MetLife

MyLifeHQ

Workplace Insights Report

Workplace Report
for 2018 Q2

BODY | WORK

LIFE | MIND

Developing a strategy for a healthy workplace provides the framework to promote mental wellbeing and minimise workplace risks in relation to mental health.

Contents

Mental health in Australian workplaces

Mental health is fast becoming the topic of conversation, across boardrooms today, for forward-thinking businesses that are looking to make a difference to their people and the overall organisation. Changes in the workforce environment are having a major impact on the prevalence of mental health conditions, and ultimately impacting Australian businesses through disrupted levels of employee productivity, engagement, and resilience. A workplace isn't only a source of income for people; it also plays a critical role in defining one's personal identity, self-esteem, and overall psychological wellbeing[1]. By building and establishing a healthy workplace, there are a myriad of benefits which range from individual to organisational to societal outcomes[2].

The MyLifeHQ App, which is founded on the constructs within positive psychology, has been designed to provide employers with a tool that can help build employee resilience by creating healthy mental habits.
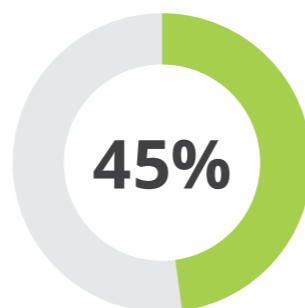
Did you know?

1 in 5 Australians **have taken time off work** in the past 12 months because they felt **stressed, anxious, depressed or mentally unhealthy**.

$10.9b

Is the **cost to Australian workplaces** as a result of untreated mental health conditions from absenteeism, presenteeism and compensation claims.

45%

Of Australians between the ages of 16-85 will **experience a mental health condition in their lifetime**.[3]

Benefits of a healthy workplace

By creating a psychologically healthy workplace, there are several benefits for the individual, organisation and society that may result. By definition, a psychologically healthy workplace fosters employee health and wellbeing while also enhancing the organisational performance and productivity. Below we have outlined some examples of benefits in which an organisation could experience as a result of investing further into the psychological health of their workplace. These benefits have been adapted from the PHW model[4].

PSYCHOLOGICALLY HEALTHY WORKPLACE

INDIVIDUAL

- Increased positive affect
- Reduced stress and burnout
- Increased engagement and commitment
- Improved productivity
- Improved presentism

ORGANISATIONAL

- Reduced turnover
- Positive reputation
- Increased customer satisfaction
- Reduced healthcare costs
- Reduced absenteeism

SOCIETAL

- Healthier communities
- Heightened attention to mental health
- Reduced stigma for mental health

[4] Kelloway, E. K., & Day, A. L. (2005a). Building healthy workplaces: What we know so far. *Canadian Journal of Behavioural Science*, 37(4), 223-235.

How do we measure?

Our health and wellbeing in the workplace goes far beyond than just the role we perform, the leader we have and the systems that we follow. It is the holistic view of our work, mind, body, and life that contribute to our overall state of mental wellbeing.

Outlined below are the components that have been identified to significantly contribute to achieving a psychologically healthy workplace and, ultimately, the employee's mental wellbeing. These components are based on independent research conducted by an organisational psychologist and provide us with the foundation on which this report is based.

HEALTHY PEOPLE

Having heathy people in the workplace lays the critical foundation in which a psychologically health workplace is based from. In this report, the health of employees is identified through three main components, Mind, Body and Life, which are explored below.

HEALTHY MINDS
Our minds are core to everything we do in our lives. From the constructs of positive psychology, there are five key contributors to a healthy mind, referred collectively as PERMA[5]. PERMA incorporates positive emotions, engagement, relationships, meaning and accomplishments as the factors that comprise a healthy mind. Becoming consciously aware and working towards these five key contributors is a great way for an individual to build a positive mindset. This, in turn, will support to improve the employee's focus, creativity, and connection to others in the workplace[6].

HEALTHY BODIES
To ensure we can support a healthy mind, we need the right energy to do so. Fuelling ourselves with the best type of energy sources, such as nutrition and sleep, as well as keeping our bodies healthy through exercise, are important stepping stones in creating an overall healthy lifestyle. Keeping ourselves fuelled with the right energy can provide employees with more sustainable energy to create balance in their lives, which helps employees maintain focus and improve clarity in decision making within the workplace[7].

HEALTHY LIVES
Achieving a healthy life is making sure we have met our basic needs as human beings. This means ensuring we are instilled with a sense of financial wellbeing across our lives, as well as fulfilling our roles as a carer, parent, or significant other to someone else. Creating sustainable balance in our lives across these concepts can help employees manage their energy more effectively, due to a reduction in stress and anxiety, which can in turn improve their presence and performance within their teams and roles[8].

HEALTHY LEADERSHIP

Healthy leadership plays a central role in creating a psychologically healthy workplace. Not only do leaders decide on outcomes in the workplace, they also play a key role in creating the overall culture and environment in which the employee experiences. Healthy leadership is demonstrated by providing employees with an empowering and inclusive environment and by using emotional intelligence to understand and empathise with employees. By leaders demonstrating such behaviours, employees will experience enhanced positive moods and wellbeing as a result of feeling empowered and understood by their leadership teams. In addition, healthy leadership maintains fair and reasonable expectations for their employees, whilst providing them with a sense of purpose to build motivation and reduce burn out[10].

HEALTHY CULTURE

An organisation lives and breathes their workplace culture. The culture builds the foundation for expected behaviours and values in which leaders and employees represent. Therefore, having a healthy culture means to have a values-based organisation that focuses on positive workplace behaviours that promote equality and fairness amongst workers. Creating a culture that encourages employees to interact with colleagues and participating in social interactions supports the employee's greater wellbeing and fulfilment within their lives[11], and ultimately, improves their satisfaction within the workplace.

HEALTHY SYSTEMS

Within an organisation, there are systems in place that direct and determine the psychological safety of a workplace. The organisation's systems around the structure, environment and roles contribute to how safe employees feel in speaking up and the delicate match between an employee's capabilities and their role's requirements to allow them to perform effectively. By creating healthy systems, this helps to shape the health-related behaviours of employees and foster a positive attitude change[12]. In addition, employees will feel competent to perform their roles effectively, whilst also feeling optimally challenged to develop.

HEALTHY RISK CONSIDERATIONS

Healthy risk considerations is demonstrated by an organisation's policy and practices that encourage employees to speak up regarding concerns, issues, or feedback in the workplace. It is important that all policies are tailored to the specific organisation by responding to the psychological complexities at hand. By creating and integrating the appropriate policies and practices, this can help to shape the health-related behaviours and benefits for employees[13]. It is important to have a strong culture of psychological safety, support for job demands and to instil a OH&S focus across the workforce.

Overview of results

150 employees downloaded the MyLifeHQ App

130 employees completed the Healthy People questionnaire

89 employees completed the Healthy Workplace questionnaire

PRIORITY ACTION

LEADERSHIP

Employees have reported that leaders could provide a greater level of emotional intelligence, which could contribute to a greater sense of inclusion and safety at work. In addition, leaders may be setting unreasonable expectations which may cause employees to feel demotivated and disengaged in the workplace.

Result considerations

- Consider delivering emotional intelligence training to upskill all people managers
- Consider reviewing the diversity and inclusion strategy and the initiatives to integrate this into the workforce
- Consider reviewing expectations from leaders to ensure fair alignment of workloads across employees

NEEDS ATTENTION
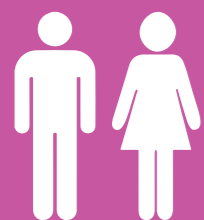
PEOPLE

Employees have reported that they are feeling relatively well across the mind, body and life components that contribute to healthy people. Across the individual components, however, employees have reported significantly lower on exercise, which could be a key area for the organisation to explore. Employees have also reported that there could be further consideration made to the overall connection of the vision to their daily roles. This could support in the engagement of employees, whilst contributing to a healthier state of mind.

Result considerations

- Consider providing discounted gym memberships and/or in-house exercise classes
- Consider launching a fitness workplace challenge in the MyLifeHQ App
- Consider reconnecting the employees to the vision to create further clarity in their daily roles
- Consider offering an in-house financial advisor or planner to provide financial wellbeing support to employees

NEEDS ATTENTION

CULTURE

Employees have reported that the culture is providing them with a sense of strong values that allow them to be themselves, be treated fairly and ethically by those around them. Employees may be feeling out of balance when it comes to managing their work and non-work commitments. An area of further exploration would be work life balance, which scored the lowest across the culture component.

Result considerations

- Consider reviewing the flexible working policy to strengthen variability of options
- Explore the role modelling culture of work life balance across leaders
- Consider team building activities for employees to deepen relationships
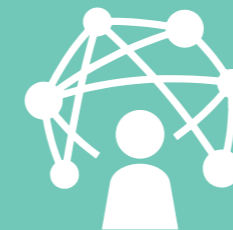
SYSTEMS

Employees have reported that the systems in the organisation may have an opportunity for improvement. Role capability and role design have been reported as the two identified points that may allow employees to be able to perform effectively in their roles with further review of these areas. In addition, the psychological safety, environment, and structure could allow for employees to be feeling safer in the workplace by reviewing current practices.

Result considerations

- Consider conducting a role capability and design review across the organisation to identify skill gaps and role efficiency
- Consider reviewing the Speak Up policy and practices in place to ensure employees understand the process to raise concerns within the workplace
- Consider a succession plan to ensure the organisational structure supports employee growth

RISK CONSIDERATIONS

Employees have reported that there could be greater support in managing their job demands. This may be impacting their sense of psychological safety across the workplace and the overall occupational health and safety culture that is being upheld.

Result considerations

- Consider delivering management skill training to upskill all people managers in delegating and providing support to employees
- Consider reviewing the Occupational Health and Safety policy and practices

Understanding the results

The results for each component and sub-component have been calculated on a weighted score average based on the aggregated responses from the questionnaire completed in the MyLifeHQ App. Outlined below is an explanation on how these results can be understood in this report.

The scores are calculated based on the number of respondents to each answer and weighted accordingly to their respective negative / positive levels, with the most negative and most positive responses being weighted the highest.

Interpreting the results

WEIGHTED SCORE COMPONENT

0	60	75	100

PRIORITY
Scores <60

NEEDS ATTENTION
Scores 60 to 75

TRACKING WELL
Scores >75
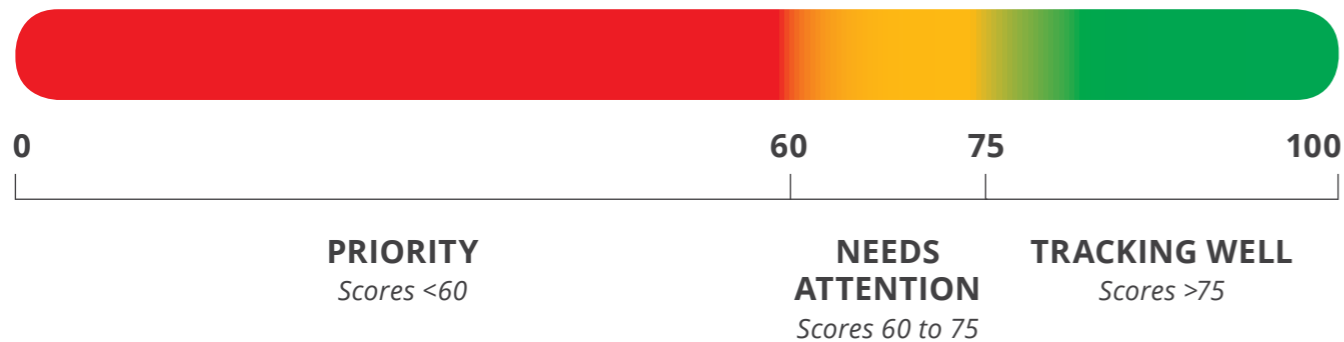
Score Calculation

The scores are calculated based on the number of respondents to each answer and weighted accordingly to their respective negative / positive levels, with the most negative and most positive responses being weighted the highest.

−   **+**

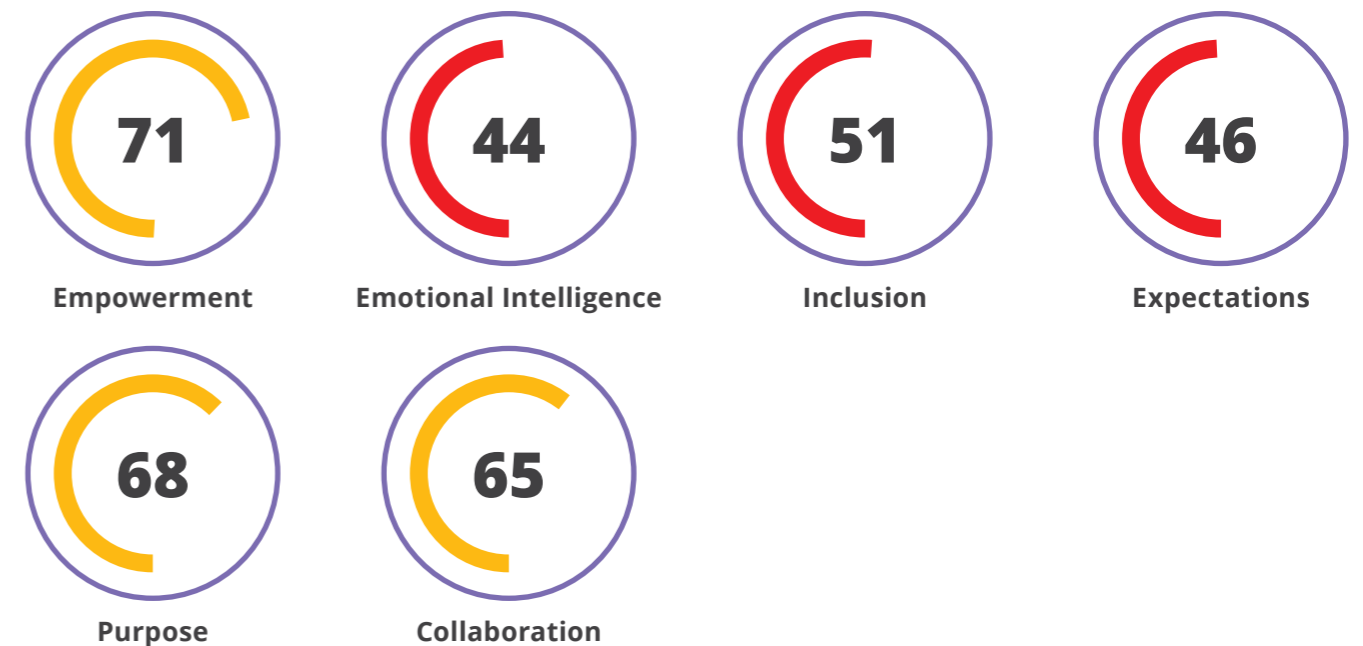| NEVER	VERY RARELY	SOMETIMES	OFTEN	ALMOST ALWAYS
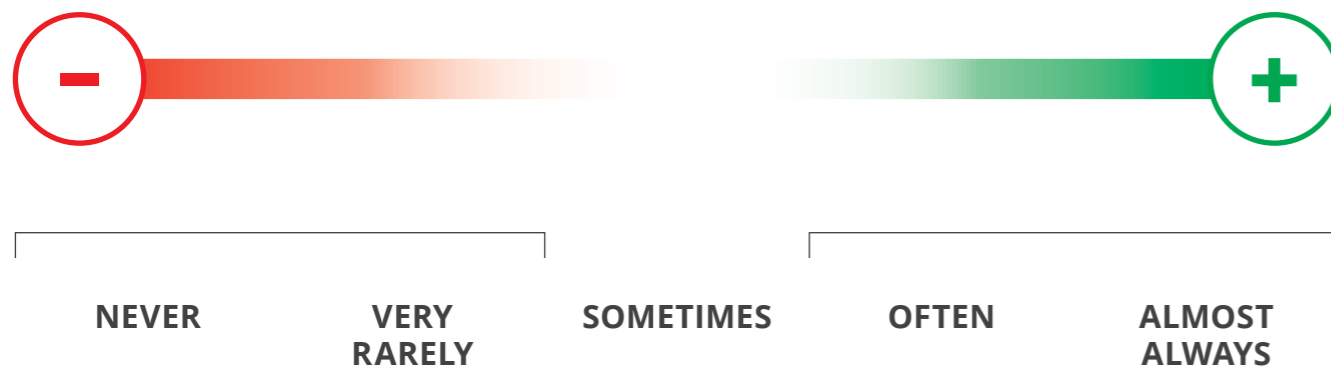
Healthy Leadership

Overview

Healthy leadership plays a central role in creating a psychologically healthy workplace. Not only do leaders decide on outcomes in the workplace, they also play a key role in creating the overall culture and environment in which the employee experiences. Healthy leadership is demonstrated by providing employees with an empowering and inclusive environment and by using emotional intelligence to understand and empathise with employees. By leaders demonstrating such behaviours, employees will experience enhanced positive moods and wellbeing[14] as a result of feeling empowered and understood by their leadership teams. In addition, healthy leadership maintains fair and reasonable expectations for their employees, whilst providing them with a sense of purpose to build motivation and reduce burn out.

Results

NEEDS ATTENTION

58
Leadership

SUB COMPONENTS

71	**44**	**51**	**46**
Empowerment	Emotional Intelligence	Inclusion	Expectations

68	**65**
Purpose	Collaboration

Workplace profile

Empowerment

WHAT IS EMPOWERMENT?

Effective people leaders hire the right people for the job - the right people are those who are a great cultural "fit" for the team and have the qualifications and skills to do the work. The key to lasting engagement after that is to ensure leadership provides the employee with the empowerment that the employee needs to have autonomy and perform effectively in their role.

HOW DID OUR WORKPLACE SCORE?

71

When employees act autonomously, managers may be quick to step in and advise or direct further action, rather than seeking first to understand what the employee has done and why. This can lead to frustration and confusion for employees about their actual, rather than stated, level of autonomy.

QUESTION

"I was able to make decisions about how I do my work"

Chart — "I was able to make decisions about how I do my work":
- Never: 13%
- Very Rarely: 8%
- Sometimes: 26%
- Often: 13%
- Almost Always: 39%
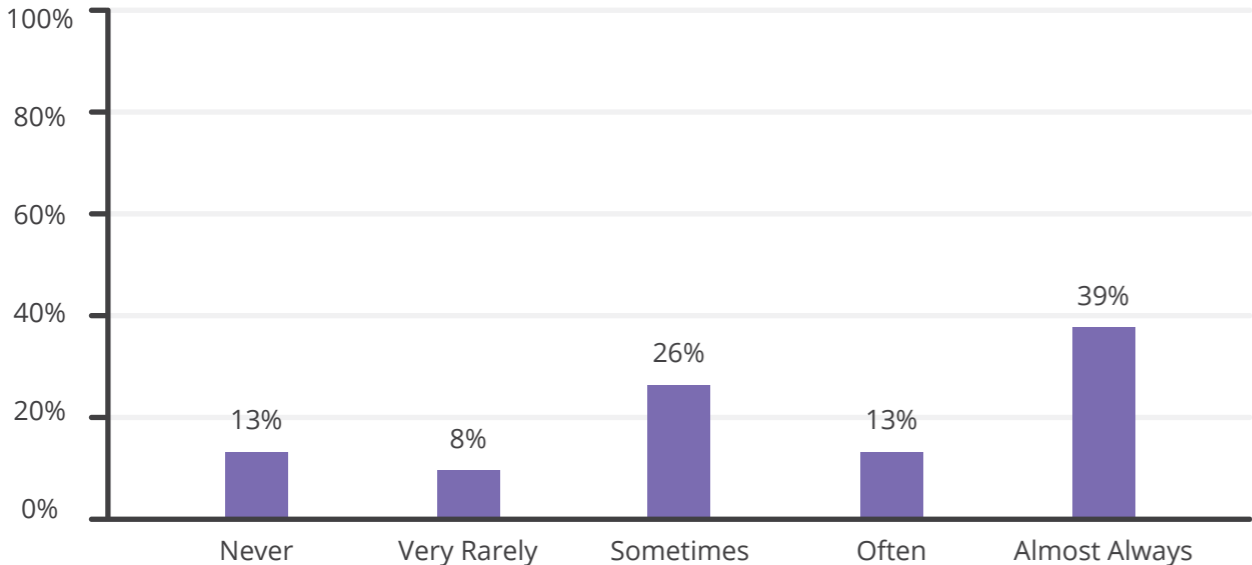
Workplace profile

Emotional Intelligence

WHAT IS EMOTIONAL INTELLIGENCE?

Genuine care for employees, expressed by people leaders, creates a workplace environment in which employees, in turn, show genuine care for customers, clients and one another. Authentic leadership styles, which involve displaying levels of genuine care[15], promote psychological capacities and a positive ethical climate within the workplace for employees to thrive.

HOW DID OUR WORKPLACE SCORE?

44

Employees are likely to experience the workplace as uncaring and even hostile. Communications between employees and with customers are likely to be minimal and functional only. The risk of interpersonal conflict and allegations of bullying and harassment is high.

QUESTION

"My manager genuinely cared about me"

Chart — "My manager genuinely cared about me":
- Never: 39%
- Very Rarely: 13%
- Sometimes: 18%
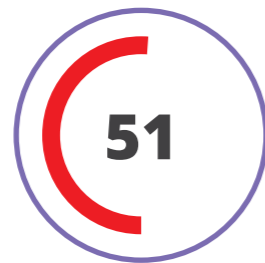- Often: 8%
- Almost Always: 21%
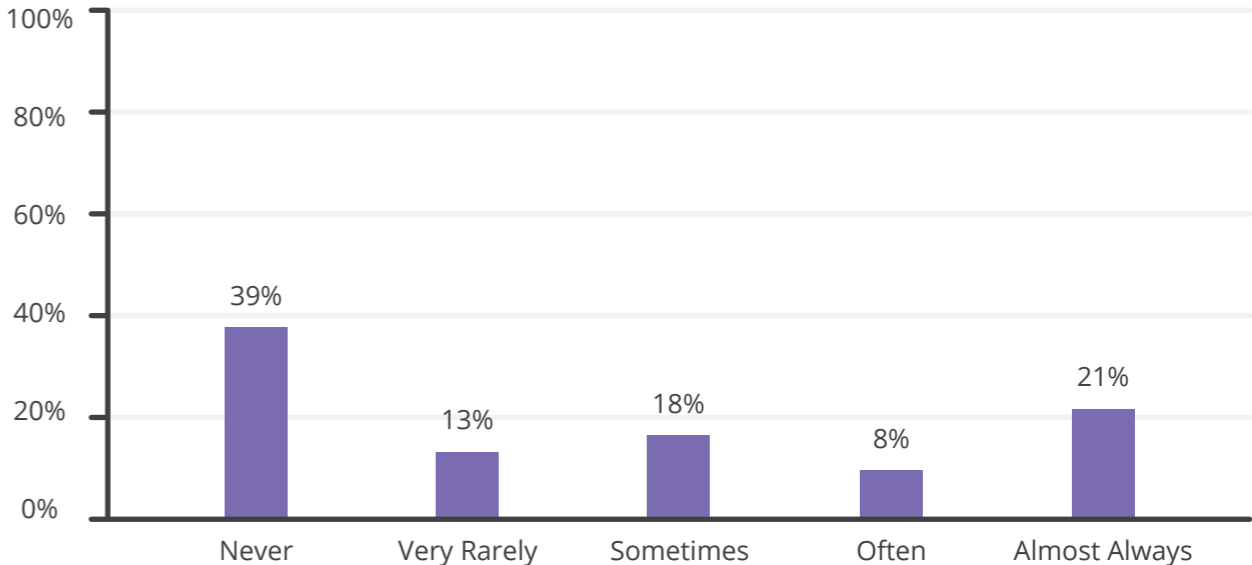
Workplace profile

Inclusion

WHAT IS INCLUSION?

Being inclusive to all diverse backgrounds and experiences of employees is the pinnacle of creating a fair and harassment-free environment for employees. Businesses which can embrace diversity and value difference become workplaces where levels of trust between employees are high, teamwork and collaboration is the norm, employees communicate openly and respectfully, and where creativity and innovation flourish.

HOW DID OUR WORKPLACE SCORE?

51

The reduction in levels of trust which follows the failure to maintain a culture of respect often leads employees to become hypervigilant about how they are perceived by colleagues. This can give rise to complaints of harassment and bullying.

QUESTION

"I felt comfortable around my colleagues"

|	Never	Very Rarely	Sometimes	Often	Almost Always
%	34%	13%	24%	8%	24%
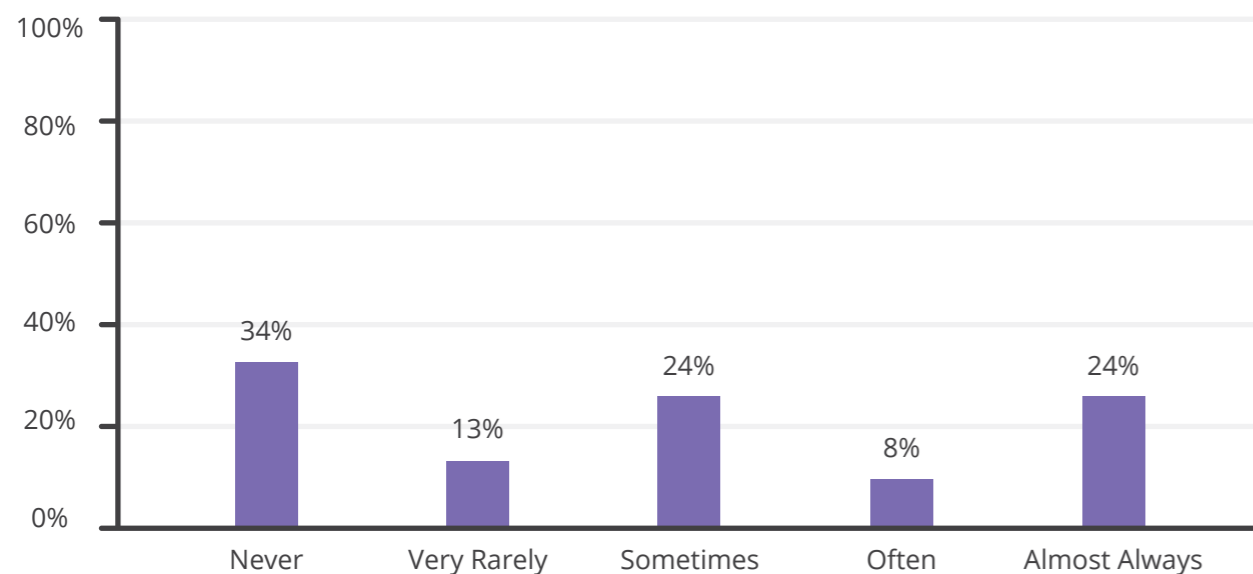
Workplace profile

Reasonable Expectations

WHAT ARE REASONABLE EXPECTATIONS?

For expectations to be reasonable, they need to be both achievable for the employee to perform, as well as clear and concise for the employee to understand. One without the other creates a level of tension for the employee as they are either unskilled to complete the task, or have a misunderstanding of what they are required to do. Leaders are required to effectively role model and communicate the necessary information to their employees to ensure that employee tension is minimised and risk of workplace injury is reduced[17].

HOW DID OUR WORKPLACE SCORE?

46
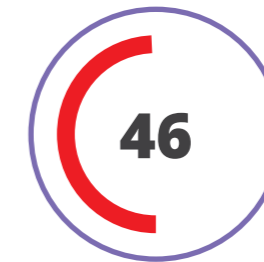
Employees are likely to voice frustration to each other that they lack clarity about what is expected of them or they feel that the stated expectations are unreachable. The absence of reasonable expectations poses an increased risk of workplace injury and drives decreasing levels of engagement in employees.

QUESTION

"My managers' expectations were reasonable"

	Never	Very Rarely	Sometimes	Often	Almost Always
%	30%	18%	30%	13%	13%
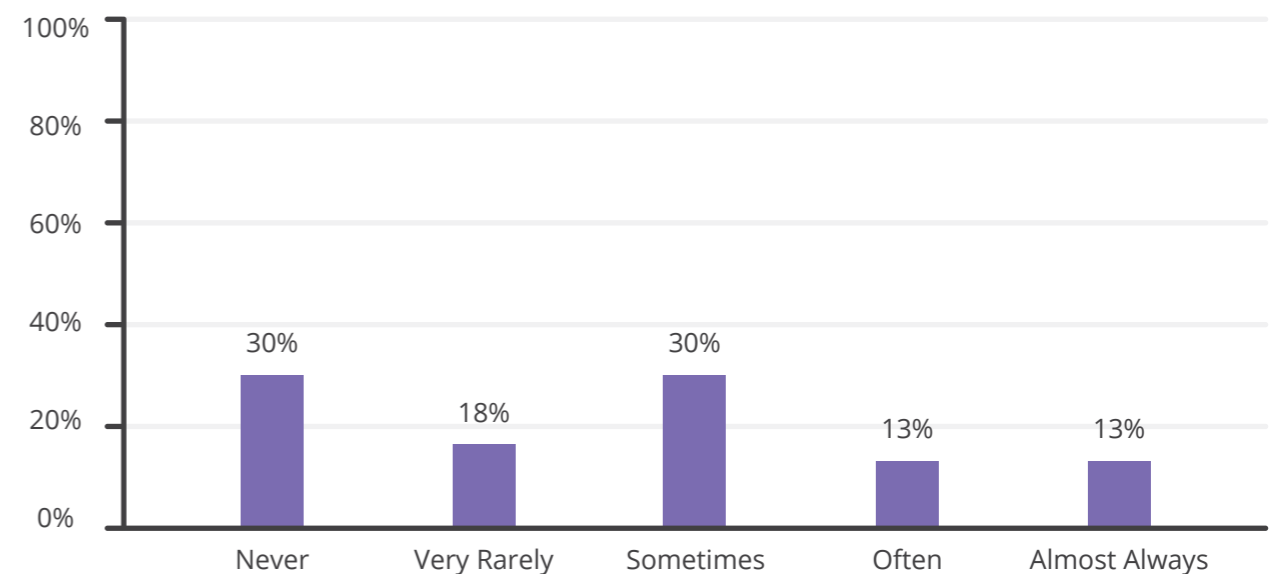
Workplace profile

Purpose

WHAT IS PURPOSE?

A key feature of human experience and a key driver of satisfaction and wellbeing is the capacity to experience meaning and purpose. In this way, it is important for leaders to clearly articulate the vision and mentor employees to help them see the meaning in their jobs and understand the contribution they make to the achievement of the organisational goals. This transformational style of leadership has a profound impact on the employee's wellbeing and overall satisfaction in their role[18].

HOW DID OUR WORKPLACE SCORE?

68

Employees can likely articulate the vision of the business and can also likely state what they see to be their role in it; however, their experience of feeling connected to this greater meaning and purpose may be limited by lack of role clarity or suboptimal leadership.

QUESTION

"My work contributed to the broader vision of the company"

Response	Percentage
Never	8%
Very Rarely	18%
Sometimes	50%
Often	5%
Almost Always	8%
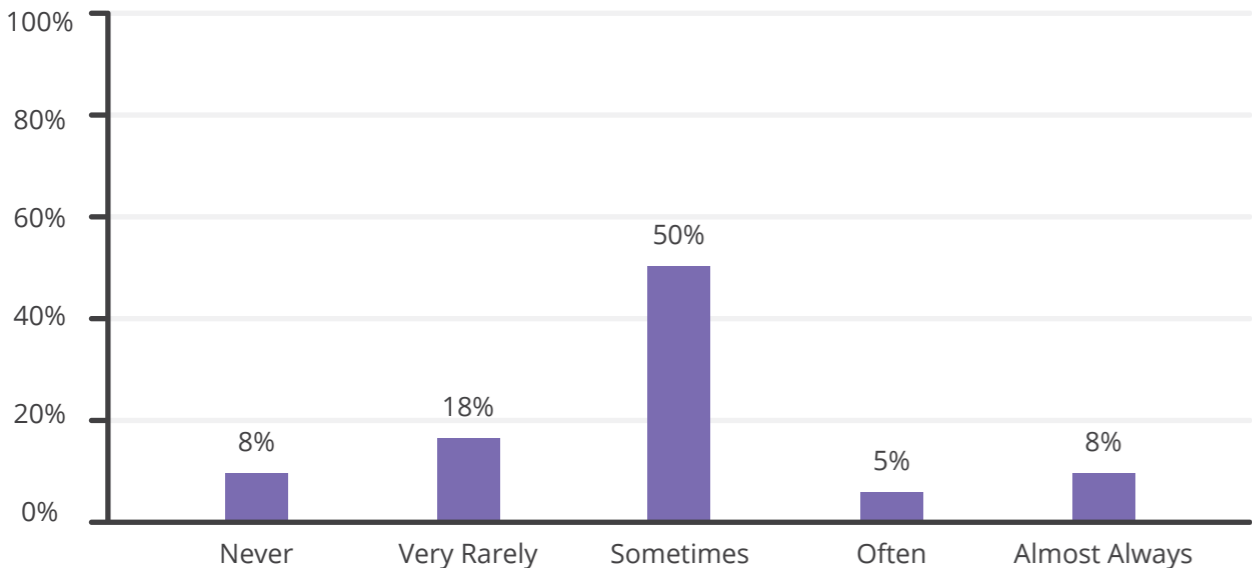
Workplace profile

Collaboration

WHAT IS COLLABORATION?

Collaboration is when employees work together to share ideas and solve potential problems. It creates an inclusive environment whereby the strengths of individuals can be used to reach a common goal which may not have otherwise been reached. It provides the opportunity to generate innovation and increased capacity to problem solve. It also helps employees to build new connections in the process and support employees feeling that their individual contribution is part of something much bigger[19].

HOW DID OUR WORKPLACE SCORE?

65

When collaboration occurs, it has sometimes been directed rather than encouraged and its extent is limited. Collaboration occurs through a concerned effort by employees to break out of siloed work, rather than because it is a value being driven by people leaders.

QUESTION

"I felt my team worked collaboratively"

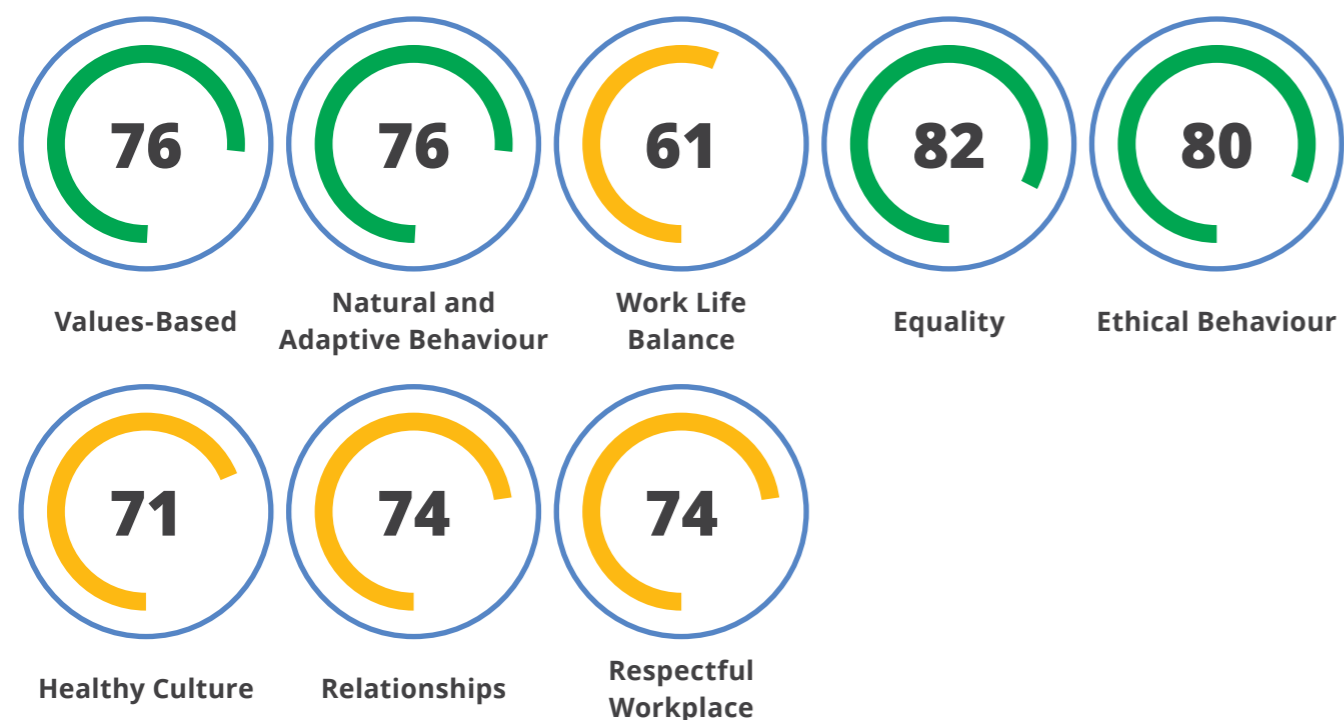| Response	Percentage
Never	32%
Very Rarely	8%
Sometimes	45%
Often	5%
Almost Always	8%
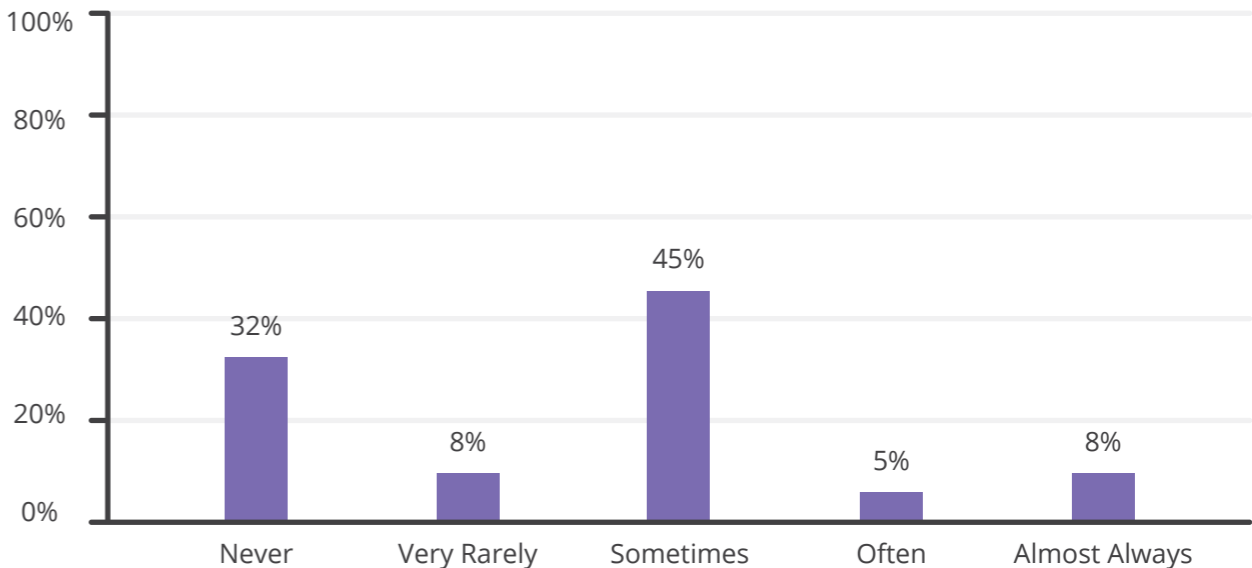
Healthy Culture

Overview

An organisation lives and breathes their workplace culture. The culture builds the foundation for expected behaviours and values in which leaders and employees represent. Therefore, having a healthy culture means to have a values-based organisation that focuses on positive workplace behaviours that promote equality and fairness amongst workers. Creating a culture that encourages employees to interact with colleagues and participating in social interactions supports the employee's greater wellbeing and fulfilment within their lives , and ultimately, improves their satisfaction within the workplace.

Results

NEEDS ATTENTION

74
Culture

SUB COMPONENTS

76 Values-Based

76 Natural and Adaptive Behaviour

61 Work Life Balance

82 Equality

80 Ethical Behaviour

71 Healthy Culture

74 Relationships

**74** Respectful Workplace

Workplace profile

Values-Based Organisation

WHAT IS A VALUES-BASED ORGANISATION?

Values driven organisations typically tap into three core values for all employees - opportunities for relationships, personal growth, and service to others. When these values are acknowledged and embraced, employees mirror these values to colleagues, contributing to the prosocial behaviours of the workforce, and feel an overall enhanced level of engagement with the vision of the business.

HOW DID OUR WORKPLACE SCORE?

76
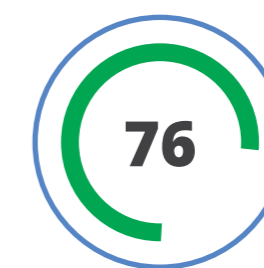
People leaders in a values driven organisation are pro-actively focussed on three dimensions of value. They drive the formation and maintenance of relationships, they work with employees to identify and target areas for personal growth and they challenge employees to seek ways to serve and help others. This strategy underpins employee engagement and happiness.

QUESTION

"I was able to make decisions about how I do my work"

Response	Percentage
Never	11%
Very Rarely	5%
Sometimes	37%
Often	3%
Almost Always	45%
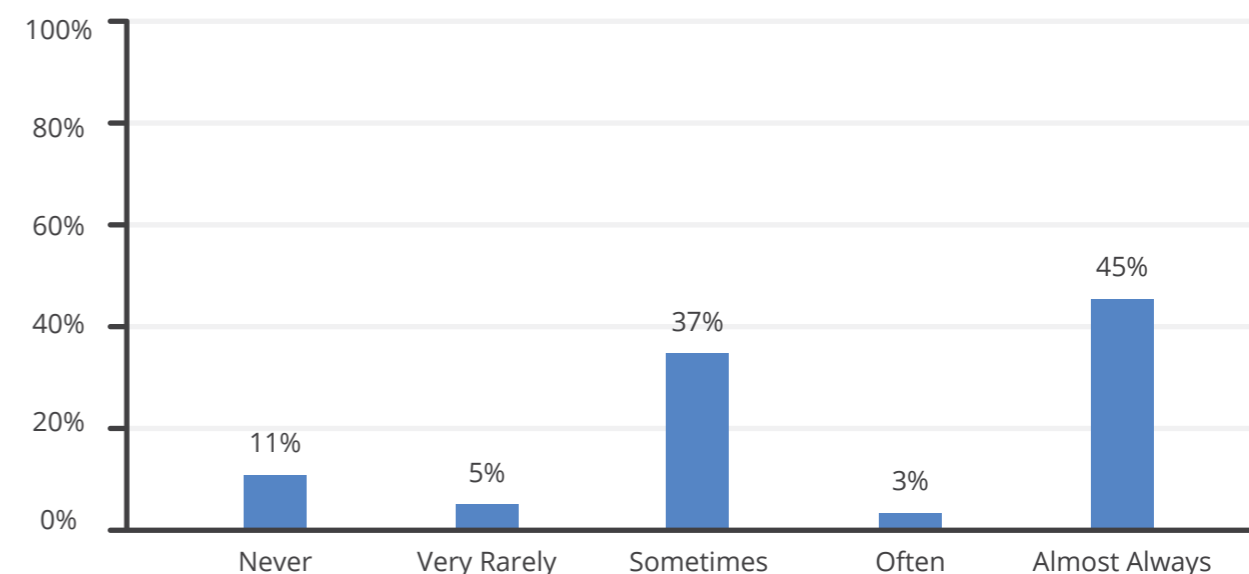
Workplace profile

Natural and Adaptive Behaviours

WHAT ARE NATURAL AND ADAPTIVE BEHAVIOURS?

When employees feel free to relax and be their natural selves in a workplace, they're more likely to be focussed on doing great work and using the breadth of their skills and experience. A tendency to display a lack of acceptance in a workplace leads to employees feeling they need to modify their behaviour to something perceived to be acceptable. In time, they are more likely to become overly cautious and disengaged from the workplace around them.

HOW DID OUR WORKPLACE SCORE?

76

When managers and people leaders can model the acceptance of a broad range of work styles, opinions and individual differences, employees feel confident to relax and be themselves. This removes the need for pretense and allows employees to focus on great performance.

QUESTION

"I felt comfortable showing my true self at work"

	Never	Very Rarely	Sometimes	Often	Almost Always
	5%	13%	32%	5%	45%
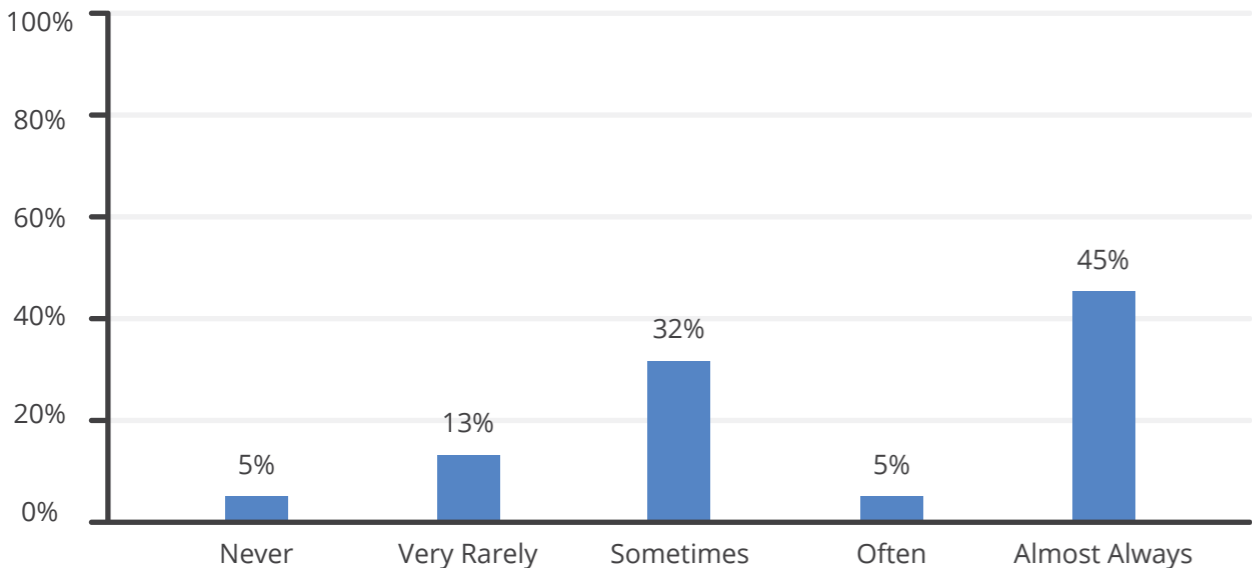
Workplace profile

Work Life Balance

WHAT IS WORK LIFE BALANCE?

A work life balance culture is demonstrated by dynamic and fair policies designed to aid employees in balancing their work and non-work lives. This would involve a variety of flexible working options for employees to explore. By providing employees with greater a sense of balance in their lives, through flexible working, creates a positive impact in the workplace with employees experiencing a greater level of life satisfaction and a reduction in workplace-withdrawal behaviours[22].

HOW DID OUR WORKPLACE SCORE?

61

Efforts to achieve work life balance are likely tolerated and may even be negotiated on an individual basis; however, there is sometimes a mixed message from people leaders about this balance which can leave employees confused and hesitant to seek further discussion about these matters.

QUESTION

"My workplace supported a culture of work/life balance"

	Never	Very Rarely	Sometimes	Often	Almost Always
	5%	26%	39%	16%	13%
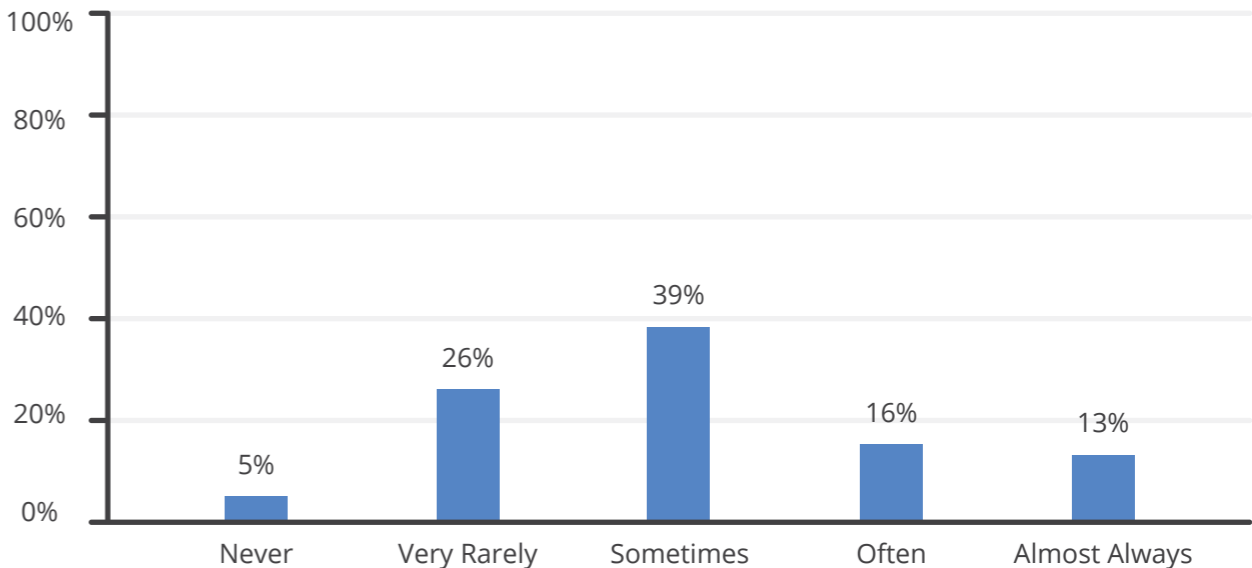
Workplace profile

Equality

WHAT IS EQUALITY IN THE WORKPLACE?

Workplace cultures which treat employees differently and inequitably face high risks to absenteeism, reduced employee performance and a cost to worker's ill health. Experiencing mistreatment in the workplace not only makes an individual less likely to engage in helpful behaviour, perform at work, or be satisfied with life; it also makes them more likely to engage in counterproductive workplace behaviours themselves , which can create a contagion effect across employees.

HOW DID OUR WORKPLACE SCORE?

82

Fair and equitable treatment may not yet be a core value for the organisation. When challenged, people leaders will act fairly without hesitation; however, this may not be sustained outside these times and events. As a result, employees likely harbour doubts about the extent to which they will be treated fairly.

QUESTION

"My workplace treated everyone fairly"

Response	Percentage
Never	8%
Very Rarely	5%
Sometimes	21%
Often	5%
Almost Always	61%
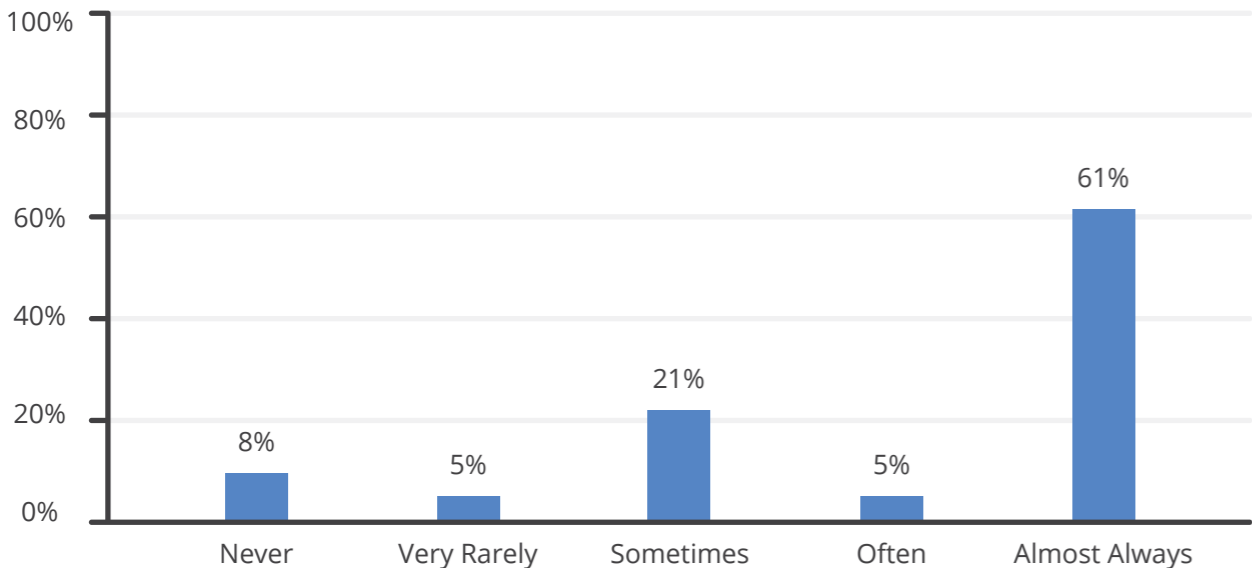
Workplace profile

Ethical Behaviour

WHAT IS ETHICAL BEHAVIOUR IN THE WORKPLACE?

An ethically driven workplace culture is developed through two main strategies; firstly, the prevention or inhibiting of poor or negative behaviours which negatively impact employees and transfer across the workforce; and secondly, the promotion of ethical and prosocial behaviours which support employees to feel safe in the workplace. Both strategies are equally required to support in creating a psychologically safe workplace.

HOW DID OUR WORKPLACE SCORE?

80

Effective managers and people leaders manage ethical workplace behaviour in a number of integrated ways. Firstly, they model this behaviour themselves. Secondly, they encourage employees to act ethically. Thirdly, they don't hesitate to call out inappropriate behaviour and guide employees to correct it.

QUESTION

"I felt that ethical behaviour was adhered to in my workplace"

Response	Percentage
Never	8%
Very Rarely	5%
Sometimes	16%
Often	18%
Almost Always	53%
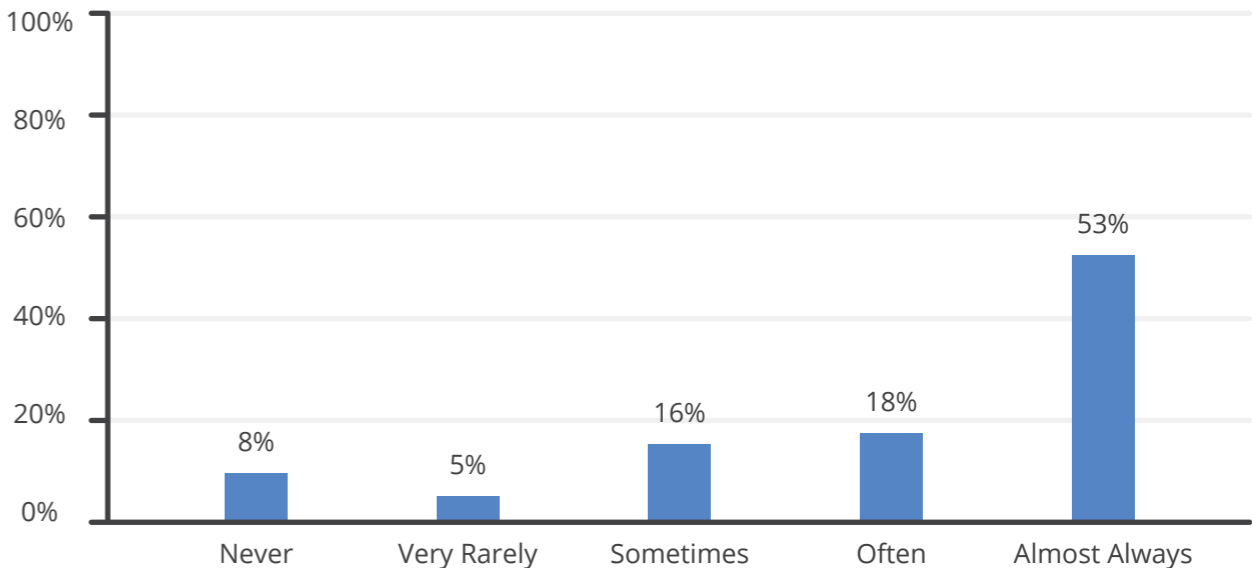
Workplace profile

Healthy Workplace Culture

WHAT IS A HEALTHY WORKPLACE CULTURE?

The workplace can provide a sense of identity and purpose for people in their lives, therefore an overall healthy workplace culture plays a critical role in supporting people in and outside of the workplace. A healthy workplace culture is one that upholds a culture of support, respect and fairness. It is important for workplaces to provide employees with this to ensure employees are able to optimally function and effectively perform their roles[24].

HOW DID OUR WORKPLACE SCORE?

71

People leaders are generally very responsive to employee concerns about workplace culture and behaviour. They take concerns seriously and respond to them; however, the pro-active modelling of relationship maintenance and respectful communication may not be overtly modelled.

QUESTION

"I experienced a happy and healthy workplace culture"

Response	Percentage
Never	11%
Very Rarely	5%
Sometimes	26%
Often	32%
Almost Always	26%
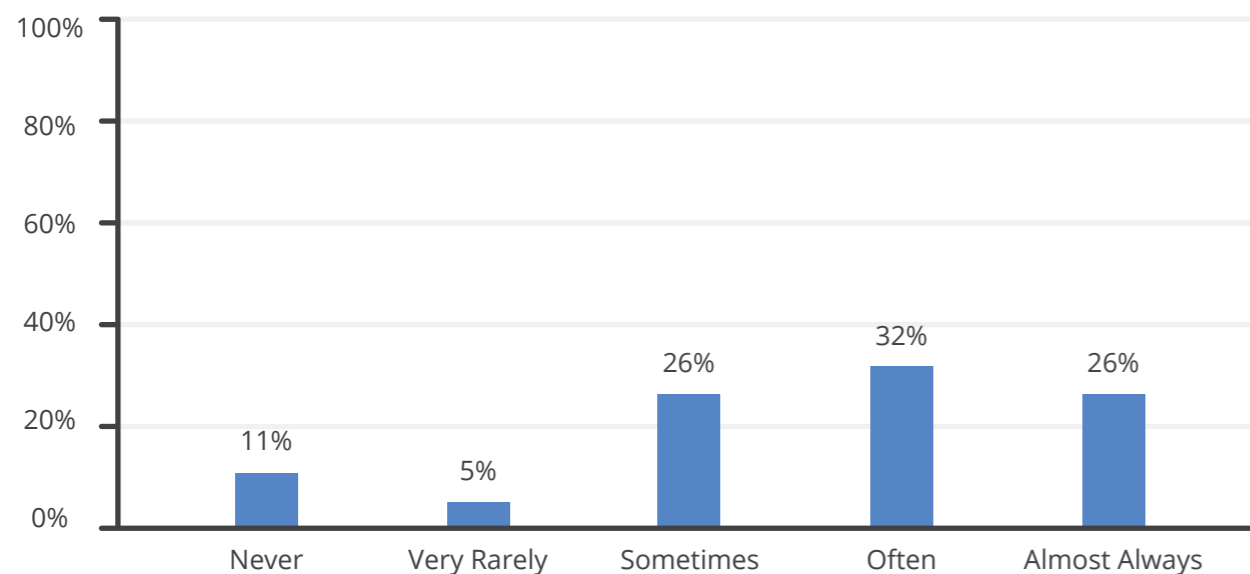
Workplace profile

Work Relationships

WHAT ARE WORK RELATIONSHIPS?

Most people will spend a large portion of their adult lives in a workplace. The promotion of genuine workplace friendships has several benefits for employees. These include engagement and collaboration and the fact that friends are more likely to express concerns about colleagues (such as a change in functioning or mood) if they perceive them as friends.

HOW DID OUR WORKPLACE SCORE?

74

The essential elements of a healthy workplace culture are present, although they are not routinely modelled. As a result, employees may express surprise or perhaps even suspicion when they observe elements of healthy workplace culture.

QUESTION

"I found myself with genuine friends at work"

Response	Percentage
Never	13%
Very Rarely	13%
Sometimes	47%
Often	16%
Almost Always	11%
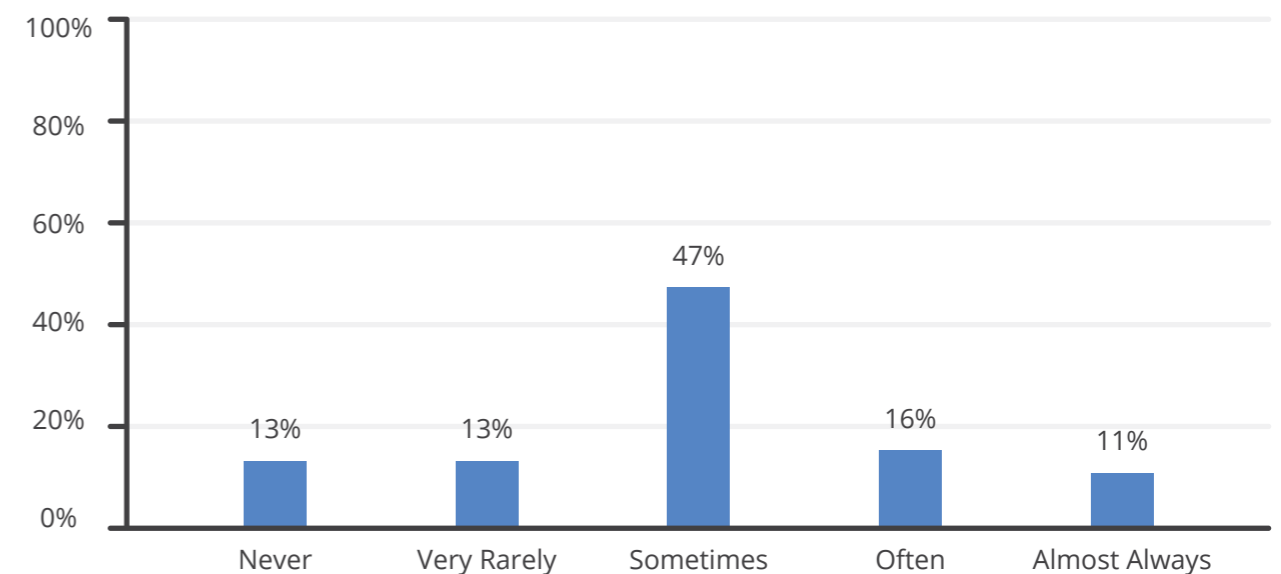
Workplace profile

Respectful Workplace

WHAT IS A RESPECTFUL WORKPLACE?

Respect in a workplace can be demonstrated in numerous ways, including polite communication, inclusion of difference and diversity, and helping and encouraging other employees. Respect offers a sense of belonging to employees that confirms one's social identity[25]. High levels of workplace respect are more likely to lead to engaged relationships, well-managed conflict and good psychological well-being for employees.

HOW DID OUR WORKPLACE SCORE?

64

Expressions of polite communication, the embrace of diversity and the forming of strong collegiate bonds may still be seen as the exception rather than the rule. While managers and people leaders are able to respond to challenging situations, they are not yet actively promoting a culture of workplace respect.

QUESTION

"My workplace demonstrated respect for employees"

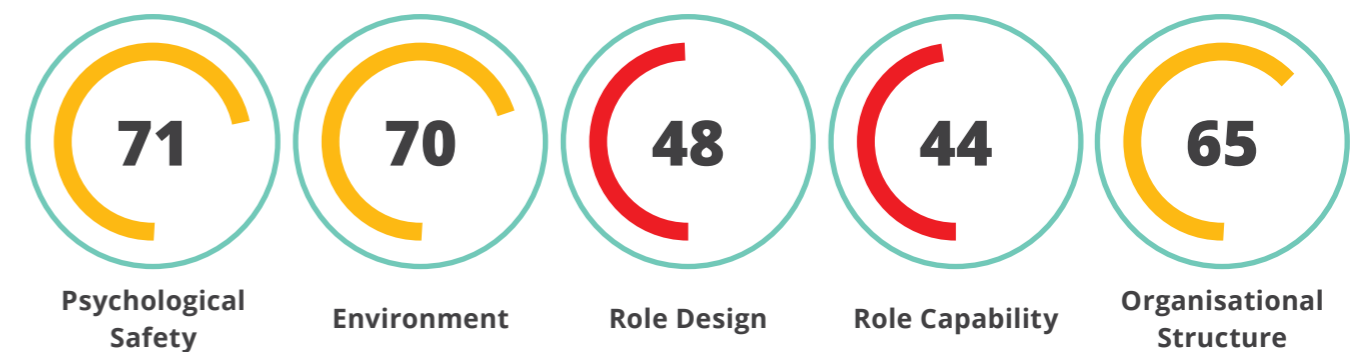|	Never	Very Rarely	Sometimes	Often	Almost Always
	5%	21%	47%	13%	13%
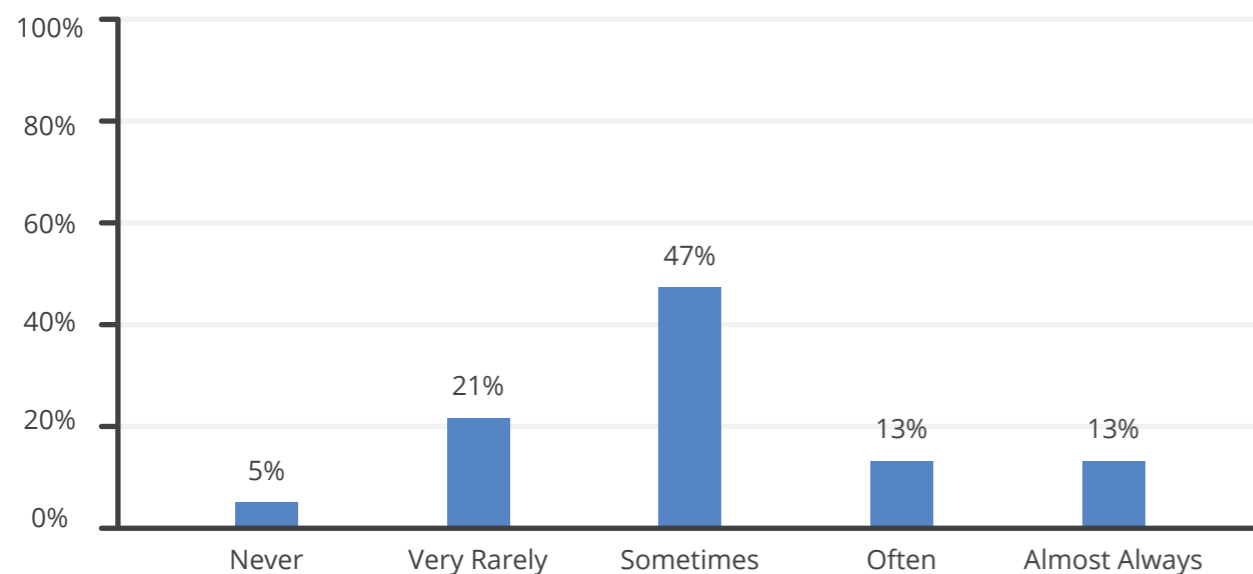
Healthy Systems

Overview

Within an organisation, there are systems in place that direct and determine the psychological safety of a workplace. The organisation's systems around the structure, environment and roles contribute to how safe employees feel in speaking up and the delicate match between an employee's capabilities and their role's requirements to allow them to perform effectively. By creating healthy systems, this helps to shape the health-related behaviours of employees and foster a positive attitude change. In addition, employees will feel competent to perform their roles effectively, whilst also feeling optimally challenged to develop.

Results

NEEDS ATTENTION

60
Systems

SUB COMPONENTS

71	70	48	44	65
Psychological Safety	Environment	Role Design	Role Capability	Organisational Structure

Workplace profile

Psychological Safety

WHAT IS PSYCHOLOGICAL SAFETY?

Psychological safety describes a team environment in which employees feel able to freely express and share ideas, beliefs, mistakes, concerns or insights[27], which are openly explored and addressed. Organisations with high levels of psychological safety have employees who speak up freely and fearlessly contributing to the overall effectiveness of the organisation[28].

HOW DID OUR WORKPLACE SCORE?

71

The organisation is thriving. New ideas are being generated from employees. Errors are seen as opportunities for review. Great ideas are encouraged and rewarded. Employees feel highly engaged with the business and own their part in its successes and challenges.

QUESTION

"I was able to share my opinions safely"

13%	8%	26%	13%	39%
Never	Very Rarely	Sometimes	Often	Almost Always
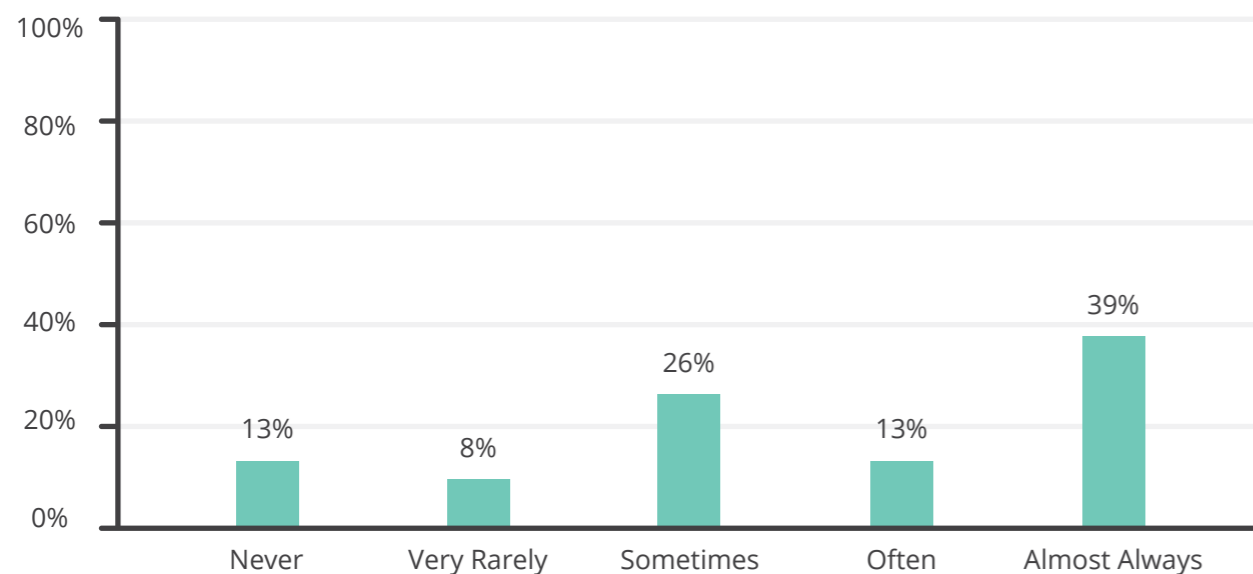
Workplace profile

Environment

WHAT IS ENVIRONMENT?

A psychologically healthy environment allows employees to feel comfortable in reaching out for support and seeking assistance without fear of repercussions. By creating a healthy system of job autonomy, social support from co-workers and superiors, performance feedback, and training opportunities, employees can feel a sense of support, when necessary, which will positively impact their level of engagement[29].

HOW DID OUR WORKPLACE SCORE?

70

Managers are generally responsive to employee requests for support. Sometimes they even foresee the need. employee relationships are generally experienced positively. Sometimes Managers will allow the urgent tasks to distract them from their support role.

QUESTION

"I had the resources needed to complete my job"

11%	5%	13%	47%	24%
Never	Very Rarely	Sometimes	Often	Almost Always
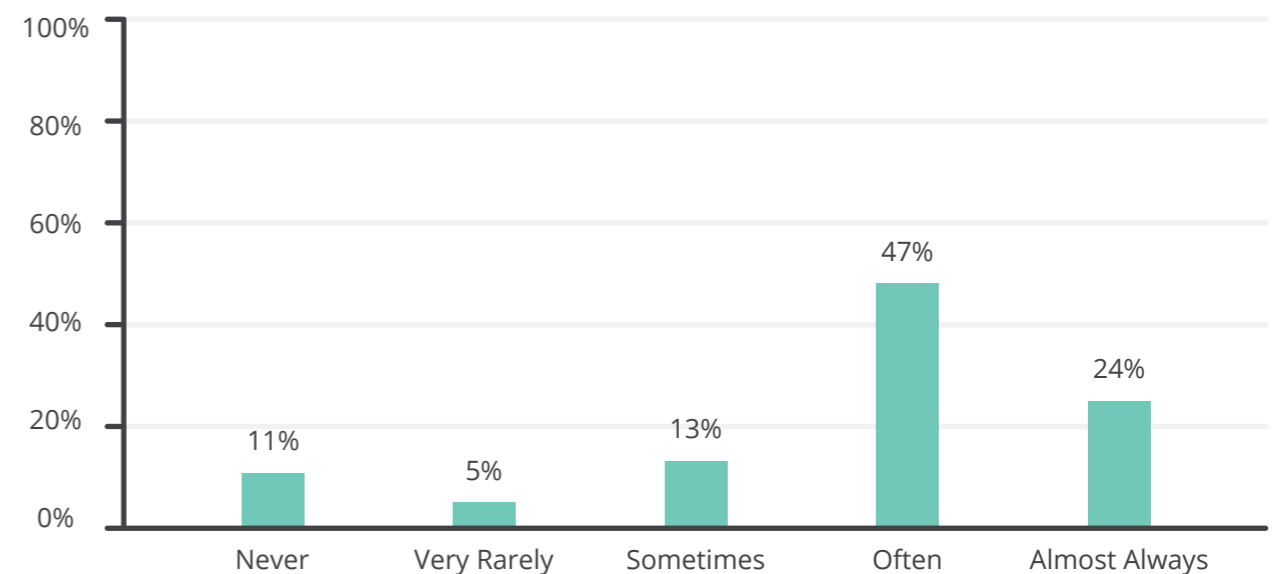
Workplace profile

Role Capability

WHAT IS ROLE CAPABILITY?

Ensuring that employees are incrementally skilled, as roles evolve and develop, is the key to maintaining work engagement. Structural empowerment is ensuring that employees have the ability to accomplish their roles[30], which impacts on their job satisfaction and perceived control in their roles[31].
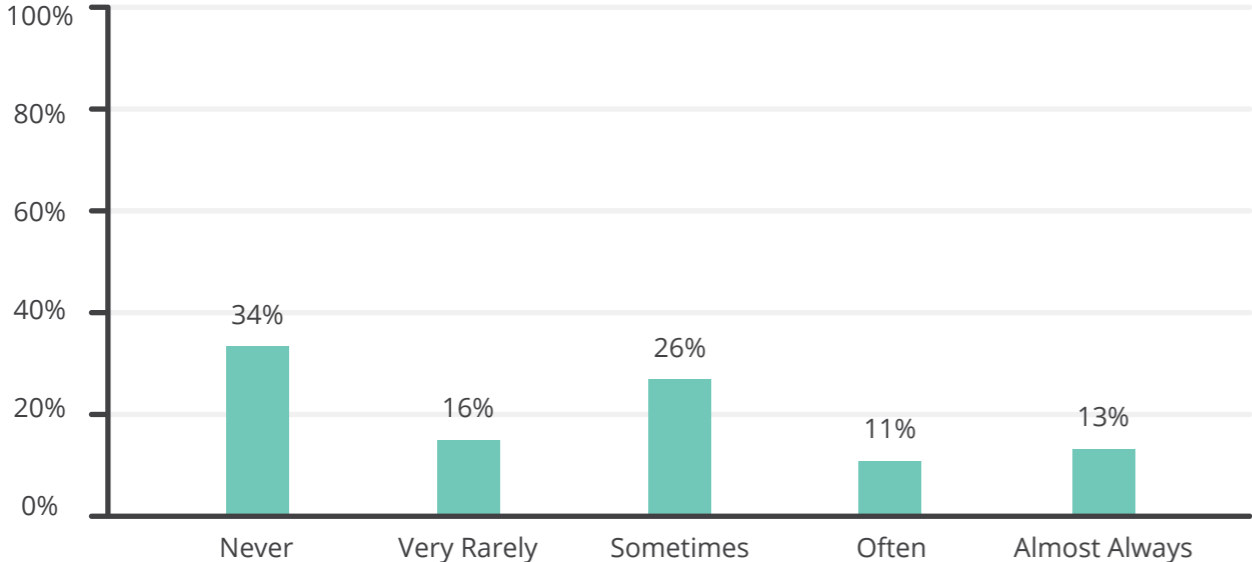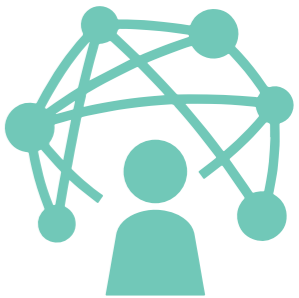
HOW DID OUR WORKPLACE SCORE?

44

Employees will frequently feel like the demands of their roles sit outside what they are trained to do. They likely feel "on edge" and are hesitant to act for fear of making an error.

QUESTION

"I felt equipped with the right skills to do my job"

Never	Very Rarely	Sometimes	Often	Almost Always
34%	16%	26%	11%	13%

Workplace profile

Role Design

WHAT IS ROLE DESIGN?

While role demands that consistently exceed capability and resources can lead to burnout, a role which provides few challenges can lead to reductions in motivation, boredom and seeking of increased responsibilities. The key to providing optimal challenge in a role is to provide employees with access to challenge, growth and development through leadership support[27].

HOW DID OUR WORKPLACE SCORE?

48

Employees generally feel competent to undertake their roles, based on their skills; however, as "role creep" occurs, the organisation may be slow to work with employees to update skills. Over time, this leads to erosion of confidence and engagement.

QUESTION

"There was an optimal level of challenge in my role"

Never	Very Rarely	Sometimes	Often	Almost Always
26%	21%	29%	11%	13%
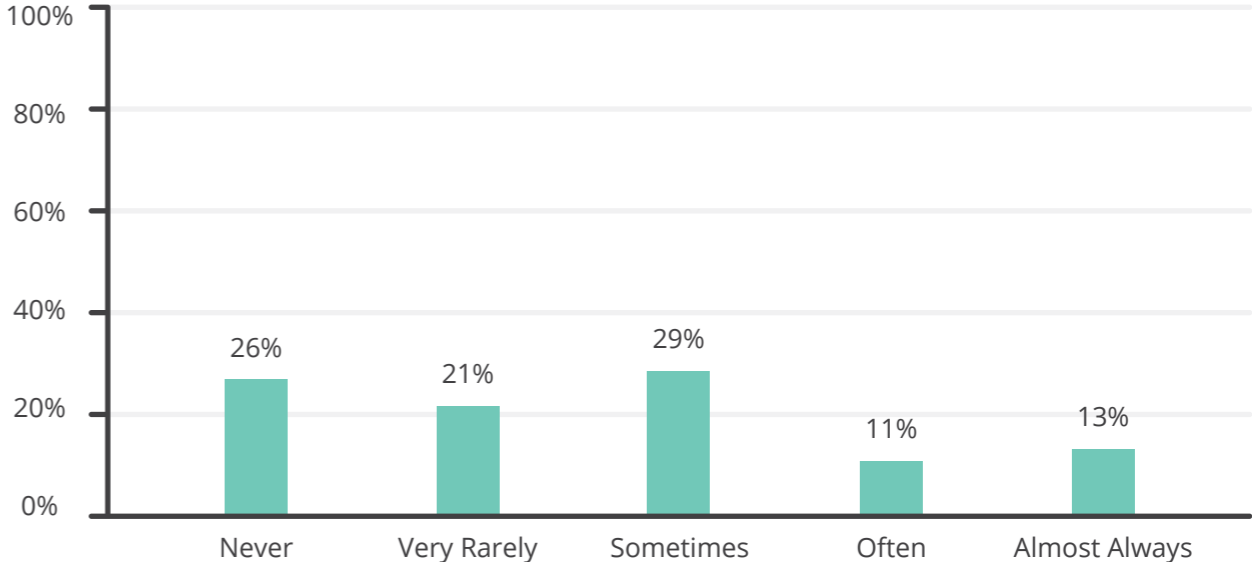
Workplace profile

Organisational Structure

WHAT IS ORGANISATIONAL STRUCTURE?

Organisational structure may be expressed through a set of rules about what employees can and cannot do. The limiting impact of this structure and process can be countered by focussing more on workplace relationships between leaders and employees to help promote collaboration by clarifying tasks, expected behaviours and employee expectations.

HOW DID OUR WORKPLACE SCORE?

65

Although it may not be widely established in the organisational culture, employees will feel some freedom to think and act outside their defined role and will seek to add value to the business. Astute people leaders will welcome and encourage this and seek further opportunities for employees.

QUESTION

"My job was not limited by the organisational structure"

Never	Very Rarely	Sometimes	Often	Almost Always
11%	16%	32%	18%	24%
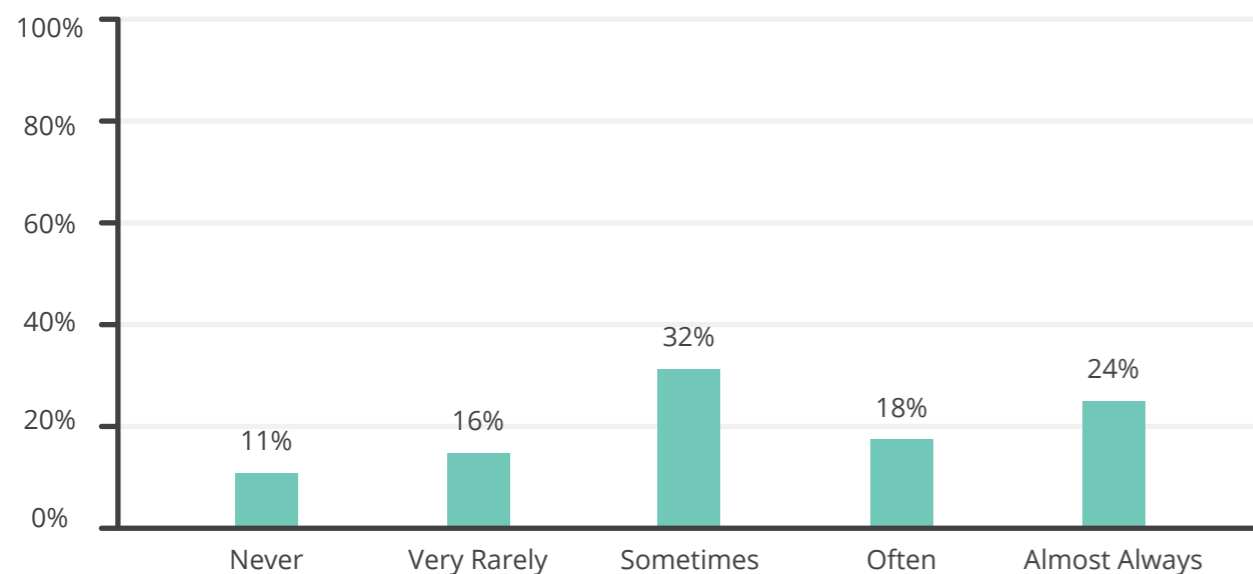
Healthy Risk Considerations

Overview

Healthy risk considerations is demonstrated by an organisation's policy and practices that encourage employees to speak up regarding concerns, issues, or feedback in the workplace. It is important that all policies are tailored to the specific organisation by responding to the psychological complexities at hand. By creating and integrating the appropriate policies and practices, this can help to shape the health-related behaviours and benefits for employees . It is important to have a strong culture of psychological safety, support for job demands and to instil an OH&S focus across the workforce.

Results

NEEDS ATTENTION

62
Risk Considerations

SUB COMPONENTS

61
Psychological Safety

51
Support for Job Demands

74
Occupational Health and Safety

Workplace profile

Psychological Safety

WHAT IS PSYCHOLOGICAL SAFETY?

A psychologically safe work environment is one in which employees are able to trust their co-workers to support them when they talk about tough issues or address a new topic, without undue fear of rejection. Discussions can be robust, but always remain respectful for employees. As a result, employees will feel more confident to share an opinion, speak up and address potential risks in the workplace.

HOW DID OUR WORKPLACE SCORE?

61

Some employees will experience the workplace as psychologically safe. They may tend to be those who are long-standing, or who have personality features such as boldness and embracing risk. Other employees who are less self-assured may be more attuned to their fears and concerns for their own position if they speak up.

QUESTION

"I felt emotionally safe for myself, and for my colleagues"

	Never	Very Rarely	Sometimes	Often	Almost Always
	13%	13%	47%	16%	11%
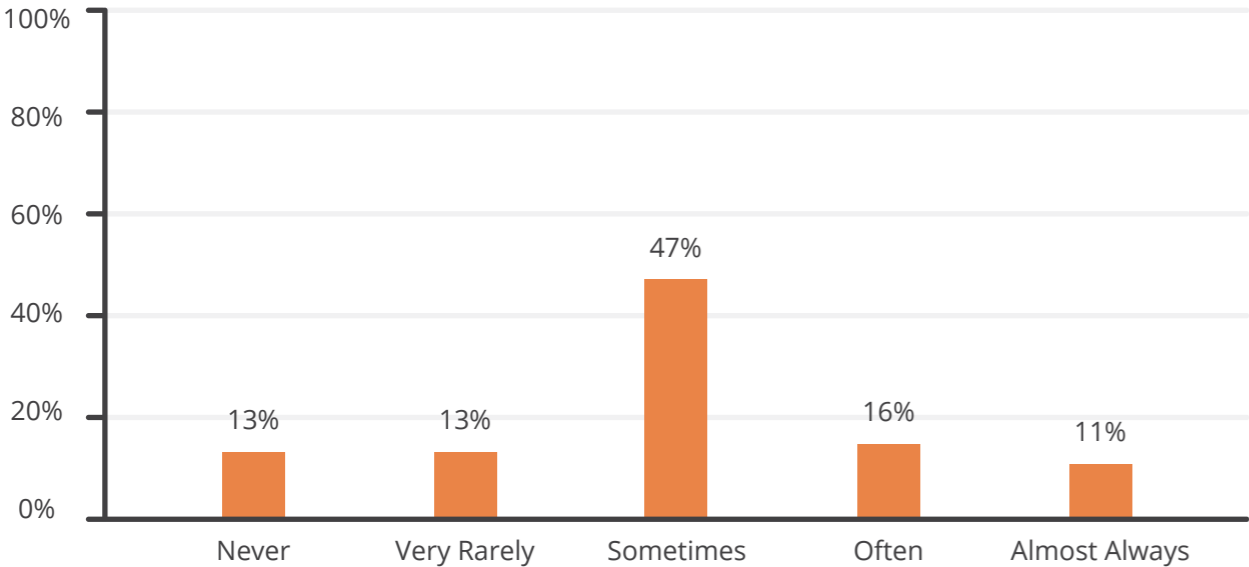
Workplace profile

Support for Job Demands

WHAT IS SUPPORT FOR JOB DEMANDS?

Promoting an emotionally safe workplace has a range of benefits for the employee, as well as for the organisation's risk. Greater levels of hostility between employees can cause an increased risk of burnout, psychological injury and disengagement from the workplace. Proactive emotional support helps to mitigate these risks and enhance employee wellbeing and engagement.

HOW DID OUR WORKPLACE SCORE?

51

The workplace may have a baseline of effective emotional support for employees or emotional support may be offered at times of crisis and significant demand, but the two aspects of support are unlikely to be present together. Employees may experience this as either minimally supportive or having an external appearance only, of support.

QUESTION

"I felt emotionally supported in my job"

	Never	Very Rarely	Sometimes	Often	Almost Always
	21%	21%	29%	18%	11%
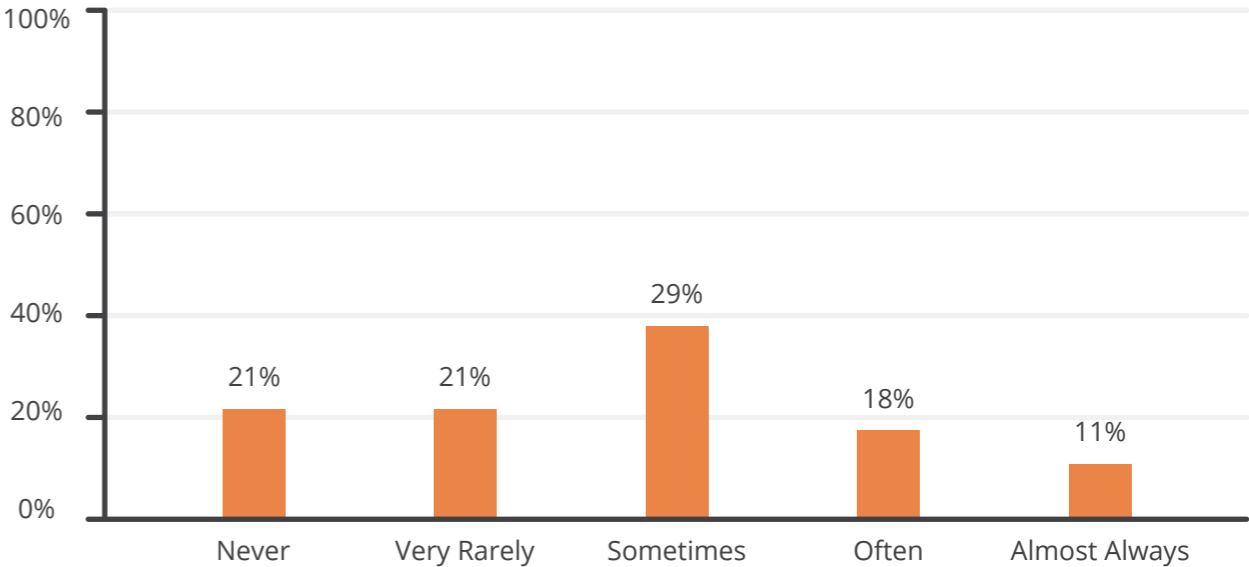
Workplace profile

Occupational Health and Safety

WHAT IS OCCUPATIONAL HEALTH AND SAFETY?

Effective identification of risks to employees is central to ensuring that mitigation strategies are developed. While poor management of workplace health and safety leads to illness, injury and often worker's compensation claims, effective management results in engaged and motivated staff who feel confident in the organisation and its values.

HOW DID OUR WORKPLACE SCORE?

74

Obvious and clear threats to health and safety are identified and reactively managed; however, there is unlikely to be a culture of workplace health and safety where employees are able to raise concerns confident that people leaders will be responsive. The absence of pro-active identification and management of risk leaves employees slightly anxious.

QUESTION

"I felt my workplace put my health and safety first"

Bar chart:
- Never: 5%
- Very Rarely: 3%
- Sometimes: 47%
- Often: 29%
- Almost Always: 16%
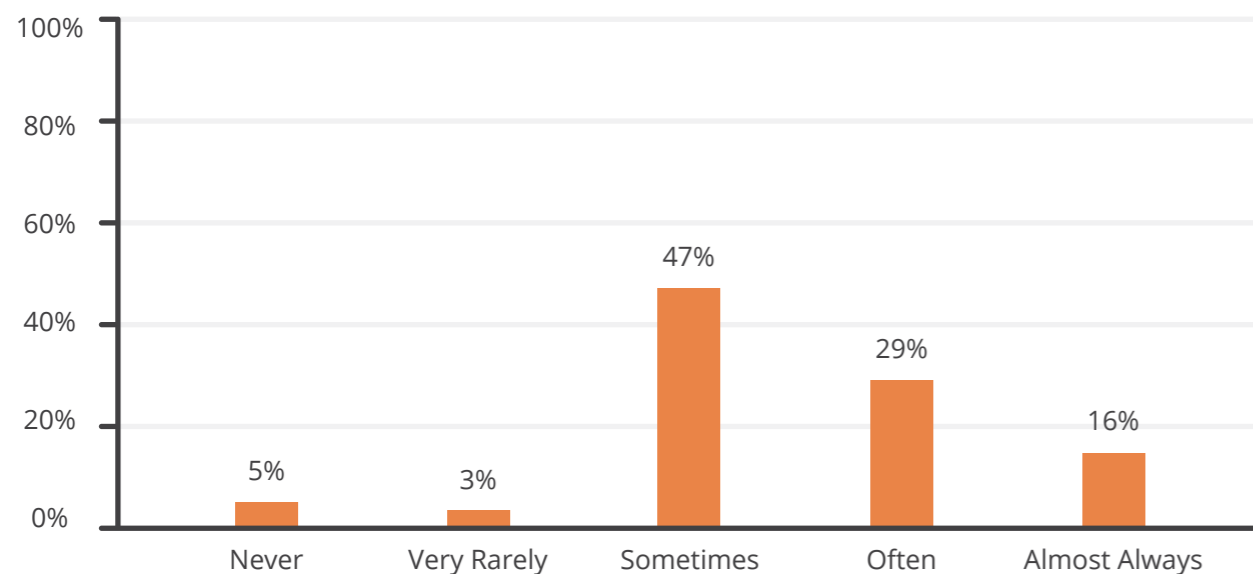
Healthy people

Overview

Having heathy people in the workplace lays the critical foundation in which a psychologically health workplace is based from. In this report, the health of employees is identified through three main components, Mind, Body and Life, which are explored below.

HEALTHY MINDS

Our minds are core to everything we do in our lives. From the constructs of positive psychology, there are five key contributors to a healthy mind, referred collectively as PERMA[33]. PERMA incorporates positive emotions, engagement, relationships, meaning and accomplishments as the factors that comprise a healthy mind. Becoming consciously aware and working towards these five key contributors is a great way for an individual to build a positive mindset. This, in turn, will support to improve the employee's focus, creativity, and connection to others in the workplace[34].

HEALTHY BODIES

To ensure we can support a healthy mind, we need the right energy to do so. Fuelling ourselves with the best type of energy sources, such as nutrition and sleep, as well as keeping our bodies healthy through exercise, are important stepping stones in creating an overall healthy lifestyle. Keeping ourselves fuelled with the right energy can provide employees with more sustainable energy to create balance in their lives, which helps employees maintain focus and improve clarity in decision making within the workplace[35].

HEALTHY LIVES

Achieving a healthy life is making sure we have met our basic needs as human beings. This means ensuring we are instilled with a sense of financial wellbeing across our lives, as well as fulfilling our roles as a carer, parent, or significant other to someone else. Creating sustainable balance in our lives across these concepts can help employees manage their energy more effectively, due to a reduction in stress and anxiety, which can in turn improve their presence and performance within their teams and roles[36].

Workplace profile

Positive Emotions

HOW DO POSITIVE EMOTIONS IMPACT US?

Being able to focus on positive emotions is more than the feeling of happiness as a response to a situation. It is about bringing an optimistic point of view to our lives and being able to reflect on the past, present and future in a positive perspective. Positivity, in this respect, encompasses a range of emotions from joy, gratitude, hope, awe and inspiration. Positive emotions through life contribute to our overall wellbeing and happiness, as well as help to improve our focus, creativity and connections with others[37].

HOW DID OUR WORKPLACE SCORE?

85

From the results, employees have reported high levels of positive emotions. Employees are feeling good, which is a great news story for the business. To ensure this is kept up, leaders need to continue encouraging these opportunities for positive emotions to arise and flourish, and allowing employees to space to create these opportunities.

POSITIVE EMOTIONS

	Low	Medium	High
	21%	45%	53%
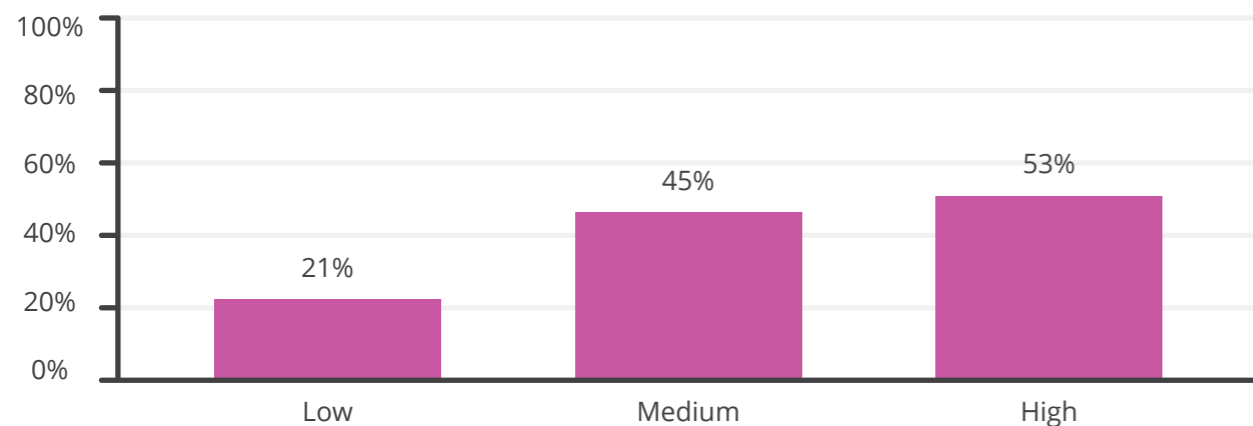
Workplace profile

Engagement

HOW ENGAGEMENT IMPACT US?

Being engaged in what we are doing in life is an important factor to how we operate in our daily lives. Everyone finds enjoyment in varying activities and experiences, whether it is playing an instrument, engaging in a sport or reading a good book. It is important for all to have an activity that makes us feel fully absorbed, and 'in flow' of what we are doing. By achieving more 'in flow' experiences, we are able to fine tune our skills, develop our emotional abilities and build intelligence[38].

HOW DID OUR WORKPLACE SCORE?

74

From the results, employees have reported that they are feeling somewhat engaged in their lifes, however there could be room for improvement. Employees could feel more engaged with a greater sense of attachment with the work they are doing. To do this, employers could provide opportunities for employees to connect to the work they are doing by providing creative projects, giving employees a sense of control, which will create elements of flow.

ENGAGEMENT

	Low	Medium	High
	21%	55%	34%
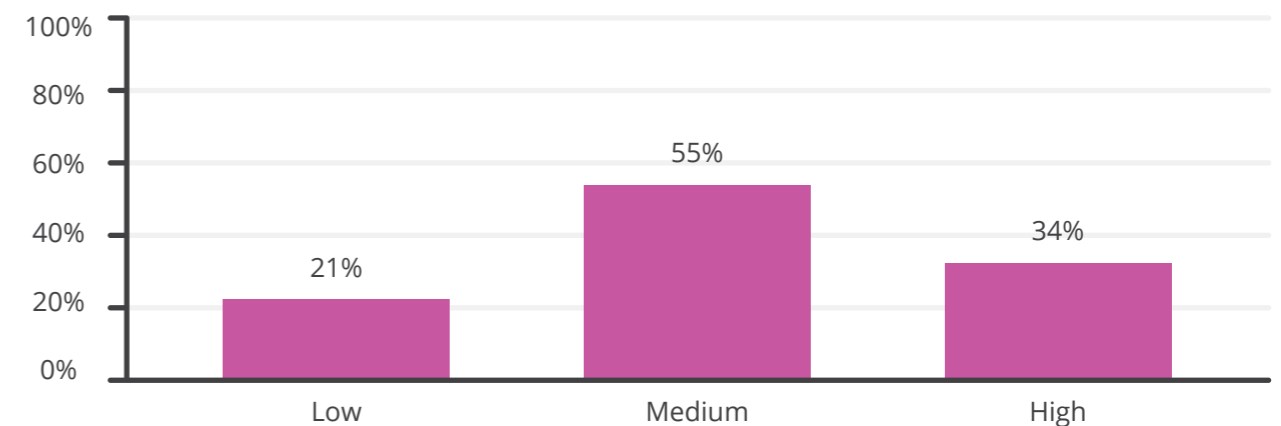
Workplace profile

Relationships

HOW DO RELATIONSHIPS IMPACT US?

Positive relationships are an important factor that makes up our day-to-day experience in our lives, including the workplace. An innate desire, as a human being, is to build social connections to support our mental wellbeing. Loneliness and isolation remain the key predictors for poor psychological and physical health[39]. Recognising the importance of good relationships and defining new ways of developing and maintaining strong social connections are integral to our wellbeing.

HOW DID OUR WORKPLACE SCORE?

85

From the results, employees are engaging in positive and strong relationships, in their lives and in the workplace. This will help employees to reduce stress levels and have a greater clarity of mind. To continue supporting this, encouragement and facilitation of team building activities will help employees to continue feeling a part of the workplace culture and further instil the positive relationships founded.

RELATIONSHIPS

|	Low	Medium	High
	21%	55%	45%
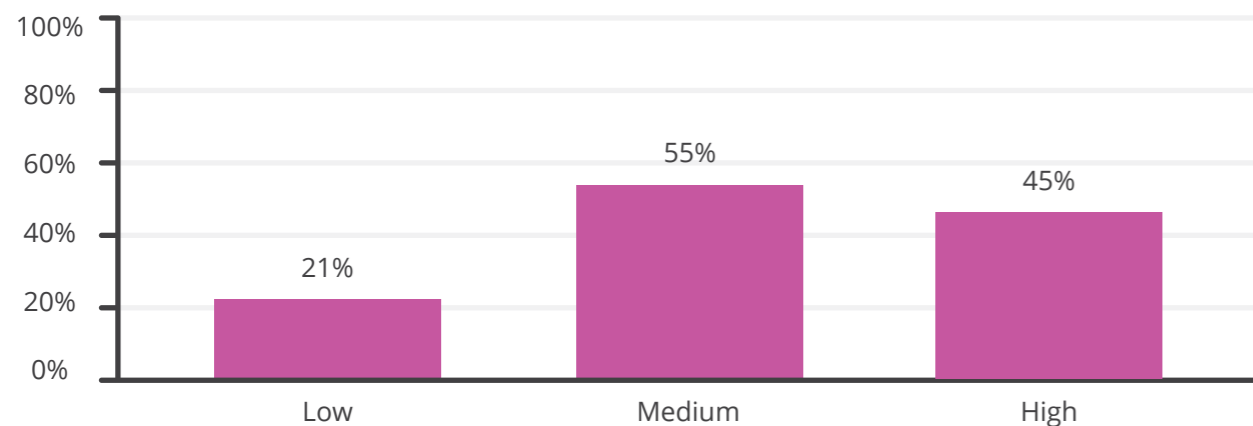
Workplace profile

## Meaning

HOW DOES OUR MEANING IMPACT US?

The meaning of what we do in life provides us with our daily why. It gives us purpose and a direction for what we will achieve in life. Work is a pivotal factor for many people that contribute to our sense of self[1]. For many individuals, work can even be considered the central defining feature of one's life[40]. By providing employees with a clear understanding of the vision and a strong sense of direction, employees will feel a sense of connection to the work that they perform. Instead of work being a task, it'll become a purpose.

HOW DID OUR WORKPLACE SCORE?

74
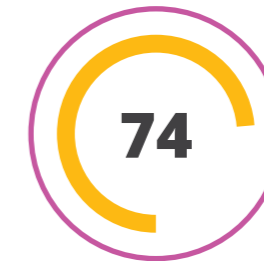
From the results, employees have reported that they are feeling relatively connected with their meaning in life. To create a greater sense of meaning for employees, it is important for employers to provide a clear objective of the vision and how the daily work within each role connects to the overall purpose.

MEANING

	Low	Medium	High
	21%	58%	32%
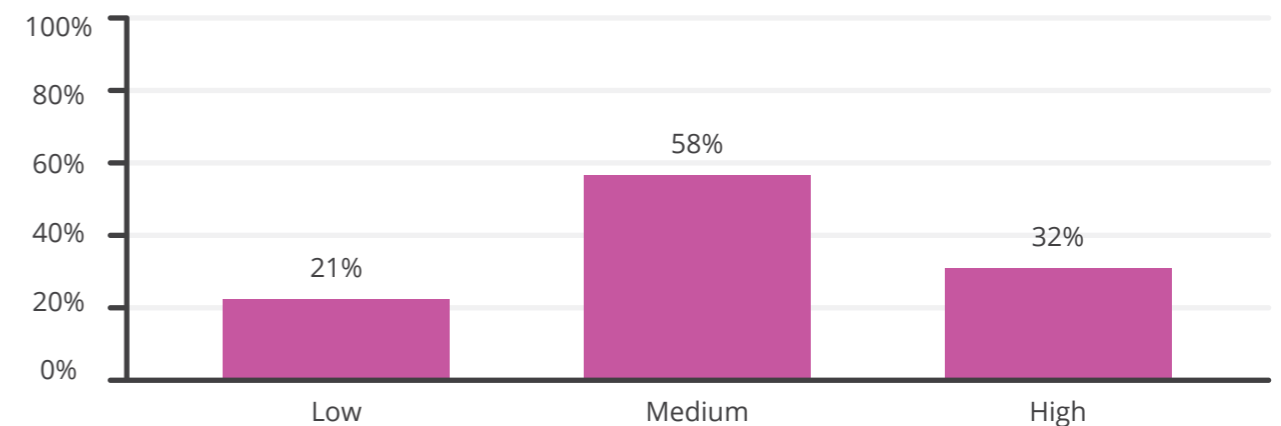
Workplace profile

Accomplishment

HOW DOES A SENSE OF ACCOMPLISHMENT IMPACT US?

A sense of accomplishment is critical in fuelling our positive emotions in life. Many of our positive emotions are fuelled by the experience that our lives and choice of work is impactful and meaningful to the greater good. Therefore, recognition of self and others is pivotal in creating a sense of gratification and achievement for people to thrive in and outside of the workplace[41]. By recognising people within the workplace, there has been a demonstrated improvement to employee engagement and is considered to be a major factor in workplaces leading a psychologically health workplace[42].

HOW DID OUR WORKPLACE SCORE?

81

From the results, employees are feeling recognised by their employer and that they have achieved a sense of accomplishment in their roles. By implementing or maintaining an employee recognition program can help to keep this high result.

ACCOMPLISHMENT

	Low	Medium	High
	21%	58%	32%
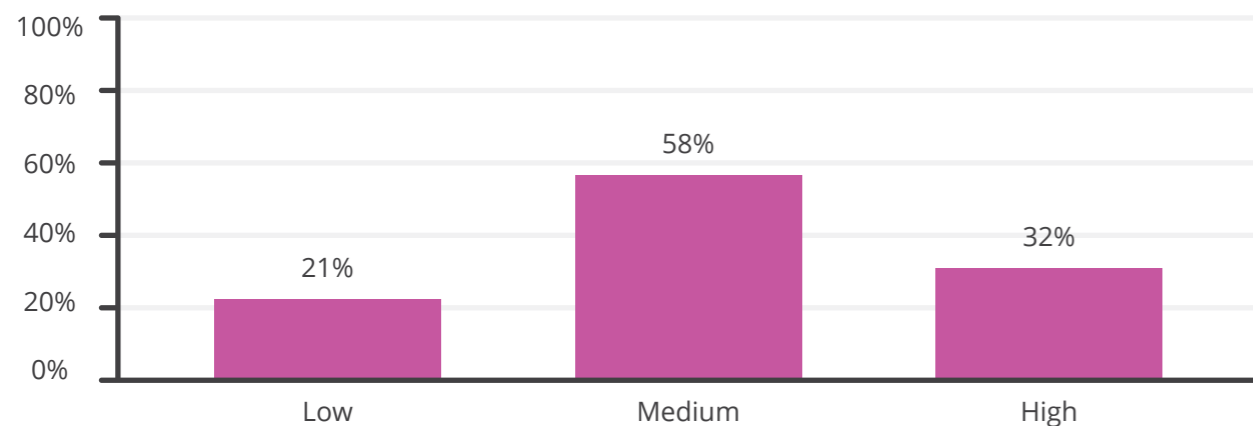
Nutrition

**HOW DOES NUTRITION IMPACT US?**

Nutrition is about eating and drinking those nourishing foods and drink that provide us with the energy we need to sustain positive moods throughout the day. Without the right energy in our bodies, people would be less able to remain focused, maintain engagement and perform at their full potential[43]. Therefore, fuelling our bodies with the right energy to sustain us through our life experiences is critical for a healthy lifestyle.

HOW DID OUR WORKPLACE SCORE?

91

From the results, your employees are well nourished and eating the appropriate types of foods. Some tips on how to improve this even more would be to swap out unhealthy vending machines to energy-fuelling health foods, providing complimentary fruit and vegetables, and encouraging employees to drink water.

NUTRITION

	Low	Medium	High
	0%	32%	68%
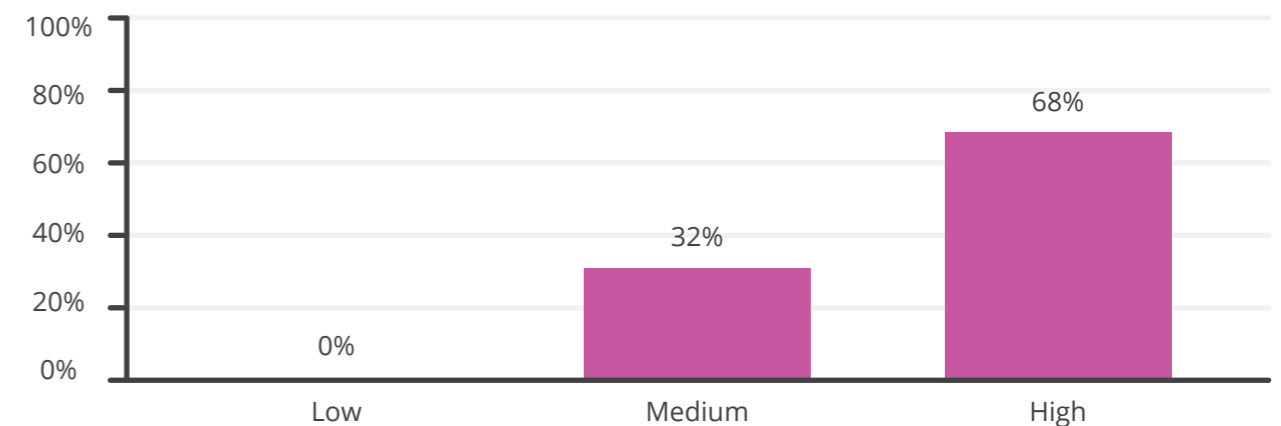
Workplace profile

## Exercise

HOW DOES EXERCISE IMPACT US?

Exercise has been proven to provide substantial benefits to our mental health. Exercise can range from walking, to running, to swimming, to a team sport. By improving our overall mental health through exercise, the benefits in the workplace can be robust[44]. By uplifting our levels of exercise, employees could see an improvement in social skills, cognitive functioning and a reduction in levels of anxiety[45], which would ultimately impact their day-to-day functioning in the workplace.

HOW DID OUR WORKPLACE SCORE?

65

From the results, employees have reported that their levels of exercise that they engage with could be better. Workplaces have many services that they could engage to improve physical exercise, such as workplace fitness challenges, free physical activity classes, discounted gym memberships.

EXERCISE

	Low	Medium	High
	21%	55%	24%
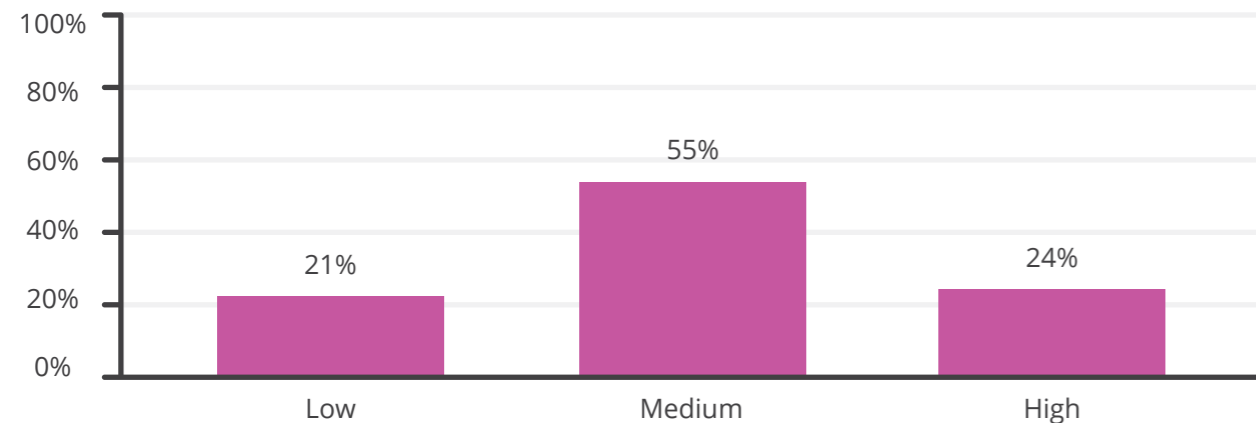
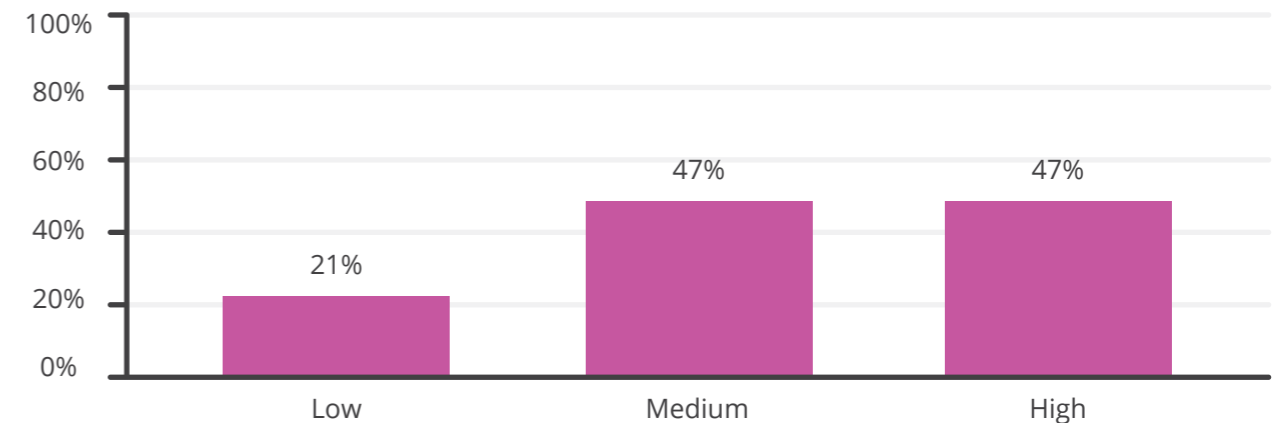# Workplace profile

Sleep

HOW DOES SLEEP IMPACT US?

Sleeping is a fundamental biological requirement for human health. Sleep impacts both the overall physical health of our bodies, and also the mental capability that employees have to be able to function in the activities they enjoy and perform in their roles[46]. High levels of anxiety can be attributed to those individuals who lack the duration and required quality of sleep[47], which impact their ability to perform effectively.

HOW DID OUR WORKPLACE SCORE?

82

From the results, employees have reported a high level of good quality sleep. Employees are feeling energised from the sleep that they are getting and this is positively impacting their energy levels at work. To improve this within the workplace, education and awareness on the importance of sleep is a optimal way to address this. In addition, setting expectations of completing work outside of work hours by encouraging a strong work life balance would also be important.

SLEEP

|	Low	Medium	High
	21%	47%	47%

Workplace profile

Life

HOW DOES LIFE IMPACT US?

Life is all of the stuff outside work that can impact on our wellbeing. Whether it is the pressure of being a carer or parent, the financial strain of buying a new house, or living with a hefty mortgage, these things can build up on us. The home environment of an individual can influence their mood, affect their behaviour and create stress[48], which can be overflowed into the workplace. It has an overall impact on employee's emotional state and also on their physical health.

HOW DID OUR WORKPLACE SCORE?

74

From the results, employees have reported that they are feeling generally ok with life. It isn't terrible, it isn't rainbows, but it is going ok. The workplace can play a role in supporting employees to improve their life by ensuring the systems are in place for employees to feel safe to speak up at work if things aren't going so great.

LIFE

	Low	Medium	High
	21%	89%	8%
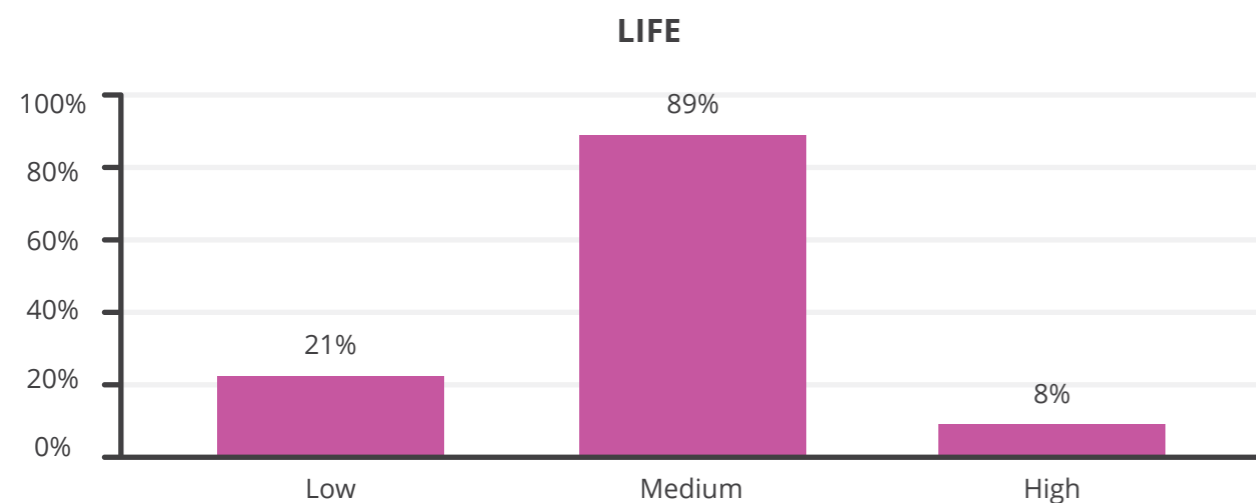
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