



People

AT WORK

Report for: Example Organisation

Prepared: 28 October 2021



Contents

1.0 Executive summary	3
2.0 Introduction to the People at Work tool	5
3.0 Survey background	7
3.1 Understanding your report	7
3.2 Response rate	7
4.0 Overall results	10
5.0 Job demands	11
5.1 Role overload	12
5.2 Emotional demand	14
5.3 Group conflict: Relationship and task conflict	16
Group relationship conflict	16
Group task conflict	18
5.4 Role conflict	20
5.5 Role ambiguity	22
6.0 Job resources	24
6.1 Job control	25
6.2 Supervisor support	27
6.3 Co-worker support	29
6.4 Praise and recognition	31
6.5 Procedural justice	33
6.6 Change consultation	35
7.0 Workplace bullying	37
8.0 Work-related violence and aggression	39
9.0 Psychological health outcomes	41
9.1 Psychological distress	41
9.2 Burnout, sprain and strain symptoms and worker intentions	42
10.0 Conclusions and next steps	43
11.0 Group breakdowns	44
11.1 Job demands and job resources	44
11.2 Psychological distress	60
11.3 Burnout, sprain and strain symptoms and worker intentions	65
12.0 Glossary	73

This report has been provided as part of the free peopleatwork.gov.au tool.
The report is to be used in accordance with the People at Work terms of use.

1.0 Executive summary

People at Work is a survey that can be used to support a psychosocial risk assessment process. It aims to help workplaces identify, assess and manage risks to the psychological health of workers and volunteers within a workplace. In September - October 2021, Example Organisation completed the People at Work survey.

A total of 700 workers were invited to participate in the survey, of which 92.86% responded.

Areas of strength

Job demands in the low range and job resources in the high range are considered best practice.

Results highlighted the following factors where your workplace achieved best practice:

Job Demands

- Low Group relationship conflict
- Low Role ambiguity

Job Resources

- High Change consultation
- High Supervisor support

Areas for improvement

Job demands in the high range and job resources in the low range can be detrimental to worker psychological health.

Job Resources

- Low Co-worker support
- Low Job control
- Low Praise and recognition

Your workplace may also have results in the moderate range which reflect areas for improvement. These are detailed throughout this report.

Other areas for action

The People at Work survey also assesses other psychosocial hazards and factors that have been linked to poor psychological health. The following areas are also highlighted as areas for action and improvement:

Next Steps

The People at Work survey has provided your workplace with a snapshot of key risk areas within your workplace. It is important that results are followed up with a focus group to better understand the underlying factors contributing to your workplace results, and the most appropriate and

effective strategies to improve them.

Once you have conducted focus groups you are encouraged to create an action plan. Resources are provided throughout this report to assist you in this process and can be easily accessed by clicking on the relevant hyperlinks.

For more information on next steps refer to *conclusions and next steps*.

EXCERPT

2.0 Introduction to the People at Work tool

People at Work is a survey tool that supports a psychosocial risk assessment process. It aims to help workplaces identify, assess and manage risks to the psychological health of workers.

Specifically, the People at Work survey measures psychosocial hazards and factors. Psychosocial hazards and factors are aspects of the work environment and the way work is designed that have the potential to cause psychological harm. These hazards are based on a comprehensive review of job demands and job resources that have been studied in the occupational health literature. According to research, a combination of high job demands and low job resources or the presence of work-related violence or workplace bullying can cause negative outcomes for workers including (but not limited to) psychological distress, burnout and sprain and strain symptoms.

The hazards and risk factors assessed by the People at Work survey include:

Job Demands	Job Resources
Role overload	Job control
Role ambiguity	Supervisor support
Role conflict	Co-worker support
Emotional demand	Praise and recognition
Group task conflict	Procedural justice
Group relationship conflict	Change consultation
Workplace bullying	
Work-related violence	

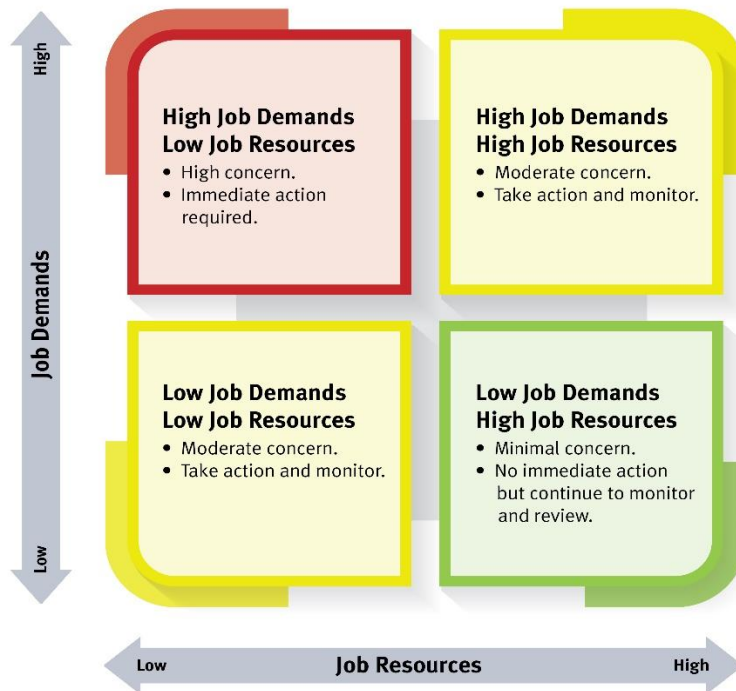
In Australia, work health and safety legislation is administered at state and national level to cover all jurisdictions. A general principle of this legislation is that employers, [so far as is reasonably practicable](#), are required to provide and maintain a working environment that is safe and without risks to health, including psychological health of their workers and others. This means that employers should identify and control psychosocial risks using the same general principles and priorities that they apply to physical risks.

It also makes good business sense to prevent or minimise psychological harm. Work environments that do not adequately manage these risks can incur significant human and financial costs. In particular, this can lead to:

- poor worker health, both physical and psychological
- breakdown of individual and team relationships
- poor morale and erosion of worker loyalty and commitment
- reduced efficiency, productivity and profitability
- poor public image and reputation
- increased costs associated with counselling and mediation
- increased absenteeism and workers turnover
- increased costs with recruitment and training of new workers
- increased workers' compensation claims and legal costs.

Further, controlling risks that arise from psychosocial hazards and factors such as job demands, and boosting job resources can promote a more positive and engaging workplace, resulting in

greater productivity, quality, and safety performance.



EXCEL

3.0 Survey background

3.1 Understanding your report

This report provides your overall results as well as a breakdown of your results. The range your results fall within (low, moderate or high) is provided for each job demand and job resource. Colour coding is used throughout the report to aid interpretation, and comparisons are made to an Australian worker benchmark. A range of outcome variables that have been linked with job demands and job resources are also presented including psychological distress, burnout, intentions, sprain / strain, work-related violence and aggression. This report also provides results on the incidence and type of workplace bullying and work-related violence.

3.2 Response rate

A total of 700 workers were invited to participate in the survey, of which 92.86% responded.

Workers were asked to respond to various items examining group breakdowns. The count for the different breakdowns is provided below. Only groups where there are 10 or more responses are included in breakdown of results for the remainder of the report. It is important to consider what proportion of these counts reflect the actual size of the groups within your workplace.

Workgroup breakdown	Response count
HR	30
Operations	120
Finance	50
Sales	300
Legal	150

Location breakdown	Response count
Gold Coast	200
Sydney	450

Employment status breakdown	Response count
Full time (permanent)	400
Part time (permanent)	150
Full time (temporary)	50
Part time (temporary)	25
Casual	25
Contractor	0
Volunteer	0
Prefer not to say	0

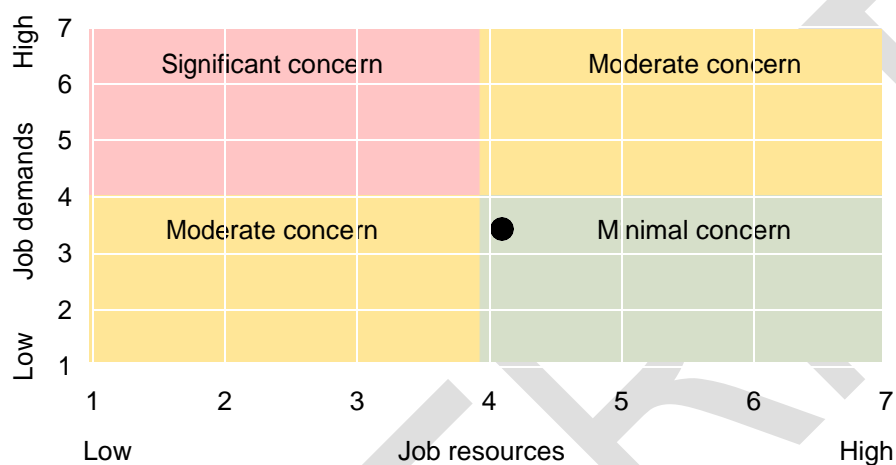
Managerial status breakdown	Response Count
Supervisors/managers	150
Non supervisors/managers	500
Prefer not to say	0

Age category breakdown	Response count
15-24 years	28
25-34 years	32
35-44 years	150
45-54 years	200
55-64 years	180
65-74 years	35
75-84 years	20
85+ years	0
Prefer not to say	5

Working away from the primary workplace breakdown	Response count
All of the time	22
Most of the time	180
Half of the time	150
Some of the time	123
Infrequently	160
None of the time	5
Prefer not to say	10

4.0 Overall results

According to research, a combination of high job demands and low job resources can cause negative outcomes for workers including (but not limited to) psychological distress, burnout and sprain and strain symptoms. High levels of job resources can buffer the negative impact of high job demands and as such examining the interaction between your job demands and job resources is important. The figure below averages your results across the different job demands and job resources to ascertain the balance between them.



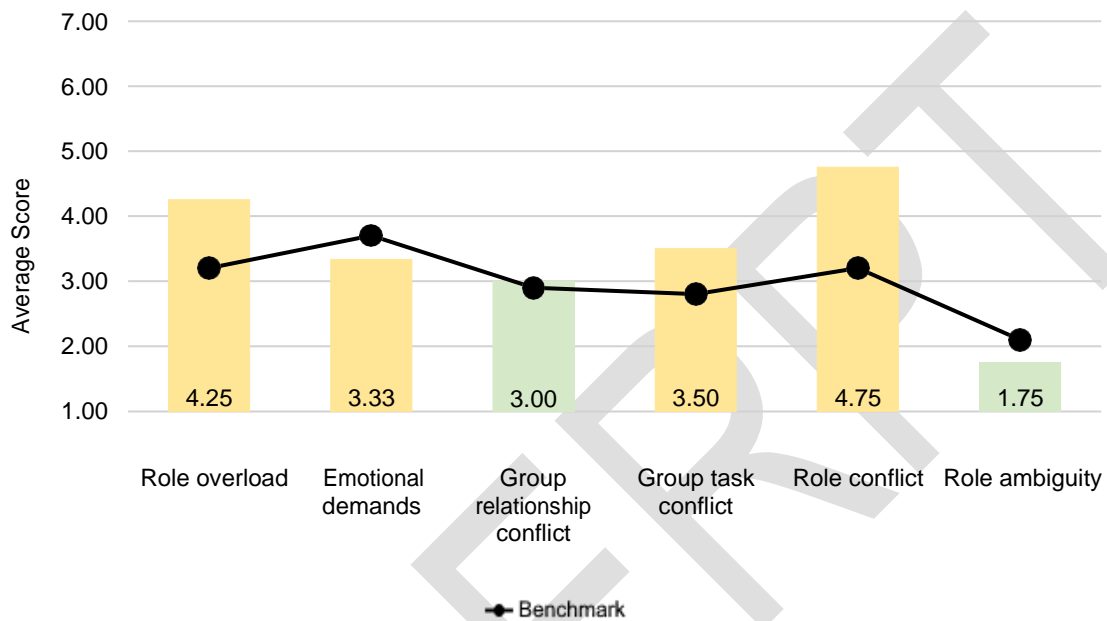
Combination of overall job demands and job resources

Your results indicated that your workplace fell into the minimal concern category. To achieve best practice, workplaces should aim to have low levels of job demands coupled with high levels of job resources.

The overall results should be interpreted with caution if you have a survey response rate below 50%. It is also important to look at each job demand and job resource individually as there may be some factors that score higher or lower than the average and require immediate attention. Other [sources of workplace data](#) should be consulted to gain a more comprehensive and detailed assessment of risk to psychological health.

5.0 Job demands

The job demands the People at Work survey assesses are role overload, emotional demand, group relationship conflict, group task conflict, role conflict and role ambiguity. The figure below provides an overview of your workplace results for each of these job demands. **Higher scores indicate higher job demands and increased risk.**



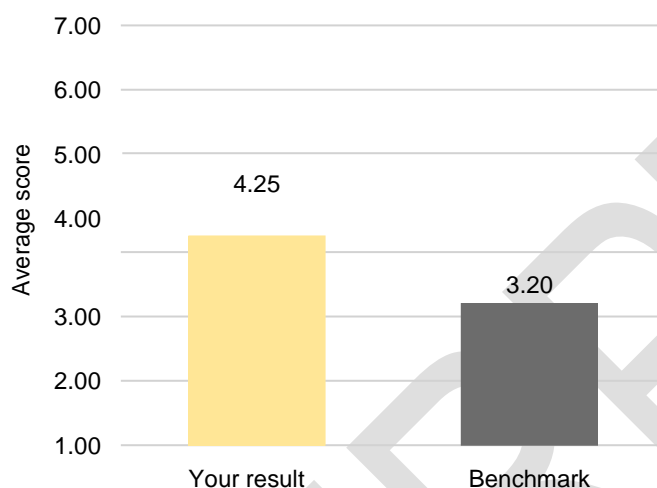
Score interpretation ↓ Lower is preferable			
Range	Low	Moderate	High
Scale values	1.00 - 3.00	3.01 - 4.99	5.00 - 7.00
Action	Good but monitor	Could be improved	Immediate action required

Overall average level of each job demand as compared to the benchmark

Workplaces should aim for the job demands to be in the **low** range. You may like to consider how your workplace performs as compared to other workplaces (the benchmark). However, your primary focus should be on your workplace scores and ensuring they are in the low range.

5.1 Role overload

Role overload occurs when a worker feels pressured by excessive workloads, difficult deadlines, and a general inability to fulfil workplace expectations in the time available (e.g. “*I have unachievable deadlines*”). **High levels of role overload pose a risk to the psychological health and safety of workers.**



Score interpretation ↓ Lower is preferable			
Range	Low	Moderate	High
Scale values	1.00 - 3.00	3.01 - 4.99	5.00 - 7.00
Action	Good but monitor	Could be improved	Immediate action required

Overall average level of each role overload as compared to other workplaces

Your overall role overload is in the **moderate** range and could be improved. Workplaces should aim for role overload to be in the low range.

Compared to other workplaces your results indicate higher role overload, suggesting that your workplace is performing worse than other workplaces in this area. The table below provides a breakdown of each item that assessed role overload.

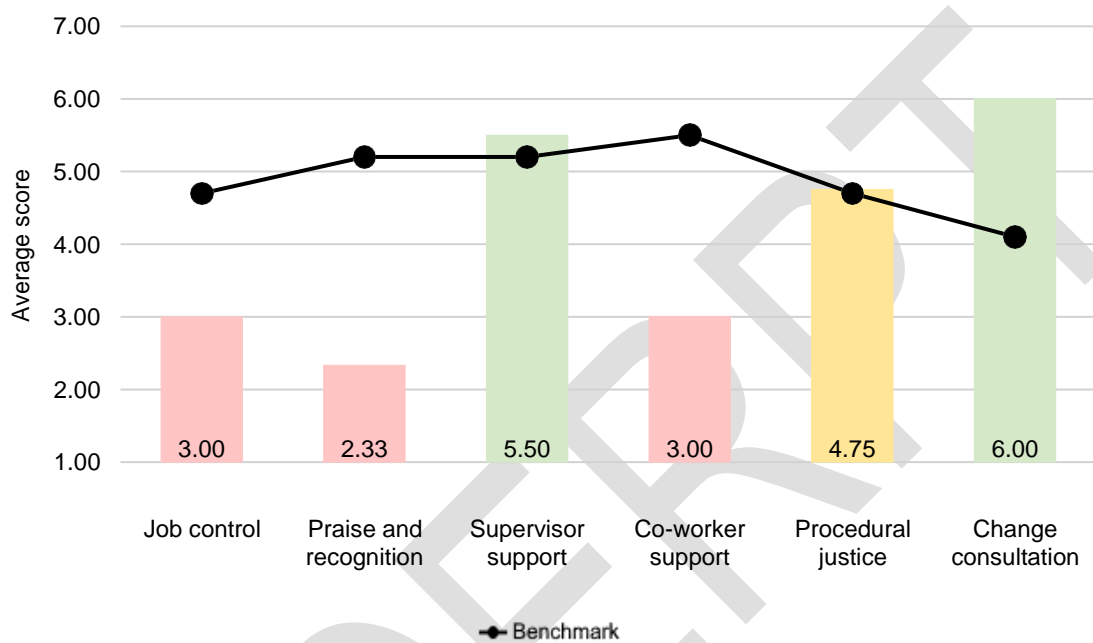
Question	Result	Interpretation
I am pressured to work long hours	2.00 - Low	This result indicates that generally workers feel they aren't pressured to work long hours.
I have unachievable deadlines	4.00 - Moderate	This result indicates that sometimes workers feel like they have unachievable deadlines.
I have unrealistic time pressures	5.00 - High	This result indicates that generally workers feel like they have unrealistic time pressures.
I have to neglect some tasks because I have too much to do	6.00 - High	This result indicates that generally workers feel like they have to neglect tasks because of workload.

Recommended next steps

Please refer to the *conclusions and next steps* section of this report for advice on next steps. Our guidance material will also provide some strategies and guidance for managing role overload.

6.0 Job resources

The People at Work survey assesses job resources of job control, supervisor support, co-worker support, praise and recognition, procedural justice, and change consultation. The figure below provides an overview of your workplace results for each of the job resources assessed by the People at Work survey. **Lower scores indicate lower job resources and a greater risk area.**



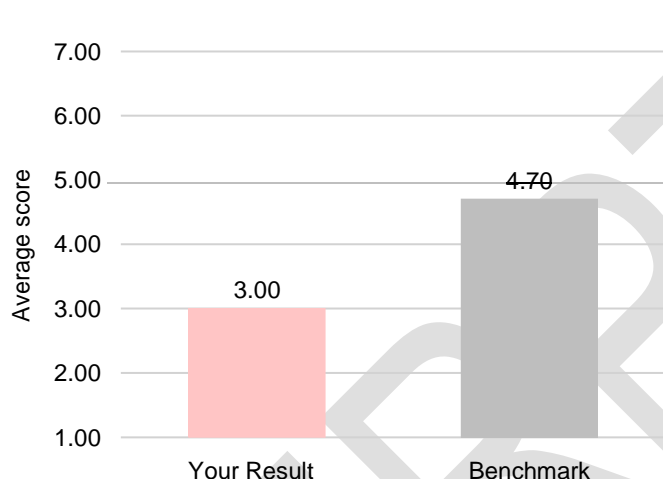
Score interpretation ↑ Higher is preferable			
Range	Low	Moderate	High
Scale values	1.00 -3.00	3.01 - 4.99	5.00 - 7.00
Action	Immediate action required	Could be improved	Good but monitor

Overall average level of each job resource as compared to the benchmark

Workplaces should aim for the job resources to be in the **high** range. You may like to consider how your workplace performs as compared to other workplaces (the benchmark). However, your primary focus should be on your workplace scores and ensuring they are in the high range.

6.1 Job control

Job control is the degree to which a worker has the discretion to approach their work in a manner of their choosing. It reflects a worker’s capacity to manage his or her activities at work, including choice of work tasks, methods of work, work pacing, work scheduling, control over resources, and control over the physical environment (e.g. “*I have a choice in deciding what I do at work*”). **Low levels of job control pose a risk to the psychological health and safety of workers.**



Score interpretation ↑ Higher is preferable			
Range	Low	Moderate	High
Scale values	1.00 -3.00	3.01 - 4.99	5.00 - 7.00
Action	Immediate action required	Could be improved	Good but monitor

Overall average level of job control as compared to other workplaces

Your overall job control is in the **low** range and requires immediate action. Workplaces should aim for job control to be in the high range.

Compared to other workplaces your results indicate lower job control, indicating your workplace is performing worse than other workplaces in this area. The table below provides a breakdown of each item that assessed job control.

Question	Result	Interpretation
I have a choice in deciding what I do at work	5.00 - High	This result indicates that generally workers feel they have a choice in deciding what they do at work.
I have some say over the way I get the job done	2.00 - Low	This result indicates that generally workers feel like they don't have a say over the way they get their job done.
I have a say in my own work speed	2.00 - Low	This result indicates that generally workers feel like they don't have a say in their work speed.

Recommended next steps

Your results indicate a low level of job control and immediate action is recommended. It is important that you follow this result up with a focus group to gain further insight into this result as well as potential mitigating strategies. For information on how to prepare for and conduct a focus group please review the [People at Work focus group guide](#). The below provides some starting ideas for improving the level of job control in your workplace:

- A worker's tasks need to be meaningful, varied and allow for an appropriate degree of self-direction.
 - Let workers have a say in how their own work is organised (how job tasks should be completed, how problems should be tackled, the pace of their work).
- Ensure workers have the skills required to achieve most of their goals.
- Use performance reviews as a positive opportunity for workers to have input into their work.
- Provide opportunities for job rotation.
- Involve workers in the allocation of responsibility for tasks within teams and in determining work objectives, timeframes and resourcing.
- Provide training to develop supportive leaders who delegate and encourage participation and welcome new ideas.
- Communicate with workers about how and why decisions are made.
- Avoid micro-managing.

For additional strategies and guidance for managing job control refer to our [guidance](#) and refer to the *conclusions and next steps* section of this report for advice on next steps.

7.0 Workplace bullying

Workplace bullying can adversely affect the psychological and physical health of a person. Poor management of job demands and job resources can influence the occurrence of bullying in the workplace. **Workplace bullying** is defined as **repeated** and **unreasonable behaviour** directed towards a worker or a group of workers, that creates a risk to health and safety.

- **Repeated behaviour** refers to the persistent nature of the behaviour and can involve a range of behaviours over time.
- **Unreasonable behaviour** means behaviour that a reasonable person, having considered the circumstances, would see as unreasonable, including behaviour that is victimising, humiliating, intimidating or threatening.

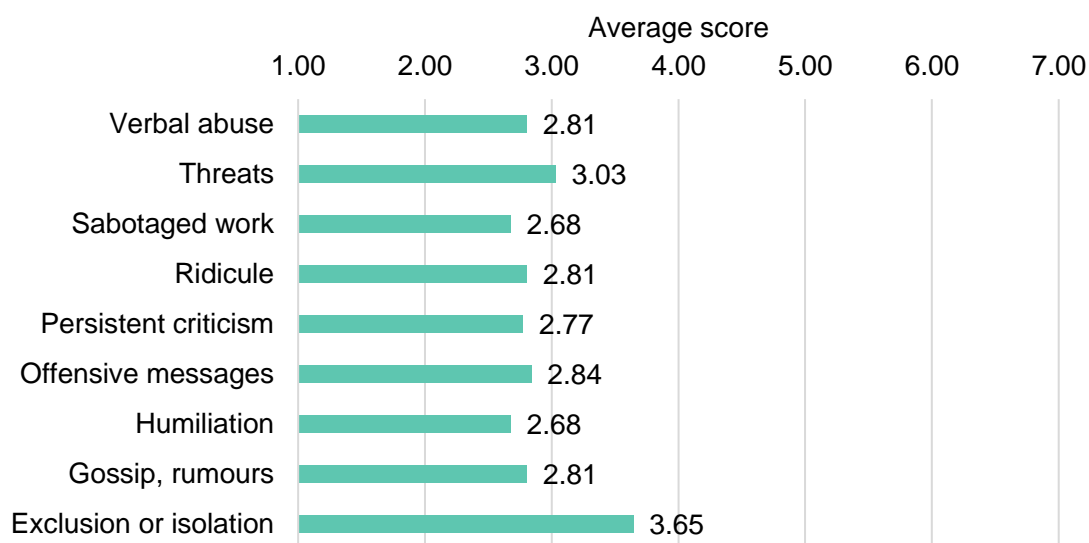
A single incident of unreasonable behaviour is not workplace bullying; however, it may be repeated or escalate and so should not be ignored. A workplace may take reasonable management action to effectively direct and control the way work is carried out. It is reasonable for managers and supervisors to allocate work and give feedback on a worker's performance. These actions are not workplace bullying if they are carried out in a lawful and reasonable way, having regard for relevant circumstances.

Workplaces should aim to have no bullying within their workplaces. Respondents were asked about the frequency of their experience and witnessing of workplace bullying. Of respondents, 23.38% reported experiencing bullying at some point in the previous 6 months whilst 30.77% reported witnessing bullying at some point in the previous 6 months.

	Experiences of workplace bullying		Witnessing workplace bullying	
	Response Counts	% Response Counts	Response Counts	% Response Counts
Never	500	76.92%	450	69.23%
Rarely	120	18.46%	170	26.15%
Once in a while	10	1.54%	30	4.62%
Some of the time	5	0.77%	0	0.00%
Monthly	5	0.77%	0	0.00%
Weekly	10	1.54%	0	0.00%
Almost daily	0	0.00%	0	0.00%

Experiences and witness of workplace bullying

Respondents were also asked if in the past 6 months if they had been subject to a number of bullying behaviours as detailed in the figure below. Results highlighted that the most commonly cited bullying behaviour was exclusion or isolation from workplace activities. Sabotage of work and humiliation was the least common source of bullying.



Behaviours reportedly experienced by workers

Respondents who had reported experiencing workplace bullying were asked about the source of the bullying. The most common source of bullying was supervisor.

Source of bullying	Response counts
Client/customer	5
Co-worker	35
External co-worker	0
Family/friend of client/customer/patient/student	0
Member of public	5
Subordinate	10
Supervisor	95

Source of bullying

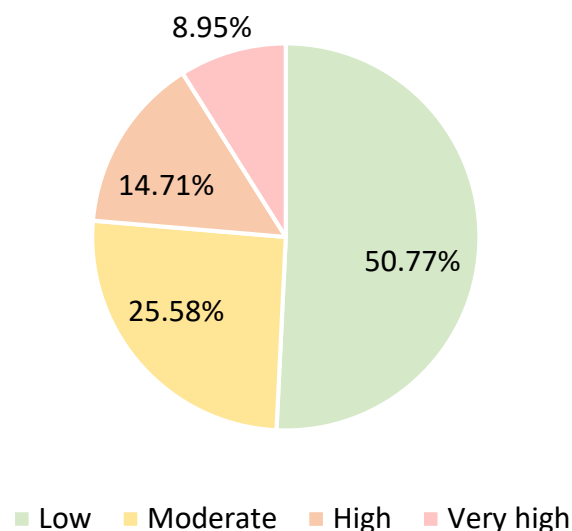
Group breakdowns of experiences of workplace bullying are not provided to protect the privacy of respondents. Reports of workplace bullying should be responded to no matter how small they are. Our [guidance](#) and [Safe Work Australia's guidance on Workplace bullying](#) will assist you in preventing and responding to workplace bullying. Workplace bullying can be a symptom of other psychosocial hazards and factors in the workplace. For example, if your survey results have highlighted high levels of job demands coupled with low levels of job resources this can create an environment where bullying occurs. As such, by focusing on reducing job demands and increasing job resources can also assist in decreasing the occurrence of bullying.

9.0 Psychological health outcomes

The People at Work survey assesses a number of health-related measures that job demands, job resources, workplace bullying and work-related violence have been shown to impact including psychological health outcomes, sprain and strain and work-related stress intentions.

9.1 Psychological distress

Job demands and job resources have been linked to the psychological health of workers including measures of psychological distress. Psychological distress assesses experiences of negative emotional states such as anxiety and depression. [Research has linked](#) the experience of psychological distress to workers taking significantly more sick days and having significantly lower performance as compared to those not experiencing psychological distress. Consequently, high levels of psychological distress can be costly to a workplace.



Score interpretation

Range	Low	Moderate	High	Very High
Total score	10 - 15	16 - 21	22- 29	30 - 50

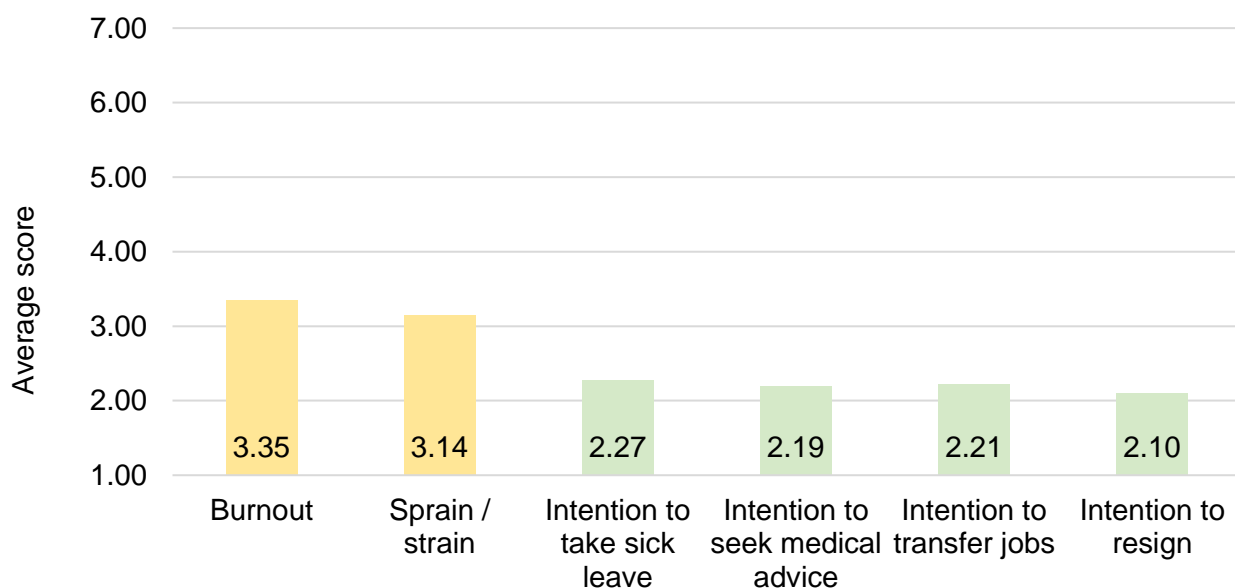
Your overall results indicated that 50.77% of respondents had low levels of psychological distress, 25.58% had moderate levels of psychological distress and 23.66% had either high or very high levels of psychological distress. Efforts to ensure job demands are in the low range, job resources are in the high range and the other psychosocial hazards such as workplace bullying and work-related violence are minimised will assist in reducing psychological distress. It is also important to provide workers with access to support where possible including subsidised counselling through an employee assistance program or through promoting other support services. For a list of support services available, refer to the [additional resources](#) section on our webpage.

The tables at the end of this report provide a breakdown of your results across your selected group(s) for those with more than 10 responses. Any groups that have psychological distress in the moderate to very high range, or have higher results as compared to the workplace average, may be a target area.

9.2 Burnout, sprain and strain symptoms and worker intentions

Job demands, job resources, workplace bullying and work-related violence have been linked to psychological distress, burnout, sprain and strain symptoms and impact on various worker intentions (including intention to resign, transfer jobs, seek medical advice or take sick leave).

Burnout is the result of chronic and unresolved work-related stress which can stem from poorly managed job demands and job resources (e.g. *“I have no energy for going to work in the morning”*). Research has shown that burnout consists of emotional exhaustion, depersonalisation and reduced personal accomplishment. Sprain and strain symptoms include aches, pain or discomfort in the muscles, ligaments, tendons and bones.



Score interpretation ↓ Lower is preferable			
Range	Low	Moderate	High
Scale values	1.00 - 3.00	3.01 - 4.99	5.00 - 7.00
Action	Good but monitor	Could be improved	Immediate action required

Average level of burnout, worker intentions, sprain / strain

Your overall intention to take sick leave, intention to seek medical advice, intention to transfer jobs, intention to resign is in the low range and requires no immediate action but should be monitored.

Your overall burnout, sprain / strain is in the moderate range and requires immediate action.

Workplaces should aim for these health-related outcomes to be in the low range. By focusing on increasing job resources, reducing job demands, workplace bullying, exposure to work-related violence and aggression will assist in improving these health-related outcomes.

The tables at the end of this report provide a breakdown of your results across your selected group(s) for those with more than 10 responses. Any groups that have scores in the high range, or have higher results as compared to the workplace average, may be a target area.

10.0 Conclusions and next steps

People at Work is a survey that contributes to a psychosocial risk assessment process. It aims to help workplaces identify and manage workplace risks to the psychological health of workers and volunteers. This process has provided your workplace with a snapshot of key risk areas within your workplace. After conducting the People at Work survey, it is important a number of further steps are taken in following the risk management model.

1. Follow up results with a focus group

It is important that results are followed up with a focus group to better understand the underlying factors contributing to your workplace's results, and the most appropriate and effective strategies to improve them. A focus group also assists in maintaining worker consultation which is a key theme in work health and safety risk management models. For support in preparing for and running a focus group refer to the [People at Work focus group guide](#).

2. Communicate results

It is important that results are fed back to management and workers. [Step 3: Understanding and communicating your results](#) provide general guidance for communicating results back to management and workers.

3. Create an action plan

Once you have conducted focus groups you are encouraged to create an action plan that has key interventions that you will implement in response to your results. To do this you can use the [Action planning guide](#) to assist you and refer to [Step 4: Taking Action](#). The guidance referred to through this report may also help you develop some suggested actions in tandem with consulting with your workers.

4. Ongoing monitoring and review

It is important that the People at Work survey is not a one-off process; it should be repeated to ensure continual monitoring of hazards in the workplace and determining the effectiveness of any controls and actions plans implemented. [Step 5: Reviewing and improving](#) provides general guidance for monitoring and reviewing.

11.0 Group breakdowns

11.1 Job demands and job resources

The table below provides a breakdown of your results across your selected group(s) for those with more than 10 responses. Any groups that meet any of the following criteria may be a priority area:

- Groups that have job demands in the high range or job resources in the low range; and/or
- Groups that have higher job demands as compared to the workplace average; and/or
- Groups that have lower job resources as compared to the workplace average.

Job Demands						
Score interpretation ↓ Lower is preferable						
Range	Low		Moderate		High	
Scale values	1.00 -3.00		3.01 - 4.99		5.00 - 7.00	
Action	Good but monitor		Could be improved		Immediate action required	
	Role overload	Emotional demands	Group relationship conflict	Group task conflict	Role conflict	Role ambiguity
Workplace average	4.25	3.33	3.00	3.50	4.75	1.75
HR	4.75 ↑	4.00 ↑	3.50 ↑	4.00 ↑	4.50 ↑	2.00 ↑
Operations	4.25 ↔	3.33 ↔	3.00 ↔	3.50 ↔	4.75 ↔	1.75 ↔
Finance	4.50 ↑	3.00 ↓	3.25 ↑	3.60 ↑	5.00 ↑	2.00 ↑
Sales	5.50 ↑	3.25 ↔	2.75 ↓	3.25 ↓	4.50 ↓	2.25 ↑
Legal	2.50 ↓	3.50 ↑	2.75 ↓	2.00 ↓	4.60 ↓	1.50 ↓
Legend	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall job demands across workgroup

Job Resources						
Score interpretation ↑ Higher is preferable						
Range	Low		Moderate		High	
Scale values	1.00 -3.00		3.01 - 4.99		5.00 - 7.00	
Action	Immediate action required		Could be improved		Good but monitor	
	Job control	Praise and recognition	Supervisor support	Procedural justice	Co worker support	Change consultation
Workplace average	3.00	2.33	5.50	4.75	3.00	6.00
HR	3.50 ↑	2.50 ↑	5.00 ↓	5.00 ↑	3.25 ↑	6.25 ↑
Operations	3.25 ↑	2.00 ↓	5.25 ↓	4.50 ↓	3.50 ↑	6.50 ↑
Finance	2.75 ↓	2.40 ↔	5.75 ↑	4.00 ↓	2.75 ↓	5.75 ↓
Sales	3.00 ↔	2.25 ↓	5.50 ↔	5.25 ↑	2.50 ↓	5.50 ↓
Legal	3.00 ↔	2.30 ↔	5.50 ↔	4.75 ↔	2.75 ↓	6.25 ↑
Legend	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall job resources across workgroup