraged and sent home unless their they have discussed the requirement with their line manager prior. This will be instigated effective immediately .
Q22	I have to neglect some tasks because I have too much to do	44.74% Agree 18.42% Strongly Agree	Again this result was expected. With release of the project RACI Matrix (1 st September) and revised position descriptions , as well as the line manager 2 monthly discussions (Commencing by end of September), the team is expected to know which are the critical tasks that need to be completed and which are less critical when time is tight.
Q19	I have to work very intensively	63.16% Agree, 15.79% Strongly Agree	Again due to the nature of the project, this result was expected. With intensity, team members need to also have a chance to relax. The Wellbeing Strategies have been formed to ensure the teams wellbeing in this space
Q30	I have to work very fast	50.00% Agree 15.79% Strongly Agree	As above

2) HSE/ Wellbeing Survey Results – Initial Wellbeing Survey

2.3) UK HSE Indicator Tool (continued,,)

2.3.1) Work Demand

Question No.	Question	Results	Commentary & Change Strategy
Q32	I have unrealistic time pressures	26.32% Agree, 7.89% Strongly Agree	The majority of the team have responded positively to this question with around 13 stating there is an issue with unrealistic timeframes. With the introduction of the RACI Matrix (1 st September) and revised position descriptions, the team will know their required deliverables and timeframes.
Q16	I have unachievable deadlines	13.16% Agree, 7.89% Strongly Agree	As above
Q13	Different Groups at work demand things from me that are hard to complete among my own work	31.58% Agree, 5.26% Strongly Agree	With the introduction of the RACI Matrix (1 st September) each of the team members will understand their deliverables and timeframes and that of others. This will allow team members to concentrate on their own scope and not be bombarded with the scope of others.
Q26	I am unable to take sufficient breaks	21.05% Agree, 2.63% Strongly Agree	Again the Wellbeing team are pushing to ensure all team members feel they have the ability to take breaks throughout the day. The Wellbeing Strategies include the following to address this: - <ul style="list-style-type: none"> - Encourages team members to eat away from their desks and the PLT team will encourage outside eating for sufficient lunch breaks - Break activities are to be arrange with options such as cards, boardgames and table tennis being discussed The Wellbeing Strategy has been developed and will be implemented as of 3 rd September.

2) HSE/ Wellbeing Survey Results – Initial Wellbeing Survey

2.3) UK HSE Indicator Tool (continued,,)

2.3.2) Control

Question No.	Question	Results	Commentary & Change Strategy
Q20	I have a say in my own work speed	47.37% Disagree, 7.89% Strongly Disagree	This response was to be expected due to the nature of the project. The project Org Chart was revised and issued as of 12 th July to align the teams more evenly. The Project RACI Matrix will be released 1 st September to ensure each team member knows their deliverables and timeframes
Q40	My working time can be flexible	26.32% Disagree, 7.89% Strongly Disagree	13 x team members advised that there would was not flexible to some degree. 11 x team members also provided a neutral score here. The project will be asking the team (during the position description re-set) on what flexibility means to commence the implementation of a Flexibility Plan for individuals that best suits the team, project and individuals. This will commence during the revised position description reviews by line managers in September.
Q29	I have a choice in deciding what I do at work	23.68% Disagree, 0% Strongly Disagree	This question is a little difficult for some prescribed roles and was expected to have some personal advising they had a lack of choice
Q12	I can decide when to take a break	10.53% Disagree, 0% Strongly Disagree	Only 4 team members feel they can not choose when they take a break. The Wellbeing Team Strategies will attempt to correct this such as: - - Encouraging team members to eat away from their desk and to have lunch together, lead by the PLT team
Q25	I have a choice in deciding how to do my work	7.89% Disagree, 0% Strongly Disagree	Good response for the majority of the team
Q35	I have some say over the way I work	5.26% Disagree, 0% Strongly Disagree	Good response for the majority of the team

2) HSE/ Wellbeing Survey Results – Initial Wellbeing Survey

2.3) UK HSE Indicator Tool (continued,,)

2.3.3-1) Manager Support

Question No.	Question	Results	Commentary & Change Strategy
Q45	My line manager encourages we at work	15.79% Disagree, 5.26% Strongly Disagree	8 x team members feel they are not encouraged by their line manager. Project wishes to correct this by: - - Revising Position Descriptions (By end of September) - Commence 2 Monthly Line Manager Review with Direct Reports to discuss progress and identify successful work behaviours
Q33	I can rely on my line manager to help me out with a work problem	2.63% Disagree, 2.63% Strongly Disagree	Majority of team responded favourably here where most can rely on their line managers assistance
Q18	I am given supportive feedback on the work I do	21.05% Disagree, 2.63% Strongly Disagree	9 x team members advised they did not receive feedback. The Project anticipates this will be resolved following the role out of the revised position descriptions and follow up Line Manager Review with Direct Reports to review past work and deliverables (commencing by end September)
Q43	I am supported through emotionally demanding work	26.32% Disagree, 2.63% Strongly Disagree	As above
Q39	I can talk to my line manager about something that has upset or annoyed me at work	5.26% Disagree, 0% Strongly Disagree	Good feedback from team that the majority of the team feel they can discuss issues with their line manager

2) HSE/ Wellbeing Survey Results – Initial Wellbeing Survey

2.3) UK HSE Indicator Tool (continued,,,))

2.3.3-2) Peer Support

Question No.	Question	Results	Commentary & Change Strategy
Q34	I get the help and support I need from colleagues	15.79% Disagree, 2.63% Strongly Disagree	There were some respondents identifying that their peers did not offer support when required. This is encouraged within our team. Items to assist this include items within the Wellbeing Strategy : - Project Celebrations (following milestones) to assist culture - Lunch together out of office – improve culture Besides the Wellbeing Strategy, the team new Org Chart will be supported with defined role and responsibilities via a RACI matrix
Q17	If work gets difficult, my colleagues will help me	23.68% Disagree, 0% Strongly Disagree	Refer to above strategies to improve the 9 team members comments
Q41	My colleagues are willing to listen to my work-related problems	7.89% Disagree, 0% Strongly Disagree	This is encouraging with the majority of the team identifying as being able to discuss problems with their colleagues The creation of the wellbeing team and the advertisement of wellbeing champions will also provide an avenue for team members to discuss issues with dedicated personnel on site
Q37	I receive the respect at work I deserve from colleagues	2.63% Disagree, 0% Strongly Disagree	Pleasing to see that the majority of the team has responded positively here (as expected).



2) HSE/ Wellbeing Survey Results – Initial Wellbeing Survey

2.3) UK HSE Indicator Tool (continued,,)

2.3.4) Relationship

Question No.	Question	Results	Commentary & Change Strategy
Q24	There is friction or anger between colleagues	28.95% Agree, 5.26% Strongly Agree	With 13 of the 38 team members expressing some form of friction between colleagues, there is room for improvement here. Potentially due to tough working environment with little celebrations of team successes. Project changes will include Project Celebrations following project milestone successful completion.
Q44	Relationships at work are strained	26.84% Agree, 0% Strongly Agree	As above, believe some relationships are strained due to tough working environment. Project resolution includes: - - Clarity around roles and responsibility (RACI Matrix – issued by 1 st September) - Wellbeing Strategies (including lunch together)
Q31	I am subject to bullying at work	7.89% Agree, 0% Strongly Agree	This behaviour is not tolerated at the workplace and any evidence of this would be subject to the offender taken though the accountable culture tool before determining their disciplinary actions
Q15	I am subject to personal harassment in the form of unkind words or behaviour	5.26% Agree, 0% Strongly Agree	As above

2) HSE/ Wellbeing Survey Results – Initial Wellbeing Survey

2.3) UK HSE Indicator Tool (continued,,)

2.3.5) Role

Question No.	Question	Results	Commentary & Change Strategy
Q21	I am clear what my duties and responsibilities are	2.63% Strongly Disagree, 5.26% Disagree	There was an overwhelming response that the team's roles and responsibilities were clear. The Project will make this even clearer with the release of the RACI Matrix (1 st September) showing each member of the teams deliverables and timeframes for the deliverables.
Q11	I am clear what is expected of me at work	2.63% Disagree	As above
Q14	I know how to go about getting my job done	2.63% Disagree	As above
Q27	I understand how my work fits into the overall aim of the organisation	2.63% Disagree	As above
Q23	I am clear about the goals and objectives for my department	13.16% neutral	The Project updates (monthly) is a forum to ensure the project provides feedback on the objectives of each team and how this is tracking.

2) HSE/ Wellbeing Survey Results – Initial Wellbeing Survey

2.3) UK HSE Indicator Tool (continued,,)

2.3.6) Change

Question No.	Question	Results	Commentary & Change Strategy
Q38	Staff are always consulted about change at work	2.63% Strongly Disagree, 34.21% Disagree	It is clear that some team members feel they are not consulted about change. The Project update will be delivered monthly to the team to provide this feedback as well as Wellbeing Champions elected from each team to ensure there is feedback provided on what the project is planning to implant. This will occur as of 3 rd September
Q42	When changes are made at work, I am clear how they will work out in practice	21.05% Disagree	As above
Q36	I have sufficient opportunities to question managers about change at work	10.53% Disagree	As above



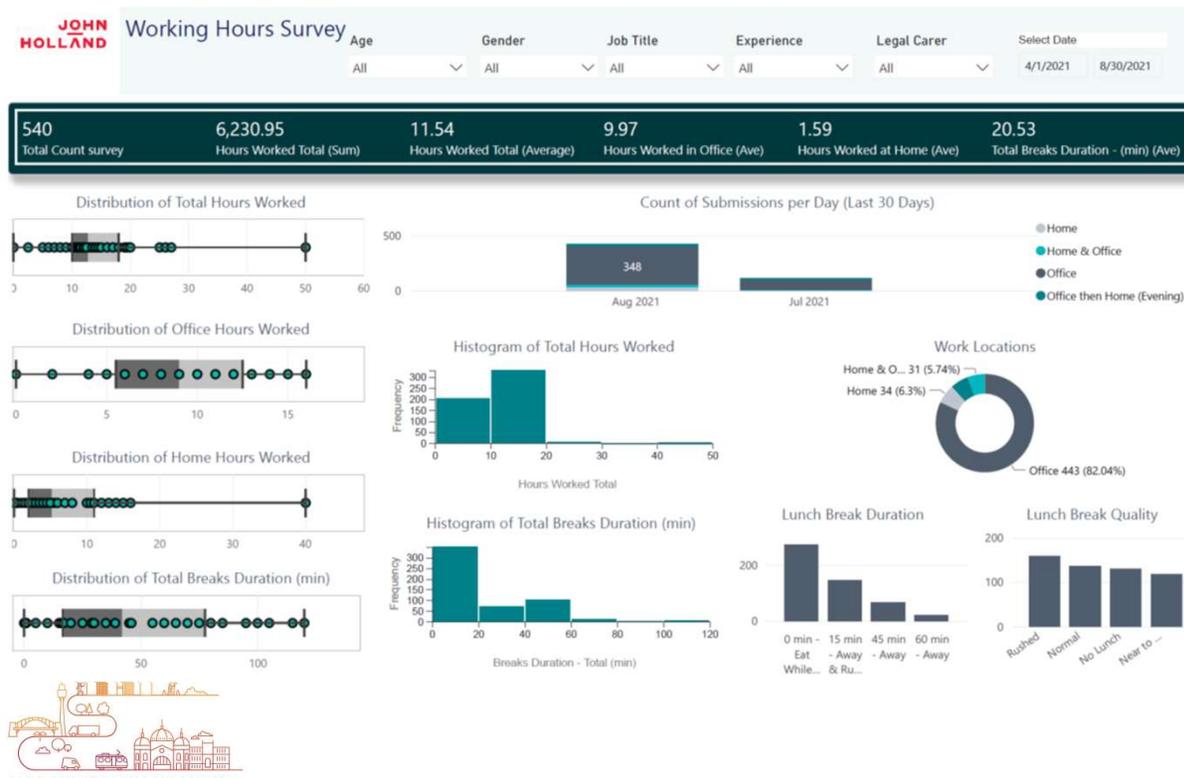
3) Survey Results (Work Demands)

Along with the initial wellbeing team survey, there has been a work demands daily QR code survey undertaken. The findings of this survey are as below: -

Commentary on Daily Work Demand Data

- Biggest take-away is that personnel are not taking Breaks for Lunch. This is to be rectified by the **Wellbeing Strategies – encourage team to eat away from their desk and to eat outside**

6.6% of the respondents are working in excess of 12hrs per shift. This is to be addressed by implementation of the **project fatigue management plan** and ensuring team members leave at 6pm unless line manager approval provide.



4) What Project is Doing following the survey results

- Project Outcomes include: -
 - Revised Org Chart (to better align work stresses) (Mid July)
 - Release of Project RACI Matrix (1st September)
 - Revised Position Descriptions (end September)
 - Line Manager Reviews (2 monthly following Sept)
 - Discussion and Release of individual Flexibility Plan (End October)
- Formation of Wellbeing Committee (Mid August) Nominations of Wellbeing Champions
- Wellbeing Strategy (to address some of the teams concerns and to improve wellbeing) – Commence as of 3rd September

5) Wellbeing Team

Committee Members

- Jana Lanigan (COR)
- Michael Partridge (PLT)
- Dave Richards (SAF)
- Robyn Cossar-Ransfield (QUA)

Champions

- Rikha Havani (SAF)
- Jess Grundy (ENV)
- Cody Gerkew (FIELD)
- Engineering team member (to be nominated)
- Commercial team member (to be nominated)

6) Wellbeing Strategy

- The wellbeing strategy is a live document which can be added to as the project progresses.
- The current wellbeing strategy has been developed with the results from the survey in mind to improve the health and wellbeing of the team. This strategy is as below: -



HEALTHY BODIES



HEALTHY MINDS



HEALTHY RELATIONSHIPS



HEALTHY WORKPLACES

6) Wellbeing Strategy

#	Initiative	Activity	Concept	Goal	Actions	Timeframe
1	Healthy Bodies	Wellbeing Emails	Weekly emails with tips to increase wellbeing awareness	Increase wellbeing awareness	Robyn/Jana to schedule weekly emails – set prescheduled to send Mondays	1st September – 30th November 2021
2	Healthy Relationships/ Healthy Bodies	Lunch Outside	PLT to have lunch outside Passport for staff to lunch with different employees	To set an example for others on the project to stop and eat. Look after health and wellbeing – eat regularly and get some fresh air	PLT Members to ask members of the team to have lunch with them each day. (as the PLT we need to lead by example) Get to know what your colleagues do outside of work	ASAP 25 August 2021
3	Healthy Relationships/ Healthy Bodies	Friday Healthy Lunch Competition	Encourage healthy eating and promote team culture	Competition – What’s for lunch? Promote healthy eating, outside and have a monthly prize for the healthiest lunch options	Jana/Robyn – poster for promotion. Approval for purchase of vouchers	October
4	Healthy Relationships	Monthly Team Lunches	Monthly lunch provided by project to include all for lunch – Subway?	Develop positive team culture	Michael to advise date and time for lunch Michael to facilitate (suggest Subway)	25 August 2021
5	Healthy Bodies	Sleep Program	Review Sleep Patterns	Raise awareness of free sleep program offered by EAP	Print posters and pamphlets to distribute around the project site office.	1st September – ongoing
6	Healthy Bodies	Discount Gym membership	Provide tools for fit bodies and minds	Provide site staff with local gym memberships at discounted price	Dave to approach local gyms	ASAP 25 August 2021
7	Healthy Bodies	Health and Fitness Challenge	To implement everything learnt from 1 September 2021 – 31 December 2021	Set up an 8-week challenge with great prizes	Dave to organise	1 January 2022
8	Healthy Bodies	Lunch time ping pong	Provide ping pong table in lunch area for team building and fitness	To create a space where employees meet to play ping pong – encourage positive relationships and increase movement Run comp for people to enjoy during lunch break	Rikha to provide quotes to Michael and once approved facilitate purchase table and accessories	ASAP 06 September 2021
9	Healthy Bodies	Weekly Fruit	Encourage healthy eating	To provide fruit as an alternative snack than the vending machine options	Dave to liaise and action with Michael	1st September ongoing

6) Wellbeing Strategy

#	Initiative	Activity	Concept	Goal	Actions	Timeframe
10	Healthy Minds	Know your number	Self-assess mental health	Provide tools for employees to use to self-assess their mental health both at home and at work.	Print posters and deliver 20-minute training	November
11	Health Minds	Aesthetics	To create a more inviting area to relax away from work challenges	Provide an aesthetically pleasing area to have lunch Provide a more aesthetically pleasing work area Suggest we could have a small prize for the healthiest plant of the month (subway lunch voucher?)	Jess to: <ul style="list-style-type: none"> investigate cost of plants for outdoor area and provide quotes to Michael facilitate tidy up of lunchroom and outdoor area Promote 'bring your own plant' to work 	ASAP
12	Healthy Relationships Culture/ Team Building	Milestone Celebrations	Team to set quarterly milestones for the project and arrange milestone celebrations for the JHSWJV team as well as the TMR/ GHD teams	Increase collaborative working culture on site	1) Set project milestones 2) Arrange for celebrations with team at appropriate time following milestones achieved	1) 3 rd September (S/B Switch) 2) 26 th November (Rainforest Rd Weekend Closure) 3) Christmas Celebrations
13	Healthy Bodies Fatigue Management	Encourage team members to leave site before 6pm.	Ensure team members are not working beyond 6pm unless pre agreed for night-shift handover or split shifts	Reduce work fatigue and breaching fatigue management plan	Encourage team members to pack up and go home at 6pm	Start as of 1 st September

7) Ongoing Improvement



- The wellbeing strategy is a live document and will be progressively updated as the project continues, and as additional feedback is obtained through the wellbeing champions and additional survey
- The Wellbeing board will be updated to include a suggestions section, where the team can include suggestions on wellbeing strategies for new inclusions
- The **Qualitative Data** survey will be re-run every quarter to provide feedback on the team's wellbeing and work stress demand. This continued survey is to provide feedback on the current strategies being implemented and their successes as well as highlight changing moods and wellbeing within the team to be addressed by future strategies.



Roads Australia Project – Group 5

Agenda

4.0	<p>Category 2. Control</p> <ul style="list-style-type: none"> - Q10 – I have a say in my own work speed – 7.89% Strongly Disagree - Q30 – My working time can be flexible – 7.89% Strongly Disagree - Q19 – I have a choice in deciding what I do at work – 23.68% Disagree - Q2 – I can decide when to take a break – 10.53% Disagree - Q15 – I have a choice in deciding how to do my work – 7.89% Disagree - Q25 – I have some say over the way I work – 5.26% Disagree 		
5.0	<p>Category 3. Managers Support</p> <ul style="list-style-type: none"> - Q35 – My line manager encourages me at work – 5.26% Strongly Disagree - Q8 – I am given supportive feedback on the work I do – 2.63% Strongly Disagree, 21.05% Disagree - Q33 – I am supported through emotionally demanding work – 26.32% Disagree - Q23 – I can rely on my line manager to help me out with a work problem – 2.63% Strongly Disagree - Q29 – I can talk to my line manager about something that has upset or annoyed me at work – 5.26% Disagree 		
6.0	<p>Category 4. Peer Support</p> <ul style="list-style-type: none"> - Q24 – I get the help and support I need from colleagues – 2.63% Strongly Disagree - Q7 – If work gets difficult, my colleagues will help me – 23.68% Disagree - Q31 – My colleagues are willing to listen to my work-related problems – 7.89% Disagree - Q27 – I receive the respect at work I deserve from colleagues – 2.63% Disagree 		
7.0	<p>Category 5. Relationships</p> <ul style="list-style-type: none"> - Q14 – There is friction or anger between colleagues – 5.26% Strongly Agree - Q34 – Relationships at work are strained – 26.84% Agree - Q21 – I am subject to bullying at work – 7.89% Agree - Q5 – I am subject to personal harassment in the form of unkind words or behaviour – 5.26% Agree 		
8.0	<p>Category 6. Role</p> <ul style="list-style-type: none"> - Q11 – I am clear what my duties and responsibilities are – 2.63% Strongly Disagree, 5.26% Disagree - Q1 – I am clear what is expected of me at work – 2.63% Disagree - Q4 – I know how to go about getting my job done – 2.63% Disagree - Q17 – I understand how my work fits into the overall aim of the organisation – 2.63% Disagree - Q13 – I am clear about the goals and objectives for my department – 13.16 neutral 		



Roads Australia Project – Group 5

Agenda

9.0	Category 7. Change <ul style="list-style-type: none"> - Q28 – Staff are always consulted about change at work – 2.63% Strongly Disagree, 34.21% Disagree - Q32 – When changes are made at work, I am clear how they will work out in practice – 21.05% Disagree - Q26 – I have sufficient opportunities to question managers about change at work – 10.53% Disagree 		
10.0	Discussion on Key Target Areas <ul style="list-style-type: none"> - Review top 6 concern areas and discuss reasons and actions to target to improve 		
11.0	Target Area 1 – Demands – I am pressured to work long hours <ul style="list-style-type: none"> - Discussion Points 		
12.0	Target Area 2 – Demands – I have to neglect some tasks because I have too much to do <ul style="list-style-type: none"> - Discussion Points 		
13.0	Target Area 3 – Demands – I have to work very intensively <ul style="list-style-type: none"> - Discussion Points 		
14.0	Target Area 4 – Demands – I have to work very fast <ul style="list-style-type: none"> - Discussion Points 		
15.0	Target Area 5 – Control – I have a say in my work speed <ul style="list-style-type: none"> - Discussion Points 		
16.0	Target Area 6 – Control – My working time can be flexible <ul style="list-style-type: none"> - Discussion Points 		
12.0	Other <ul style="list-style-type: none"> - Key Target Areas from the Daily Quantitative Survey Data - Inadequate lunch breaks - Working long hours, outside of hours, taken work home etc 		
Item	Subject	Action by	Date
Next meeting to be held on: TBC Venue: Site Office			

Appendix F Wellbeing Committee Program

Inclusive of the following documentation for reference:

Wellbeing Committee – Strategy Presentation and Program



Wellbeing @ M2M

*If you don't make time for wellness....
Make time for injury & illness!*

September 2021

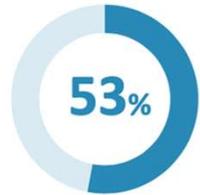
What is wellness?



World Health Organization (WHO) defines health as “a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity (illness).” WHO defines wellness as **“the optimal state of health of individuals and groups,”** and wellness is expressed as “a positive approach to living.”



The issues across the industry



Men in the construction industry are 53 per cent more likely to die by suicide than other employed males in this country. A construction worker is lost to suicide every second day. *The University of Melbourne and Deakin University.2020*



80%
Nearly 80% of NSW workplaces take a reactive or ad-hoc approach to mental health at work
SafeWork NSW and Instinct and Reason, 2017



More than 2 in 3 construction workers are considered overweight or obese
NSW health 2020



Mental health claims are on the rise, up from 7% to 9% of serious claims in the last 2 years. On average mental health related claims have a duration of 17 weeks vs 5.8 compared with other serious claims. *WorkSafe Australia, 2019*



Construction workers have **higher rates** of smoking, harmful alcohol consumption, obesity levels and inadequate fruit and vegetable consumption compared to the national average. *Worksafe QLD,2015*



Coronary heart disease (CHD) is the leading single cause of disease burden & death in Australia. *Australian Govt Health, 2020*



Fatigue is the **number one risk factor of incidents occurring** in the construction industry
University of Sydney,2010

The Issues....

Main causes of serious claims (by mechanism of incident) in 2018-19p*



36%
Body stressing



23%
Falls, trips, and
slips of a person



16%
Being hit by
moving objects

Key findings

Three occupations with the highest rates of serious claims (per million hours worked in 2017-18p*)



16.8
Labourers



11.1
Community
and personal
service
workers



10.4
Machinery
operators
and drivers

What we know @ M2M

A recent survey was undertaken on site, with the below points identified, that we are looking to address with our Wellness/Wellbeing Program:

Mood survey findings: -

- People have felt less active and vigorous
- People have not woken up feeling fresh and rested
- People feel calm and relaxed less than half the time

Wellbeing: -	Survey Findings (of concern)
Work Demand:	<ul style="list-style-type: none">• feeling obligated to work long hours• People neglecting some tasks because I have too much to do• People feel they are required to work very intensively
Control:	<ul style="list-style-type: none">• People impression that they are not able to work at won speed
Change:	<ul style="list-style-type: none">• 37% of respondents feel they are not consulted about change at work

Daily Survey on Work Demands and Stresses Findings: -

- High percentage of team are not taking breaks during the day (lunch or other)
- Some team members are working well over 12 hrs per shift

Wellbeing Strategy and initiatives

- John Holland launched as part of the new GMR (Global Mandatory Requirements) the new Wellbeing Procedure (JH-MPR-WHS-042) which redefines the expectations required for workplaces in relation to the workforce wellbeing.
- To address the identified areas of concern highlighted from the recent wellbeing survey and daily work stress and demand surveys, the project has implemented the Wellbeing procedure and formulated the following Wellbeing committee which has a defined wellbeing strategy specifically tailored for the M2M Project.
- The wellbeing committee and strategy is designed to be a dynamic approach with the ability to refocus and adapt to the teams needs as required
- The Wellbeing strategy and approach is as follows: -
 1. Formation of the Wellbeing Committee for the M2M Project
 2. Undertake a Wellbeing Survey for the Team to understand team needs and work stresses affecting wellbeing
 3. Formulate a Wellbeing strategy focused on addressing the identified areas of concern from the wellbeing survey undertaken. Any intervention suggested for the strategy is to be vetted by the Project Leadership Team before implementation
 4. Induct the M2M team into the results of the survey and introduce the wellbeing strategy
 5. Continue the Wellbeing survey every 4 months and refocus the wellbeing strategy as required to address the needs of the team. This will be led by the Wellbeing committee and documented at Monthly meetings

Wellbeing Committee:

Committee Members

- Robyn Cossar-Ransfield (QUA)
- Michael Partridge (PLT)
- Dave Richards (SAF)
- Jana Lanigan (COR)

Champions

- Jess Grundy (ENV)
- Cody Gerkew (FIELD)
- Lee Draper (ENG)
- Haylee Moore (Commercial)

Committee Remit: -

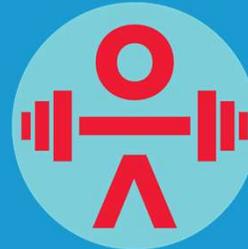
1. Meet initially weekly (until end of September) then once per Month (min) to discuss current team wellbeing and to status current Wellbeing Strategy actions
2. Produce meeting minutes with defined action and actioner's for the wellbeing strategy or other wellbeing actions as determined b the committee
3. Manage the implementation and data collection from the quarterly Team Wellbeing survey's (Sep21, Dec21, Mar22, Jun21, Sep22)
4. Review the data from the wellbeing survey and decide on any refocus areas and revised direction for the wellbeing strategy

Advertised Wellbeing Initiatives



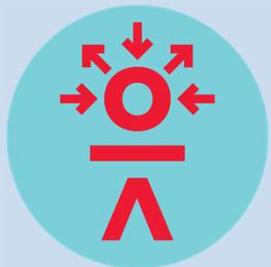
Healthy Workplaces

- Improved lunch area (outside tables for lunches/breaks)
- Plants around workspace
- Weekly emails with tips for improving wellbeing
- New wellbeing noticeboard



Healthy Bodies

- Health and Fitness Challenge – coming soon!
- Weekly Fruit deliveries
- Corporate Gym Membership



Healthy Minds

- Know your number training
- Mental Health First Aider's onsite
- Compliance with project fatigue management plan



Healthy Relationships

- Get to know your work colleagues – lunch outside/ Team Celebration
- Friday Canteen Runs
- Encouraging work/life balance and Flexibility

Details Strategy and Timeframes (as of September 2021)

#	Initiative	Activity	Concept	Goal	Actions	Timeframe
1	Healthy Bodies	Wellbeing Emails	Weekly emails with tips to increase wellbeing awareness	Increase wellbeing awareness	Robyn/Jana to schedule weekly emails – set prescheduled to send Mondays	1st September – 30th November 2021
2	Healthy Relationships/ Healthy Bodies	Lunch Outside	PLT to have lunch outside Passport for staff to lunch with different employees	To set an example for others on the project to stop and eat. Look after health and wellbeing – eat regularly and get some fresh air	PLT Members to ask members of the team to have lunch with them each day. (as the PLT we need to lead by example) Get to know what your colleagues do outside of work	ASAP 25 August 2021
3	Healthy Relationships/ Healthy Bodies	Healthy Lunch Competition	Encourage healthy eating and promote team culture	Competition – What’s for lunch? Promote healthy eating, outside and have a monthly prize for the healthiest lunch options	Jana/Robyn – poster for promotion. Approval for purchase of vouchers	October
4	Healthy Relationships	Friday Canteen Run	Friday – team interested in trying new local lunch locations to pool money and seek take-away and eat together	Develop positive team culture	Canteen group to nominate the organiser on rotation each week	1 st October - onward
5	Healthy Bodies	Sleep Program	Review Sleep Patterns	Raise awareness of free sleep program offered by EAP	Print posters and pamphlets to distribute around the project site office.	1st September – ongoing
6	Healthy Bodies	Discount Gym membership	Provide tools for fit bodies and minds	Provide site staff with local gym memberships at discounted price	Jana to approach local gyms, determine rate to advertise to team for use	October 2021
7	Healthy Bodies	Health and Fitness Challenge	To implement everything learnt from 1 September 2021 – 31 December 2021	Set up an 8-week challenge with great prizes	Dave to organise	1 January 2022
8	Healthy Minds	Lunch time recreational games (board games/ cards etc...)	Purchase some games such as Jenga, cards etc... for people to take a break from work during lunch and other breaks	To create a space where employees meet to play – encourage positive relationships and a mind break from work during lunch break	Robyn to purchase some boardgames etc...	October 2021
9	Healthy Bodies	Weekly Fruit	Encourage healthy eating	To provide fruit as an alternative snack than the vending machine options	Dave to liaise and action with Michael	October 2021

Details Strategy and Timeframes (as of September 2021)

Cont...

#	Initiative	Activity	Concept	Goal	Actions	Timeframe
10	Healthy Minds	Know your number	Self-assess mental health	Provide tools for employees to use to self-assess their mental health both at home and at work.	Print posters and deliver 20-minute training	November 2021
11	Health Minds	Aesthetics	To create a more inviting area to relax away from work challenges	Provide an aesthetically pleasing area to have lunch Provide a more aesthetically pleasing work area Suggest we could have a small prize for the healthiest plant of the month (subway lunch voucher?)	Jess to: <ul style="list-style-type: none"> investigate cost of plants for outdoor area and provide quotes to Michael facilitate tidy up of lunchroom and outdoor area Promote 'bring your own plant' to work 	September 2021
12	Healthy Relationships Culture/ Team Building	Milestone Celebrations	Team to set quarterly milestones for the project and arrange milestone celebrations for the JHSWJV team as well as the TMR/ GHD teams	Increase collaborative working culture on site	<ul style="list-style-type: none"> Set project milestones Arrange for celebrations with team at appropriate time following milestones achieved 	<ul style="list-style-type: none"> 3rd September (S/B Switch) 26th November (Rainforest Rd Weekend Closure) Christmas Celebrations (Late Nov/ early Dec21)
13	Healthy Bodies Fatigue Management	Encourage team members to leave site before 6pm.	Ensure team members are not working beyond 6pm unless pre agreed for night-shift handover or split shifts	Reduce work fatigue and breaching fatigue management plan	Encourage team members to pack up and go home at 6pm	Start as of 1 st September

What next?

- Weekly emails to your inbox with wellbeing tips and ideas
- Updates on the wellbeing notice boards with monthly awareness topics
- Start having lunch out in the pre-start area
- Start having conversations 😊

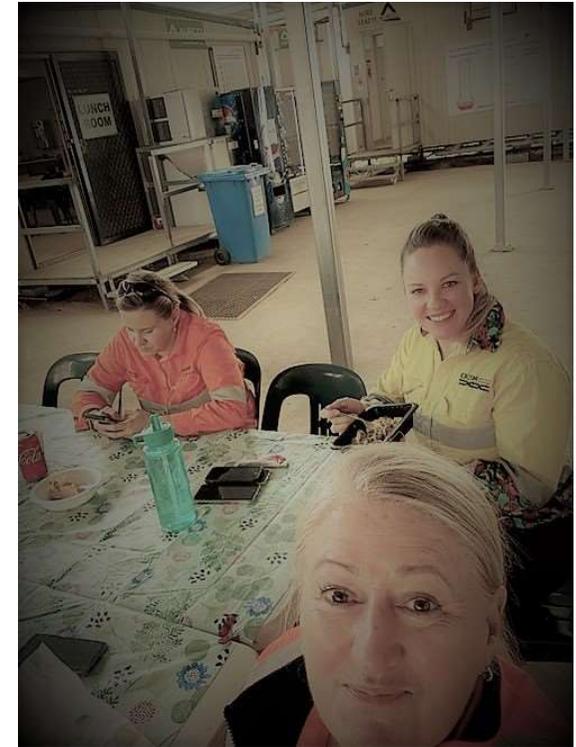
I have an idea!

- If you have any ideas or suggestions that you would like to share please have a chat to Robyn

To finish off!



Great to see
the lunch area
being used



Appendix G References

Downey L. and Stough C., Measuring the psychological impact of work-related stress and related occupational factors in the Australia infrastructure construction industry, Swinburne University of Technology, 2018.

Mates in Construction 2021, *Why Mates Exists: The Problem*, Retrieved from: <https://mates.org.au/the-problem>

Future Learn 2021, University of York, *Is there a difference between wellbeing and mental health?* Retrieved from: <https://www.futurelearn.com/info/courses/digital-wellbeing/0/steps/47773>

Work Safe Queensland Government 2021, *Why take care of health and wellbeing at work?* Retrieved from: <https://www.worksafe.qld.gov.au/safety-and-prevention/health-and-wellbeing/why-take-care-of-health-and-wellbeing-at-work>

Black Dog Institute 2021, *Workplace mental health and wellbeing*, Retrieved from: <https://www.blackdoginstitute.org.au/education-services/workplaces/>

NSW Government 2021, *How to create a mentally healthy workplace*, Retrieved from: <https://www.nsw.gov.au/mental-health-at-work/managing-mental-health-your-workplace/how-to-create-a-mentally-healthy-workplace>