



# People

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## AT WORK

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Report for: Griffith University

Prepared: 07 May 2023



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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 April - May 2023, Griffith University completed the People at Work survey.

A total of 10234 workers were invited to participate in the survey, of which 15.00% responded. Due to the response rate being below 50% results should be interpreted with caution as the results may not be an accurate representation of the workplace as a whole.

### 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 Group task conflict
- Low Role ambiguity

#### Job Resources

- High Co-worker support
- High Praise and recognition
- 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.

Your workplace results did not identify any job demands and job resources in these ranges. However, there are job resources and job demands that fall in the moderate range which reflect areas for improvement.

#### Job Demands

- Moderate Emotional demands
- Moderate Role conflict
- Moderate Role overload

### Job Resources

- Moderate Change consultation
- Moderate Job control
- Moderate Procedural justice

### 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:

- Your results indicated that workers had experienced instances of workplace bullying in the previous 6 months. Workplaces should aim for a workplace free from bullying.
- Your results indicated that workers had experienced instances of work-related violence and aggression in the previous 6 months. Workplaces should aim for a workplace free from work-related violence and aggression.

### 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*.

## 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	

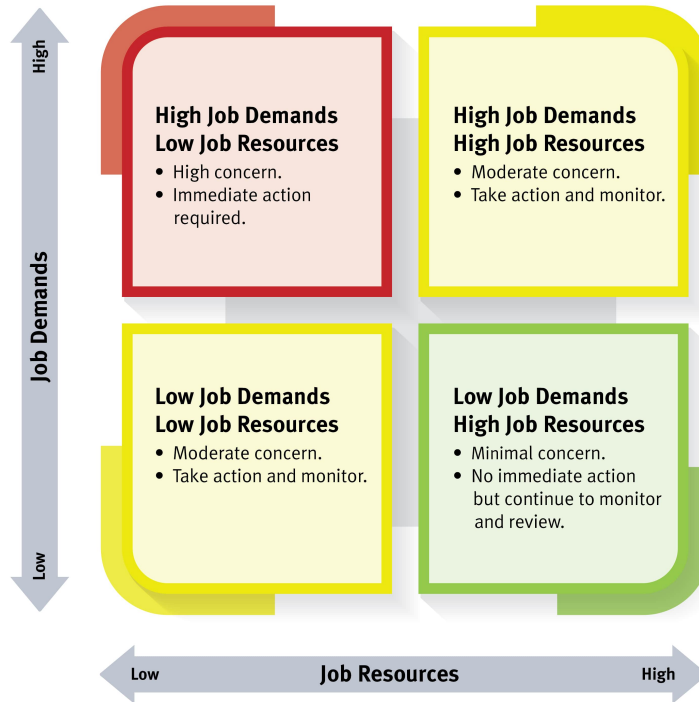
In Australia, work health and safety legislation is administered at state and national level to cover all jurisdictions. A general principle of this legislation is that employers, [so far as is reasonably practicable](#), are required to provide and maintain a working environment that is safe and without 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.



## 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 10234 workers were invited to participate in the survey, of which 15.00% responded. Due to the response rate being below 50% results should be interpreted with caution as the results may not be an accurate representation of the workplace as a whole.

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
Office of the Provost	6
Arts, Education and Law	182
Corporate Services	430
DVC Education	129
DVC Indigenous, Diversity and Inclusion	14
DVC Research	40
Griffith Business School	116
Griffith Health	289
Griffith International	51
Griffith Sciences	135
Industry and External Engagement	10
Marketing and Communications	37
Office of Advancement	19
Office of the Vice Chancellor	21
Prefer not to say / Other	54
Not answered	2

Role breakdown	Response count
Staff who lead a portfolio or Academic Group, or Head of Element (e.g. VC, SDVC, PVC, DVC, COO, VP, Dean, Chief)	50
Staff who lead a work area or who manage employees who have leadership responsibilities	167
Staff who lead and manage employees who do not have leadership responsibilities	293
Staff who undertake non-student and non-customer facing work or who provide support for colleagues who are student-facing	468
Staff who work directly with students or customers	507
Not answered	50

Location breakdown	Response count
Other Work Site	7
Gold Coast	491
Logan	47
Mt Gravatt	62
Nathan	798
Overseas	3
Southbank	69
Sunshine Coast	4
Work from Home	50
Not answered	4

Employment status breakdown	Response count
Full time (permanent)	1,061
Part time (permanent)	119
Full time (temporary)	169
Part time (temporary)	51
Casual	83
Contractor	19
Volunteer	2
Prefer not to say	31

Managerial status breakdown	Response count
Supervisors/managers	555
Non supervisors/managers	923
Prefer not to say	57



Age category breakdown	Response count
15-24 years	28
25-34 years	218
35-44 years	437
45-54 years	477
55-64 years	297
65-74 years	39
75-84 years	1
85+ years	0
Prefer not to say	38

Aboriginal and Torres Strait Islander breakdown	Response count
Aboriginal and/or Torres Strait Islander (ATSI) workers	30
Aboriginal and/or Torres Strait Islander (ATSI) workers	1
Workers not identifying as ATSI	1,440
Prefer not to say	52

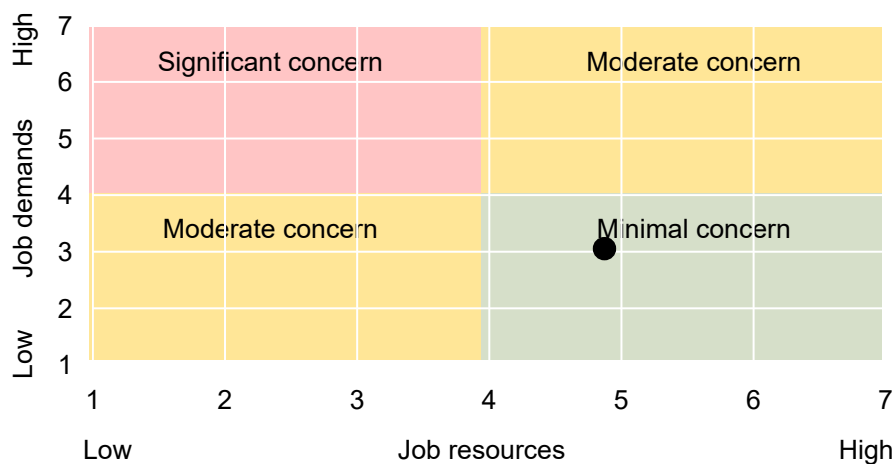
Shift worker status breakdown	Response count
Shift workers	150
Non shift workers	1,360
Prefer not to say	25

FIDO/DIDO worker breakdown	Response count
FIFO/DIDO workers	35
Non FIFO/DIDO workers	1,481
Prefer not to say	19

Working away from the primary workplace breakdown	Response count
All of the time	39
Most of the time	110
Half of the time	248
Some of the time	594
Infrequently	224
None of the time	304
Prefer not to say	16

## 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.



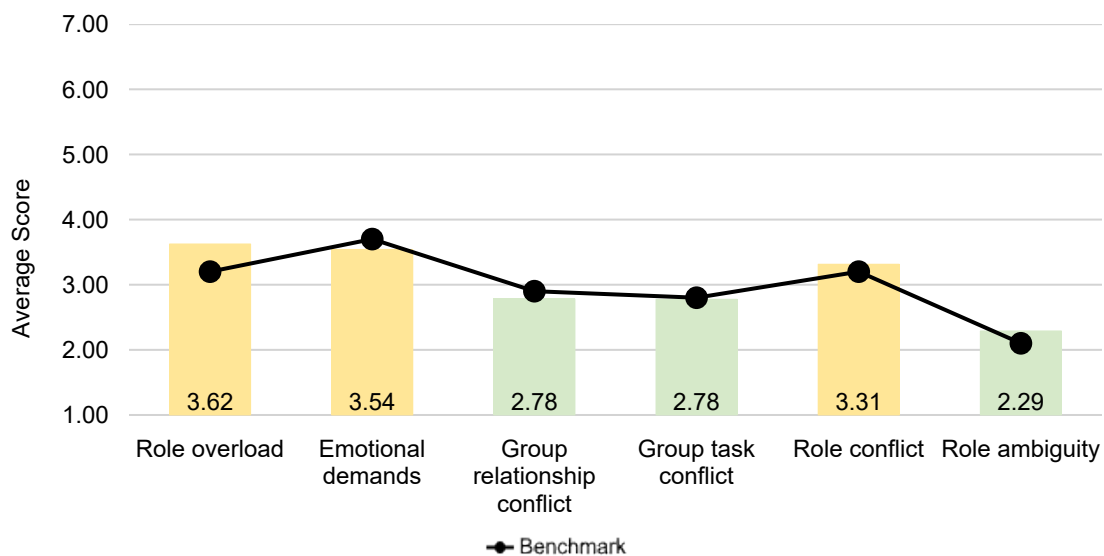
*Combination of overall job demands and job resources*

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.**



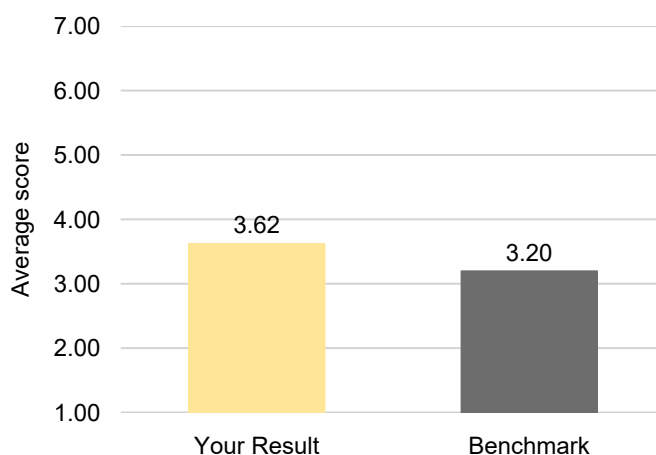
Score interpretation ↓ Lower is preferable			
<b>Range</b>	Low	Moderate	High
<b>Scale values</b>	1.00 - 3.00	3.01 - 4.99	5.00 - 7.00
<b>Action</b>	Good but monitor	Could be improved	Immediate action required

*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. 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 job demands in the high range, or have higher results as compared to the workplace average, may be a priority area.

### 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.

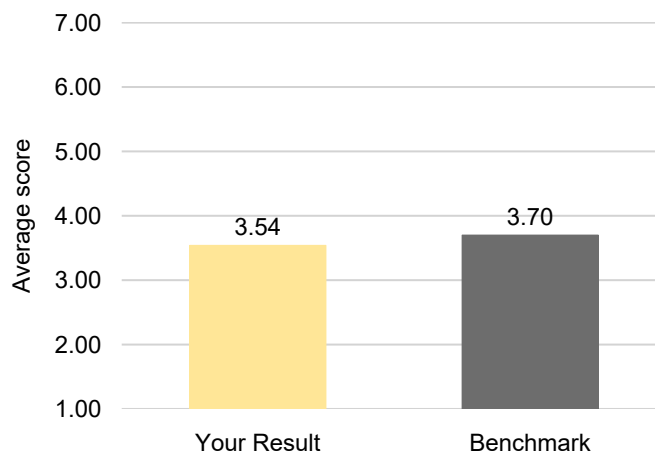
Question	Result	Interpretation
I am pressured to work long hours	3.40 - Moderate	This result indicates that sometimes workers feel they are pressured to work long hours.
I have unachievable deadlines	3.44 - Moderate	This result indicates that sometimes workers feel like they have unachievable deadlines.
I have unrealistic time pressures	3.56 - Moderate	This result indicates that sometimes workers feel like they have unrealistic time pressures.
I have to neglect some tasks because I have too much to do	4.09 - Moderate	This result indicates that sometimes workers feel like they have to neglect tasks because they have too much to do.

### 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.

## 5.2 Emotional demand

Emotional demand occurs when workers are confronted with emotionally taxing, upsetting, or disturbing situations inherent in the job that impact on them personally. Emotional demand is particularly prominent in jobs that involve interactions with customers or clients (e.g. "Does your work put you in emotionally disturbing situations?"). **High levels of emotional demand 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 emotional demand as compared to other workplaces

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

Compared to other workplaces your emotional demand results are similar, indicating your workplace is performing similarly to other workplaces in this area. The table below provides a breakdown of each item that assessed emotional demand.

Question	Result	Interpretation
Does your work put you in emotionally disturbing situations?	3.09 - Moderate	This result indicates that sometimes workers feel their work puts them in emotionally disturbing situations.
Is your work emotionally demanding?	3.70 - Moderate	This result indicates that sometimes workers feel like their work is emotionally demanding.
Do you get emotionally involved in your work?	3.83 - Moderate	This result indicates that sometimes workers feel like they get emotionally involved in their work.

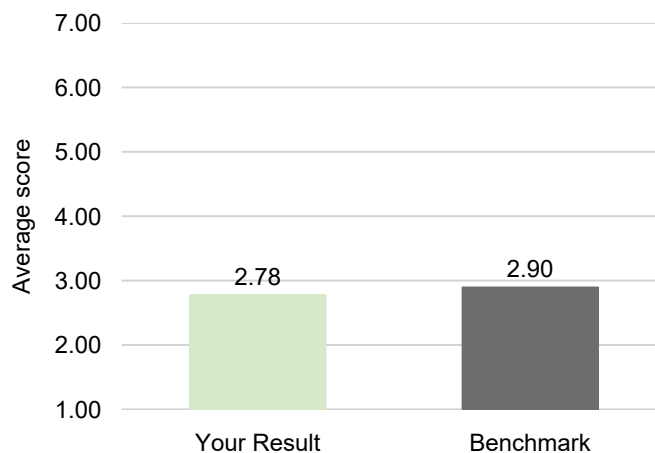
### Recommended next steps

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 emotional demands.

### 5.3 Group conflict: Relationship and task conflict

#### Group relationship conflict

The People at Work tool assesses two types of group conflict - relationship and task. Group relationship conflict refers to interpersonal disagreements and frictions with one's colleagues arising from differences in personal style, values, and norms (e.g. "Are there bad feelings among members in your workgroup?"). **High levels of group relationship conflict pose a risk to the psychological health and safety of workers.**



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

Overall average level of group relationship conflict as compared to other workplaces

Your overall group relationship conflict is in the **low** range and requires no immediate action but should be monitored through regular consultation with workers.

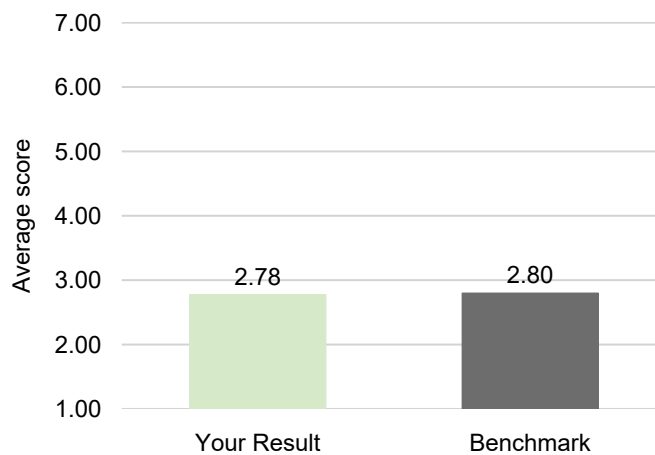
Compared to other workplaces your group relationship conflict results are similar, indicating your workplace is performing similarly to other workplaces in this area. The table below provides a breakdown of each item that assessed group relationship conflict.



Question	Result	Interpretation
Are there bad feelings among members in your workgroup?	2.64 - Low	This result indicates that generally workers feel that there aren't bad feelings among members of their workgroup.
Are there personality conflicts evident in your workgroup?	2.92 - Low	This result indicates that generally workers feel like there aren't personality conflicts evident in their workgroup.
Is there tension among members in your workgroup?	2.90 - Low	This result indicates that generally workers feel like there aren't tensions among members of their workgroup.
Is there emotional conflict among members in your workgroup?	2.67 - Low	This result indicates that generally workers feel like there isn't emotional conflict among members of their workgroup.

### Group task conflict

Task conflict refers to disagreements with one’s colleagues regarding the work to be undertaken. Such conflict may involve differences in views about policies and procedures, disputes regarding allocation and distribution of resources, or disagreements in judgements and interpretation of facts (e.g. *"Do you and members of your workgroup disagree about the work being done?"*). **High levels of group task conflict pose a risk to the psychological health and safety of workers.**



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

*Overall average level of group task conflict as compared to other workplaces*

Your overall group task conflict is in the **low** range and requires no immediate action but should be monitored through regular consultation with workers.

Compared to other workplaces your group task conflict results are similar, indicating your workplace is performing similarly to other workplaces in this area. The table below provides a breakdown of each item that assessed group task conflict.

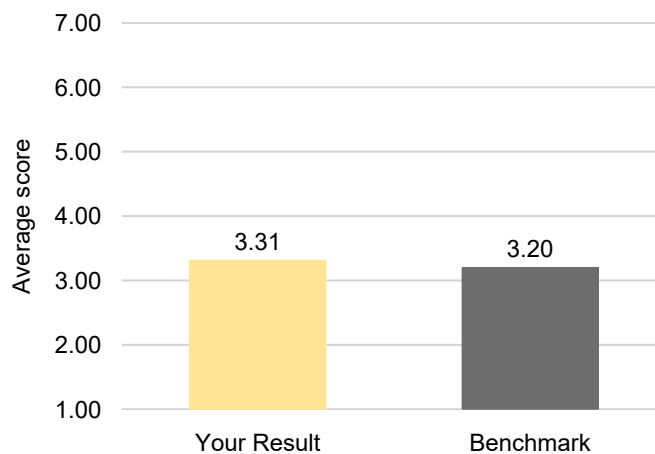
Question	Result	Interpretation
Do you and members of your workgroup disagree about the work being done?	2.90 - Low	This result indicates that generally workers feel that there aren't disagreements in their workgroup about the work being done.
Are there conflicts about ideas between you and members of your workgroup?	2.74 - Low	This result indicates that generally workers feel like there aren't conflicts in their workgroup about ideas.
Is there conflict between you and members of your workgroup about the work you do?	2.36 - Low	This result indicates that generally workers feel like there aren't conflicts in their workgroup about the work being done.
Are there differences of opinion between you and members of your workgroup?	3.10 - Moderate	This result indicates that sometimes workers feel like there are differences of opinion between workgroup members.

### 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 group task conflict and group relationship conflict.

### 5.4 Role conflict

Role conflict reflects the degree to which workers are expected to perform two or more incompatible tasks or roles simultaneously and has been described as incompatible demands and expectations placed on an worker, by different groups or persons with whom a worker must interact (e.g. *"I do things, which are accepted by one person, but not by another"*). **High levels of role conflict pose a risk to the psychological health and safety of workers.**



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

Overall average level of role conflict as compared to other workplaces

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

Compared to other workplaces your role conflict results are similar, indicating your workplace is performing similarly to other workplaces in this area. The table below provides a breakdown of each item that assessed role conflict.

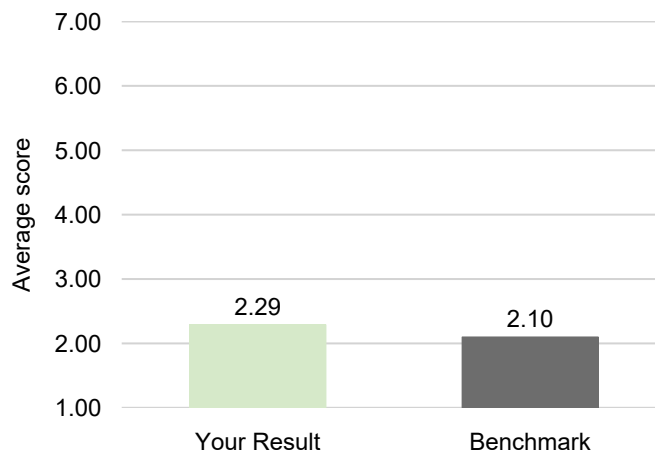
Question	Result	Interpretation
I do things, which are accepted by one person, but not by another	3.35 - Moderate	This result indicates that sometimes workers feel that their work is accepted by some people and not by others.
Different people at work demand things from me that are difficult to do at the same time	3.68 - Moderate	This result indicates that sometimes workers feel like different people demand things from them that are difficult to do simultaneously.
Different people at work expect conflicting things from me	3.29 - Moderate	This result indicates that sometimes workers feel like others expect conflicting things from them.
I receive incompatible requests from two or more people	2.93 - Low	This result indicates that generally workers feel like they don't receive incompatible requests from two or more people.

### 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 conflict.

### 5.5 Role ambiguity

Role ambiguity is defined as the lack of clarity or uncertainty with respect to job responsibilities, or the perceived lack of important job-related information. Unclear or constantly changing specifications regarding expectations and duties defining a worker’s job also constitutes role ambiguity (e.g. "I am clear what is expected of me at work"). All items within the role ambiguity measure have been reverse scored. **High levels of role ambiguity pose a risk to the psychological health and safety of workers.**



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

Overall average level of role ambiguity as compared to other workplaces

Your overall role ambiguity is in the **low** range and requires no immediate action but should be monitored through regular consultation with workers.

Compared to other workplaces your role ambiguity results are similar, indicating your workplace is performing similarly to other workplaces in this area. The table below provides a breakdown of each item that assessed role ambiguity.

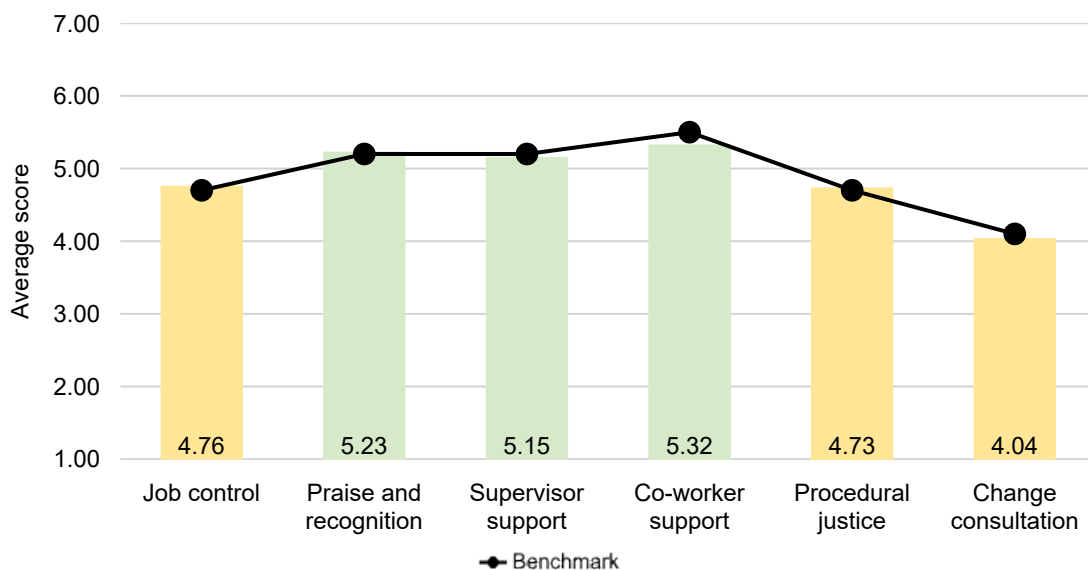
Question	Result	Interpretation
I am clear what is expected of me at work	2.49 - Low	This result indicates that generally workers are clear about what is expected of them at work.
I know how to go about getting my job done	2.10 - Low	This result indicates that generally workers know how to go about getting their job done.
I am clear what my duties and responsibilities are	2.34 - Low	This result indicates that generally workers are clear about their duties and responsibilities.
I understand how my work fits into the overall aim of the organisation	2.22 - Low	This result indicates that generally workers feel like they understand how their work fits into the overall aim of the organisation.

### 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 ambiguity.

## 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			
<b>Range</b>	Low	Moderate	High
<b>Scale values</b>	1.00 - 3.00	3.01 - 4.99	5.00 - 7.00
<b>Action</b>	Immediate action required	Could be improved	Good but monitor

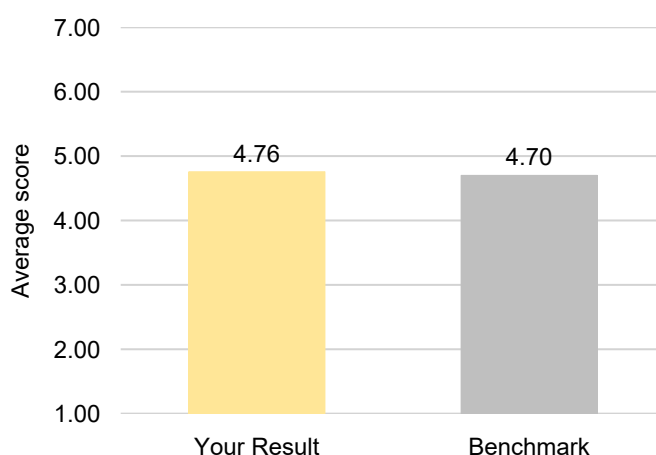
*Overall average level of each job resource as compared to the benchmark*

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. 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 job resources in the low range, or have lower results as compared to the workplace average, may be a target area.



## 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			
<b>Range</b>	Low	Moderate	High
<b>Scale values</b>	1.00 - 3.00	3.01 - 4.99	5.00 - 7.00
<b>Action</b>	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 **moderate** range and could be improved. Workplaces should aim for job control to be in the high range.

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

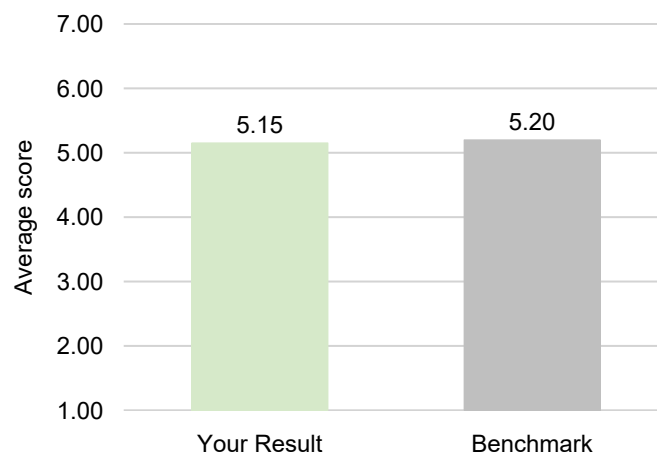
Question	Result	Interpretation
I have a choice in deciding what I do at work	4.38 - Moderate	This result indicates that sometimes workers feel like they have a choice in deciding what they do at work.
I have some say over the way I get the job done	5.08 - High	This result indicates that generally workers feel like they have a say over the way they get their job done.
I have a say in my own work speed	4.82 - Moderate	This result indicates that sometimes workers feel like they have a say in their work speed.

### 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 job control.

## 6.2 Supervisor support

Supervisor support consists of both ‘instrumental’ support and ‘emotional’ support. Instrumental support refers to offering practical help to solve problems or providing tangible assistance or aid in the form of knowledge or advice needed to resolve the issue (e.g. “*I can rely on my supervisor to help me out with a work problem*”), whereas emotional support involves offering care or listening sympathetically to another person. **Low levels of supervisor support pose a risk to the psychological health and safety of workers.**



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

*Overall average level of supervisor support as compared to other workplaces*

Your overall supervisor support is in the **high** range and requires no immediate action but should be monitored through regular consultation with workers.

Compared to other workplaces your supervisor support results are similar, indicating your workplace is performing similarly to other workplaces in this area. The table below provides a breakdown of each item that assessed supervisor support

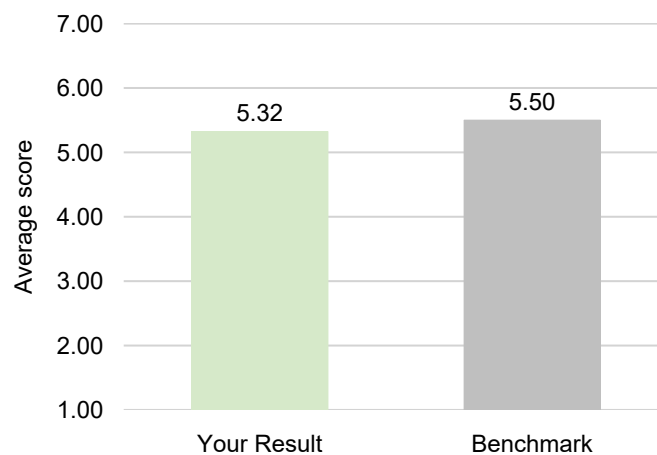
Question	Result	Interpretation
I get the help and support I need from my supervisor	5.15 - High	This result indicates that generally workers feel like they get the help and support they need from their supervisor.
My supervisor is willing to listen to my work-related problems	5.51 - High	This result indicates that generally workers feel like their supervisor is willing to listen to their work-related problems.
I can rely on my supervisor to help me out with a work problem	5.05 - High	This result indicates that generally workers feel like they can rely on their supervisor to help them with a work problem.
If the work gets difficult, my supervisor will help me	4.90 - Moderate	This result indicates that sometimes workers feel like they can rely on their supervisor if work gets difficult.

### 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 supervisor support.

### 6.3 Co-worker support

Co-worker support can be instrumental or emotional in nature. Instrumental support refers to practical help to solve problems or tangible assistance or aid in the form of knowledge or advice needed to resolve the issue, whereas emotional support involves care or listening sympathetically to another person (e.g. “*I can rely on my co-workers to help me out with a work problem*”). **Low levels of co-worker support pose a risk to the psychological health and safety of workers.**



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

Overall average level of co-worker support as compared to other workplaces

Your overall co-worker support is in the **high** range and requires no immediate action but should be monitored through regular consultation with workers.

Compared to other workplaces your co-worker support results are similar, indicating your workplace is performing similarly to other workplaces in this area. The table below provides a breakdown of each item that assessed co-worker support.

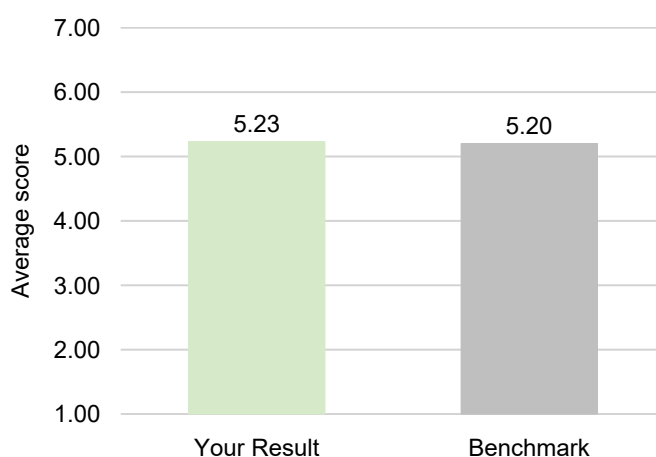
Question	Result	Interpretation
I can rely on my co-workers to help me out with a work problem	5.32 - High	This result indicates that generally workers feel like they can rely on their co-workers to help them with a work problem.
If the work gets difficult, my co-workers will help me	5.17 - High	This result indicates that generally workers feel like they can rely on their co-workers if work gets difficult.
I get the help and support I need from my co-workers	5.27 - High	This result indicates that generally workers like they get the help and support they need from their co-workers.
My co-workers are willing to listen to my work-related problems	5.54 - High	This result indicates that generally workers feel like their co-workers are willing to listen to their work-related problems.

### 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 co-worker support.

## 6.4 Praise and recognition

Praise and recognition refers to a worker’s feelings of self-worth that grow from the perception that the workplace and the people they work for value them and what they have to offer. Praise and recognition from supervisors can be in the form of encouragement, compliments, and other gestures of appreciation (e.g. “*I feel that my supervisor values my contributions to this workplace*”). **Low levels of praise and recognition pose a risk to the psychological health and safety of workers.**



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

Overall average level of praise and recognition as compared to other workplaces

Your overall praise and recognition is in the **high** range and requires no immediate action but should be monitored through regular consultation with workers.

Compared to other workplaces your praise and recognition results are similar, indicating your workplace is performing similarly to other workplaces in this area. The table below provides a breakdown of each item that assessed praise and recognition.

Question	Result	Interpretation
I feel that my supervisor values my contributions to this organisation	5.43 - High	This result indicates that generally workers feel like their supervisor values their contributions to the organisation.
My supervisor gives me sufficient credit for my hard work	5.19 - High	This result indicates that generally workers feel like their supervisor gives them sufficient credit for their hard work.
My supervisor encourages me in my work with praise and thanks	5.05 - High	This result indicates that generally workers feel like their supervisor encourages them in their work with praise and thanks.

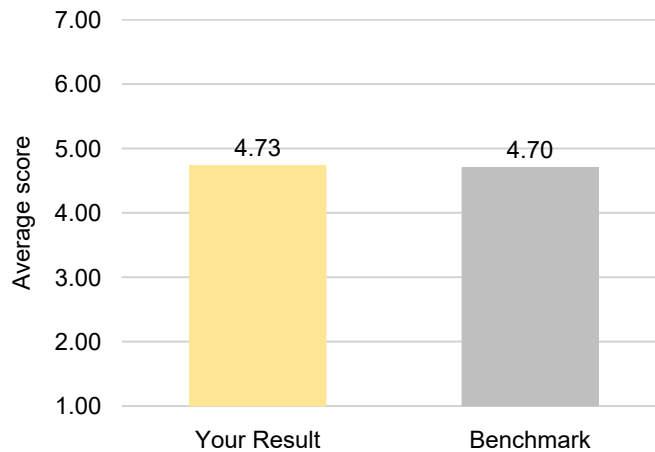
### Recommended next steps

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 praise and recognition.



### 6.5 Procedural justice

One type of organisational justice is procedural justice and refers to workers' perceptions of the fairness of the formal policies, procedures, and processes used to arrive at decisions and achieve end-goals and other outcomes (e.g. "Processes are applied consistently in your workgroup"). **Low levels of procedural justice pose a risk to the psychological health and safety of workers.**



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

Overall average level of procedural justice as compared to other workplaces

Your overall procedural justice is in the **moderate** range and could be improved. Workplaces should aim for procedural justice to be in the high range.

Compared to other workplaces your procedural justice results are similar, indicating your workplace is performing similarly to other workplaces in this area. The table below provides a breakdown of each item that assessed procedural justice.

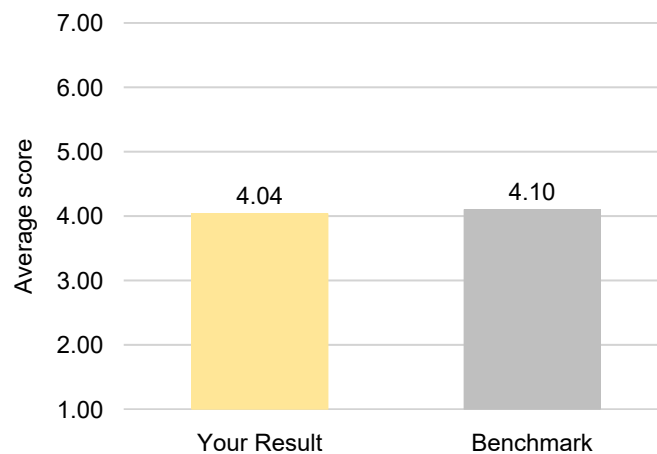
Question	Result	Interpretation
Processes are applied consistently in your workgroup	4.62 - Moderate	This result indicates that sometimes workers feel like processes are applied consistently in their workgroup.
Processes are free from bias in your workgroup	4.75 - Moderate	This result indicates that sometimes workers feel like processes are free from bias in their workgroup.
Employees in your workgroup are able to express their views and feelings during those processes	4.90 - Moderate	This result indicates that sometimes workers feel like workgroup members can express their views and feelings during processes used within their workgroup to respond to task and relationship conflicts.
Processes are based on accurate information about your workgroup	4.66 - Moderate	This result indicates that sometimes workers feel like processes to respond to task and relationship conflicts are based on accurate information about their workgroup.

### 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 procedural justice.

## 6.6 Change consultation

Change consultation refers to the degree to which workers' are provided with information about workplace changes and provided with opportunities to participate in decisions that may affect their work (e.g. "When changes are made at work, I am clear about how they will work out in practice"). **Low levels of change consultation pose a risk to the psychological health and safety of workers.**



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

*Overall average level of change consultation as compared to other workplaces*

Your overall change consultation is in the **moderate** range and could be improved. Workplaces should aim for change consultation to be in the high range.

Compared to other workplaces your change consultation results are similar, indicating your workplace is performing similarly to other workplaces in this area. The table below provides a breakdown of each item that assessed change consultation.

Question	Result	Interpretation
I am consulted about proposed changes at work	3.89 - Moderate	This result indicates that sometimes workers feel like they are consulted about proposed changes at work.
When changes are made at work, I am clear about how they will work out in practice	3.94 - Moderate	This result indicates that sometimes workers feel like when changes are made at work, they are clear about how they will work in practice.
I am clearly informed about the nature of the changes that take place in this organisation	4.06 - Moderate	This result indicates that sometimes workers feel like they are clearly informed about the nature of changes that take place in the organisation.
I can voice concerns about changes that affect my job	4.26 - Moderate	This result indicates that sometimes workers feel like they can voice concerns that affect their job.

### 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 change consultation.

## 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.

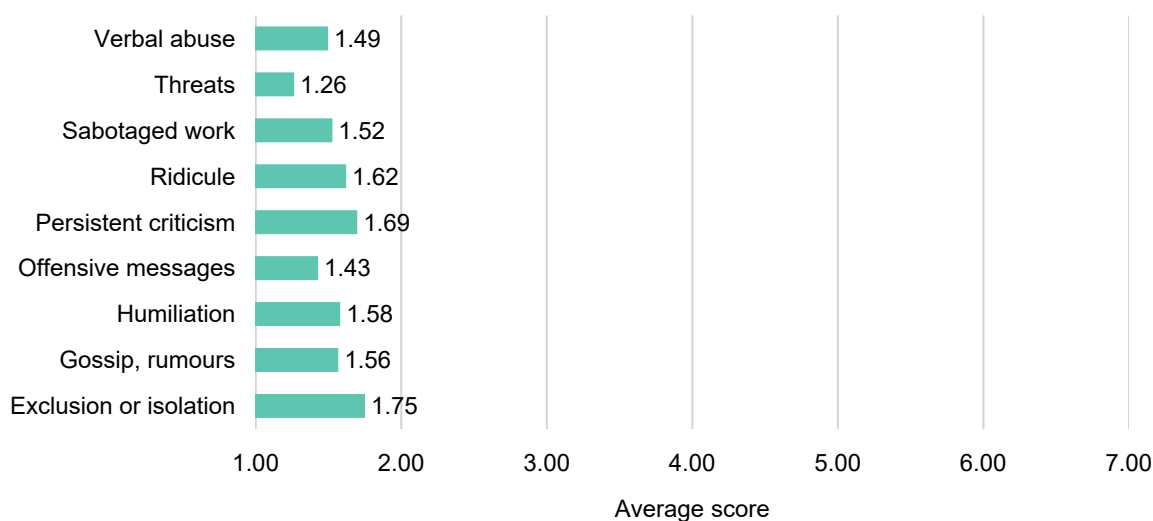
Workplaces should aim to have no bullying within their workplaces. Respondents were asked about the frequency of their experience and witnessing of workplace bullying. Of respondents, 34.41% reported experiencing bullying at some point in the previous 6 months whilst 44.10% reported witnessing bullying at some point in the previous 6 months.

	Experiences of workplace bullying		Witnessing workplace bullying	
	Response Counts	% Response Counts	Response Counts	% Response Counts
Never	991	65.59%	853	55.90%
Rarely	226	14.96%	275	18.02%
Once in a while	103	6.82%	177	11.60%
Some of the time	99	6.55%	122	7.99%
Monthly	28	1.85%	41	2.69%
Weekly	44	2.91%	36	2.36%
Almost daily	20	1.32%	22	1.44%

*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.

Threats of punishment for no reason was the least common bullying behaviour experienced by respondents.



*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 co-worker.

Member of public was the least common source of bullying.

Source of bullying	Response counts
Supervisor	229
Subordinate	80
Co-worker	336
External co-worker	75
Client/customer	143
Family/friend of client/customer/patient/student	42
Member of public	33

*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.

## 8.0 Work-related violence and aggression

Work-related violence is any incident in which a person is abused, threatened or assaulted in circumstances relating to their work. It includes a broad range of actions and behaviours that can create risk to the health and safety of workers. Work-related violence can result in a worker sustaining physical and/or psychological injuries, and can sometimes be fatal. Workers can be exposed to work-related violence from a range of sources including clients, consumers, patients, residents, visitors and members of the public.

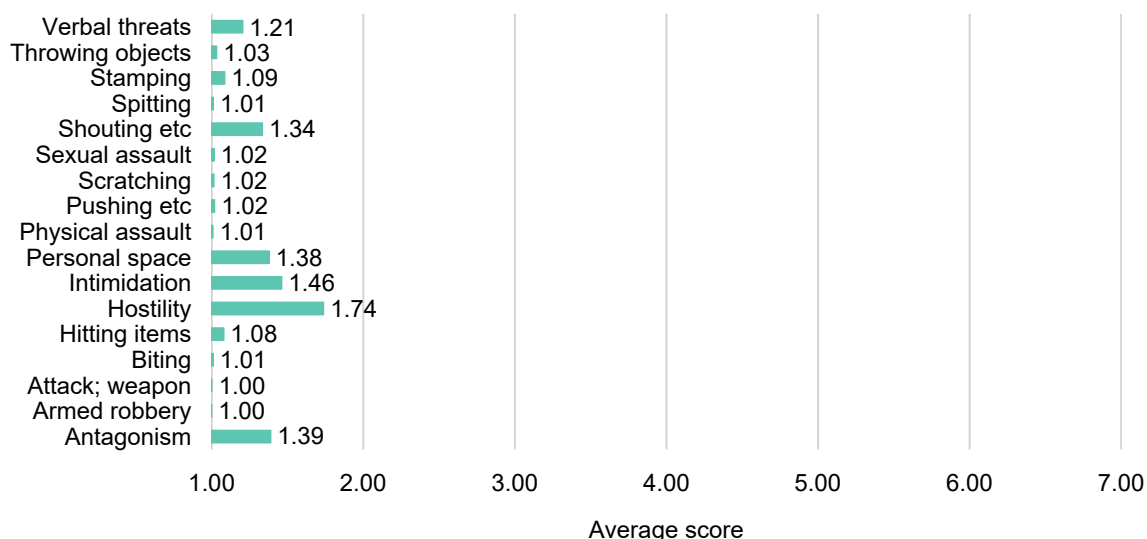
Workplaces should aim to have no instances of work-related violence and aggression in their workplace. Respondents were asked about the frequency of their experience of threats of work-related violence in the past 6 months as detailed in the table below. Of respondents, 6.37% reported experiencing work-related violence at some point in the previous 6 months.

Threats of work-related violence	Response counts	% Response counts
Never	1412	93.63%
Rarely	52	3.45%
Once in a while	22	1.46%
Some of the time	12	0.80%
Monthly	5	0.33%
Weekly	4	0.27%
Almost daily	1	0.07%

*Experience of threats of work-related violence*

Respondents were also asked if in the past 6 months if they had been subject to a number of work-related violence behaviours. Results highlighted that the most common work-related violence behaviour experienced by respondents was angry or hostile behaviour.

Armed robbery was the least common work-related violence behaviour experienced by respondents.



Respondents who had reported experiencing threats of work-related violence were asked about the source of the threats of work-related violence (see table below). The most common source of work-related violence was co-worker.

Member of public was the least common source of work-related violence.

Source of work-related violence	Response counts
Supervisor	82
Subordinate	34
Co-worker	159
External co-worker	38
Client/customer	126
Family/friend of client/customer/patient/student	37
Member of public	19

*Source of threats of work-related violence*

Group breakdowns of experiences of work-related violence and aggression are not provided to protect the privacy of respondents. Reports of work-related violence should be responded to immediately. [Our guidance](#) and [Safe Work Australia's guidance on work-related violence](#) will assist you in preventing and responding to work-related violence. Some considerations include the physical design of the workplace, the work systems and training for workers.

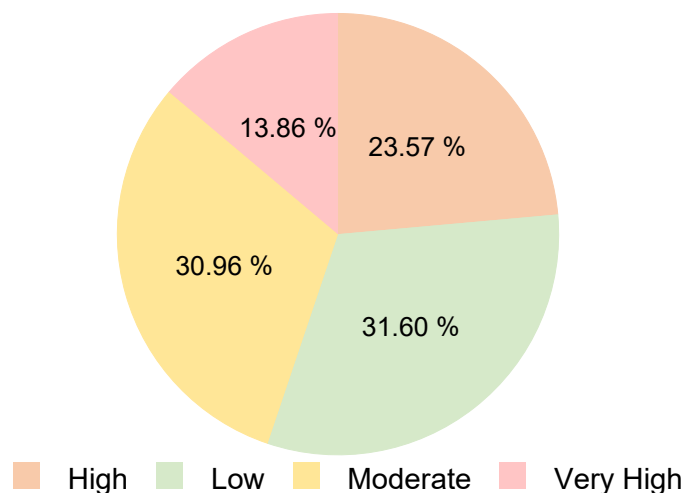


## 9.0 Psychological health outcomes

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
<b>Total score</b>	10 - 15	16 - 21	22- 29	30 - 50

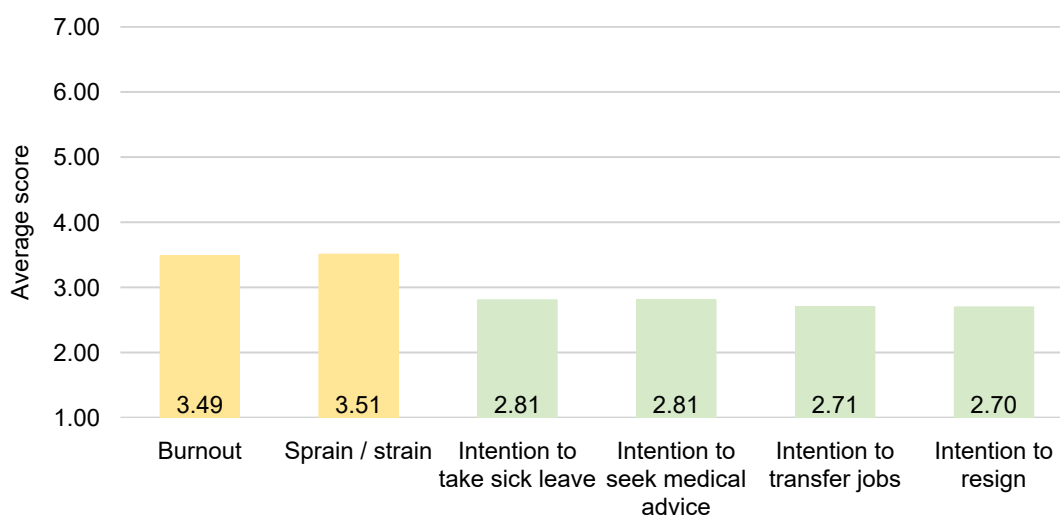
Your overall results indicated that 31.60% of respondents had low levels of psychological distress, 30.96% had moderate levels of psychological distress and 37.44% had either high or very high levels of psychological distress. Efforts to ensure job demands are in the low range, job resources are in the 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			
<b>Range</b>	Low	Moderate	High
<b>Scale values</b>	1.00 -3.00	3.01 - 4.99	5.00 - 7.00
<b>Action</b>	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 could be improved.

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	3.62	3.54	2.78	2.78	3.31	2.29
Office of the Provost	0.00	0.00	0.00	0.00	0.00	0.00
Arts, Education and Law	3.99 ↑	3.95 ↑	3.16 ↑	2.94 ↑	3.44 ↑	2.30 ↔
Corporate Services	3.30 ↓	3.16 ↓	2.40 ↓	2.71 ↔	3.20 ↓	2.23 ↔
DVC Education	3.00 ↓	3.38 ↓	2.77 ↔	2.70 ↔	2.95 ↓	2.20 ↔
DVC Indigenous, Diversity and Inclusion	3.30 ↓	3.90 ↑	2.45 ↓	2.24 ↓	2.57 ↓	2.88 ↑
DVC Research	3.63 ↔	3.39 ↓	2.56 ↓	2.68 ↓	3.20 ↓	2.24 ↔
Griffith Business School	3.95 ↑	3.77 ↑	3.02 ↑	3.02 ↑	3.66 ↑	2.61 ↑
Griffith Health	4.07 ↑	3.93 ↑	3.26 ↑	2.87 ↑	3.54 ↑	2.26 ↔
Griffith International	3.38 ↓	3.14 ↓	2.28 ↓	2.43 ↓	2.77 ↓	1.82 ↓
Griffith Sciences	4.27 ↑	4.00 ↑	2.93 ↑	2.87 ↑	3.58 ↑	2.55 ↑
Industry and External Engagement	2.60 ↓	2.33 ↓	2.08 ↓	2.45 ↓	2.77 ↓	2.17 ↓
Marketing and Communications	3.07 ↓	3.07 ↓	2.40 ↓	2.61 ↓	3.30 ↔	2.16 ↓
Office of Advancement	3.12 ↓	2.81 ↓	2.14 ↓	2.57 ↓	3.04 ↓	2.18 ↓
Office of the Vice Chancellor	2.88 ↓	2.81 ↓	2.39 ↓	2.55 ↓	3.13 ↓	2.17 ↓
Prefer not to say / Other	3.22 ↓	3.40 ↓	2.66 ↓	2.59 ↓	3.10 ↓	2.36 ↔
<b>Legend</b>	↑ 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	4.76	5.23	5.15	4.73	5.32	4.04
Office of the Provost	0.00	0.00	0.00	0.00	0.00	0.00
Arts, Education and Law	4.76 ↔	5.28 ↔	4.92 ↓	4.43 ↓	4.93 ↓	3.79 ↓
Corporate Services	4.81 ↔	5.51 ↑	5.58 ↑	5.07 ↑	5.53 ↑	4.32 ↑
DVC Education	4.80 ↔	5.34 ↑	5.44 ↑	5.09 ↑	5.64 ↑	4.36 ↑
DVC Indigenous, Diversity and Inclusion	5.19 ↑	5.07 ↓	5.14 ↔	4.80 ↔	6.04 ↑	4.18 ↑
DVC Research	4.77 ↔	5.20 ↔	5.46 ↑	4.83 ↑	5.71 ↑	4.33 ↑
Griffith Business School	4.72 ↔	5.04 ↓	4.83 ↓	4.30 ↓	5.04 ↓	3.77 ↓
Griffith Health	4.66 ↓	4.87 ↓	4.61 ↓	4.40 ↓	5.12 ↓	3.71 ↓
Griffith International	4.69 ↔	5.65 ↑	5.92 ↑	5.51 ↑	5.87 ↑	4.57 ↑
Griffith Sciences	4.86 ↑	4.67 ↓	4.40 ↓	4.25 ↓	4.74 ↓	3.39 ↓
Industry and External Engagement	4.73 ↔	5.73 ↑	5.60 ↑	5.33 ↑	5.88 ↑	4.83 ↑
Marketing and Communications	4.63 ↓	5.81 ↑	5.80 ↑	4.59 ↓	6.10 ↑	4.19 ↑
Office of Advancement	4.89 ↑	5.44 ↑	5.82 ↑	5.21 ↑	5.62 ↑	4.81 ↑
Office of the Vice Chancellor	4.75 ↔	5.62 ↑	6.18 ↑	5.26 ↑	5.94 ↑	5.01 ↑
Prefer not to say / Other	4.47 ↓	5.07 ↓	5.00 ↓	4.77 ↔	5.26 ↔	3.97 ↔
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall job resources across workgroup

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	3.62	3.54	2.78	2.78	3.31	2.29
Staff who lead a portfolio or Academic Group, or Head of Element (e.g. VC, SDVC, PVC, DVC, COO, VP, Dean, Chief)	3.96 ↑	3.78 ↑	2.81 ↔	2.99 ↑	3.69 ↑	1.98 ↓
Staff who lead a work area or who manage employees who have leadership responsibilities	4.12 ↑	3.91 ↑	2.82 ↔	2.88 ↑	3.55 ↑	2.14 ↓
Staff who lead and manage employees who do not have leadership responsibilities	3.97 ↑	3.61 ↔	2.84 ↔	2.85 ↔	3.60 ↑	2.28 ↔
Staff who undertake non-student and non-customer facing work or who provide support for colleagues who are student-facing	3.04 ↓	2.97 ↓	2.48 ↓	2.59 ↓	3.04 ↓	2.40 ↑
Staff who work directly with students or customers	3.80 ↑	3.90 ↑	3.04 ↑	2.86 ↔	3.31 ↔	2.28 ↔
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall job demands across role

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	4.76	5.23	5.15	4.73	5.32	4.04
Staff who lead a portfolio or Academic Group, or Head of Element (e.g. VC, SDVC, PVC, DVC, COO, VP, Dean, Chief)	5.31 ↑	5.59 ↑	5.25 ↑	5.28 ↑	5.48 ↑	4.78 ↑
Staff who lead a work area or who manage employees who have leadership responsibilities	5.10 ↑	5.53 ↑	5.20 ↔	4.97 ↑	5.50 ↑	4.35 ↑
Staff who lead and manage employees who do not have leadership responsibilities	4.96 ↑	5.31 ↔	5.14 ↔	4.70 ↔	5.19 ↓	4.06 ↔
Staff who undertake non-student and non-customer facing work or who provide support for colleagues who are student-facing	4.75 ↔	5.33 ↑	5.42 ↑	4.86 ↑	5.54 ↑	4.08 ↔
Staff who work directly with students or customers	4.50 ↓	4.95 ↓	4.88 ↓	4.51 ↓	5.13 ↓	3.81 ↓
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall job resources across role



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	3.62	3.54	2.78	2.78	3.31	2.29
Other Work Site	0.00	0.00	0.00	0.00	0.00	0.00
Gold Coast	3.77 ↑	3.74 ↑	3.01 ↑	2.79 ↔	3.43 ↑	2.28 ↔
Logan	4.23 ↑	3.95 ↑	3.12 ↑	2.90 ↑	3.32 ↔	2.38 ↑
Mt Gravatt	3.84 ↑	3.83 ↑	2.79 ↔	2.71 ↔	3.20 ↓	2.17 ↓
Nathan	3.48 ↓	3.36 ↓	2.65 ↓	2.77 ↔	3.26 ↔	2.27 ↔
Overseas	0.00	0.00	0.00	0.00	0.00	0.00
Southbank	3.50 ↓	3.56 ↔	2.82 ↔	2.80 ↔	3.29 ↔	2.34 ↔
Sunshine Coast	0.00	0.00	0.00	0.00	0.00	0.00
Work from Home	3.89 ↑	3.65 ↑	2.31 ↓	2.63 ↓	3.17 ↓	2.53 ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall job demands across location/site

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	4.76	5.23	5.15	4.73	5.32	4.04
Other Work Site	0.00	0.00	0.00	0.00	0.00	0.00
Gold Coast	4.63 ↓	5.07 ↓	4.97 ↓	4.58 ↓	5.29 ↔	3.82 ↓
Logan	4.66 ↓	5.07 ↓	4.92 ↓	4.37 ↓	5.50 ↑	4.10 ↔
Mt Gravatt	5.12 ↑	5.19 ↔	4.91 ↓	4.85 ↑	5.32 ↔	3.97 ↔
Nathan	4.81 ↔	5.33 ↑	5.31 ↑	4.86 ↑	5.38 ↔	4.20 ↑
Overseas	0.00	0.00	0.00	0.00	0.00	0.00
Southbank	4.81 ↔	5.44 ↑	5.11 ↔	4.59 ↓	4.95 ↓	4.00 ↔
Sunshine Coast	0.00	0.00	0.00	0.00	0.00	0.00
Work from Home	4.65 ↓	5.15 ↔	5.03 ↓	4.63 ↓	5.28 ↔	3.61 ↓
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall job resources across location/site

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	3.62	3.54	2.78	2.78	3.31	2.29
Full time (permanent)	3.76 ↑	3.60 ↔	2.80 ↔	2.83 ↔	3.44 ↑	2.27 ↔
Part time (permanent)	3.37 ↓	3.46 ↔	2.99 ↑	2.80 ↔	3.08 ↓	2.11 ↓
Full time (temporary)	3.28 ↓	3.39 ↓	2.63 ↓	2.59 ↓	3.07 ↓	2.45 ↑
Part time (temporary)	3.24 ↓	3.23 ↓	2.69 ↔	2.60 ↓	2.97 ↓	2.50 ↑
Casual	3.33 ↓	3.37 ↓	2.54 ↓	2.50 ↓	2.82 ↓	2.38 ↔
Contractor	2.97 ↓	3.23 ↓	2.71 ↔	2.58 ↓	2.80 ↓	1.80 ↓
Volunteer	0.00	0.00	0.00	0.00	0.00	0.00
Prefer not to say	3.90 ↑	3.90 ↑	3.14 ↑	3.12 ↑	3.68 ↑	2.41 ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

*Overall job demands across employment status*

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	4.76	5.23	5.15	4.73	5.32	4.04
Full time (permanent)	4.76 ↔	5.20 ↔	5.11 ↔	4.72 ↔	5.30 ↔	4.04 ↔
Part time (permanent)	4.58 ↓	5.32 ↑	5.15 ↔	4.72 ↔	5.38 ↔	3.90 ↓
Full time (temporary)	4.97 ↑	5.36 ↑	5.32 ↑	4.82 ↔	5.43 ↑	4.17 ↑
Part time (temporary)	4.98 ↑	5.41 ↑	5.46 ↑	4.79 ↔	5.34 ↔	4.02 ↔
Casual	4.35 ↓	5.13 ↓	5.16 ↔	4.70 ↔	5.38 ↔	3.87 ↓
Contractor	5.33 ↑	5.81 ↑	6.13 ↑	5.25 ↑	5.93 ↑	4.47 ↑
Volunteer	0.00	0.00	0.00	0.00	0.00	0.00
Prefer not to say	4.28 ↓	4.60 ↓	4.68 ↓	4.43 ↓	4.59 ↓	3.66 ↓
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

*Overall job resources across employment status*

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	3.62	3.54	2.78	2.78	3.31	2.29
Supervisors/managers	4.20 ↑	3.91 ↑	2.91 ↑	2.93 ↑	3.63 ↑	2.23 ↔
Non supervisors/managers	3.24 ↓	3.29 ↓	2.69 ↓	2.67 ↓	3.08 ↓	2.32 ↔
Prefer not to say	4.20 ↑	3.92 ↑	3.10 ↑	3.00 ↑	3.96 ↑	2.45 ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

*Overall job demands across managerial status*

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	4.76	5.23	5.15	4.73	5.32	4.04
Supervisors/managers	4.97 ↑	5.39 ↑	5.12 ↔	4.75 ↔	5.29 ↔	4.10 ↔
Non supervisors/managers	4.64 ↓	5.17 ↔	5.23 ↔	4.77 ↔	5.39 ↔	4.05 ↔
Prefer not to say	4.49 ↓	4.49 ↓	4.26 ↓	4.00 ↓	4.57 ↓	3.22 ↓
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall job resources across managerial status

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	3.62	3.54	2.78	2.78	3.31	2.29
15-24 years	2.84 ↓	3.15 ↓	2.38 ↓	2.45 ↓	2.49 ↓	2.00 ↓
25-34 years	3.13 ↓	3.14 ↓	2.61 ↓	2.67 ↓	3.18 ↓	2.45 ↑
35-44 years	3.53 ↓	3.48 ↔	2.76 ↔	2.77 ↔	3.30 ↔	2.39 ↑
45-54 years	3.72 ↑	3.66 ↑	2.83 ↔	2.85 ↔	3.38 ↔	2.26 ↔
55-64 years	3.99 ↑	3.74 ↑	2.87 ↔	2.78 ↔	3.42 ↑	2.11 ↓
65-74 years	3.47 ↓	3.64 ↑	2.50 ↓	2.65 ↓	2.85 ↓	1.86 ↓
75-84 years	0.00	0.00	0.00	0.00	0.00	0.00
85+ years	0.00	0.00	0.00	0.00	0.00	0.00
Prefer not to say	4.10 ↑	3.77 ↑	3.37 ↑	2.91 ↑	3.74 ↑	2.56 ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall job demands across different age categories

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	4.76	5.23	5.15	4.73	5.32	4.04
15-24 years	5.17 ↑	5.54 ↑	5.77 ↑	5.48 ↑	6.11 ↑	4.58 ↑
25-34 years	4.70 ↔	5.29 ↔	5.36 ↑	4.80 ↔	5.52 ↑	4.08 ↔
35-44 years	4.77 ↔	5.32 ↔	5.32 ↑	4.71 ↔	5.36 ↔	4.05 ↔
45-54 years	4.81 ↔	5.28 ↔	5.15 ↔	4.74 ↔	5.26 ↔	4.09 ↔
55-64 years	4.66 ↓	5.04 ↓	4.81 ↓	4.67 ↔	5.21 ↓	3.92 ↓
65-74 years	5.07 ↑	5.44 ↑	5.17 ↔	5.08 ↑	5.49 ↑	4.07 ↔
75-84 years	0.00	0.00	0.00	0.00	0.00	0.00
85+ years	0.00	0.00	0.00	0.00	0.00	0.00
Prefer not to say	4.39 ↓	4.20 ↓	4.32 ↓	4.11 ↓	4.83 ↓	3.39 ↓
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall job resources across different age categories



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	3.62	3.54	2.78	2.78	3.31	2.29
Aboriginal and/or Torres Strait Islander (ATSI) workers	3.54 ↔	3.76 ↑	3.07 ↑	2.87 ↔	3.27 ↔	2.19 ↓
Workers not identifying as ATSI	3.61 ↔	3.52 ↔	2.77 ↔	2.76 ↔	3.29 ↔	2.27 ↔
Prefer not to say	4.24 ↑	3.94 ↑	3.00 ↑	3.02 ↑	4.04 ↑	2.79 ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

*Overall job demands and across ATSI and non ATSI workers*

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	4.76	5.23	5.15	4.73	5.32	4.04
Aboriginal and/or Torres Strait Islander (ATSI) workers	4.95 ↑	5.20 ↔	5.41 ↑	4.73 ↔	5.02 ↓	4.16 ↑
Workers not identifying as ATSI	4.78 ↔	5.26 ↔	5.18 ↔	4.76 ↔	5.35 ↔	4.06 ↔
Prefer not to say	4.25 ↓	4.35 ↓	4.29 ↓	4.00 ↓	4.71 ↓	3.17 ↓
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

*Overall job resources across ATSI and non ATSI workers*

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	3.62	3.54	2.78	2.78	3.31	2.29
Shift workers	4.18 ↑	4.03 ↑	2.91 ↑	2.94 ↑	3.57 ↑	2.35 ↔
Non shift workers	3.54 ↔	3.47 ↔	2.76 ↔	2.75 ↔	3.27 ↔	2.27 ↔
Prefer not to say	4.80 ↑	4.27 ↑	3.10 ↑	3.09 ↑	4.26 ↑	3.01 ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall job demands and across shift workers and non shift workers

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	4.76	5.23	5.15	4.73	5.32	4.04
Shift workers	4.49 ↓	5.11 ↓	4.82 ↓	4.45 ↓	5.13 ↓	3.69 ↓
Non shift workers	4.80 ↔	5.26 ↔	5.22 ↔	4.78 ↔	5.36 ↔	4.09 ↔
Prefer not to say	4.19 ↓	3.93 ↓	3.72 ↓	3.82 ↓	4.54 ↓	3.18 ↓
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall job resources across shift workers and non shift workers

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	3.62	3.54	2.78	2.78	3.31	2.29
FIFO/DIDO workers	3.96 ↑	4.01 ↑	2.96 ↑	2.96 ↑	3.20 ↓	2.51 ↑
Non FIFO/DIDO workers	3.61 ↔	3.53 ↔	2.78 ↔	2.77 ↔	3.31 ↔	2.28 ↔
Prefer not to say	3.95 ↑	3.62 ↔	2.82 ↔	2.79 ↔	4.11 ↑	2.86 ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall job demands and across FIFO/DIDO workers and non FIFO/DIDO workers

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	4.76	5.23	5.15	4.73	5.32	4.04
FIFO/DIDO workers	4.75 ↔	5.12 ↓	4.72 ↓	4.49 ↓	4.88 ↓	3.84 ↓
Non FIFO/DIDO workers	4.77 ↔	5.24 ↔	5.17 ↔	4.75 ↔	5.35 ↔	4.05 ↔
Prefer not to say	3.91 ↓	4.46 ↓	4.34 ↓	4.19 ↓	4.18 ↓	3.20 ↓
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall job resources across FIFO/DIDO workers and non FIFO/DIDO workers

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	3.62	3.54	2.78	2.78	3.31	2.29
All of the time	4.06 ↑	3.79 ↑	3.21 ↑	2.88 ↑	3.26 ↔	2.23 ↔
Most of the time	4.16 ↑	3.65 ↑	2.88 ↑	2.94 ↑	3.35 ↔	2.23 ↔
Half of the time	3.81 ↑	3.58 ↔	2.81 ↔	2.89 ↑	3.46 ↑	2.41 ↑
Some of the time	3.67 ↔	3.65 ↑	2.80 ↔	2.77 ↔	3.48 ↑	2.31 ↔
Infrequently	3.50 ↓	3.40 ↓	2.69 ↔	2.69 ↔	3.14 ↓	2.23 ↔
None of the time	3.21 ↓	3.30 ↓	2.72 ↔	2.68 ↓	2.97 ↓	2.20 ↓
Prefer not to say	3.86 ↑	3.83 ↑	2.30 ↓	3.00 ↑	3.86 ↑	2.95 ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall job demands across varying levels of working away from primary workplaces (i.e. working from home or another location)

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	4.76	5.23	5.15	4.73	5.32	4.04
All of the time	4.91 ↑	4.98 ↓	5.03 ↓	4.62 ↓	5.20 ↓	4.01 ↔
Most of the time	4.73 ↔	5.21 ↔	4.90 ↓	4.63 ↓	5.25 ↔	3.93 ↓
Half of the time	4.67 ↓	5.11 ↓	5.01 ↓	4.57 ↓	5.17 ↓	3.96 ↔
Some of the time	4.78 ↔	5.22 ↔	5.14 ↔	4.71 ↔	5.34 ↔	3.98 ↔
Infrequently	4.97 ↑	5.38 ↑	5.22 ↔	4.80 ↔	5.32 ↔	4.20 ↑
None of the time	4.66 ↓	5.25 ↔	5.36 ↑	4.91 ↑	5.48 ↑	4.16 ↑
Prefer not to say	4.27 ↓	5.33 ↑	5.16 ↔	4.75 ↔	5.03 ↓	3.73 ↓
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall job resources across varying levels of working away from primary workplaces (i.e. working from home or another location)

### 11.2 Psychological distress

The table below provides a breakdown of your results across your selected group(s) for those with more than 10 responses. 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.

Score interpretation				
Range	Low	Moderate	High	Very High
Total score	10 - 15	16 - 21	22- 29	30 - 50
Workplace average	31.60 %	30.96 %	23.57 %	13.86 %
Office of the Provost	0.00 %	0.00 %	0.00 %	0.00 %
Arts, Education and Law	27.50 % ↓	28.75 % ↓	23.12 % ↓	20.62 % ↑
Corporate Services	38.42 % ↑	31.04 % ↔	20.87 % ↓	9.67 % ↓
DVC Education	35.25 % ↑	31.97 % ↑	22.13 % ↓	10.66 % ↓
DVC Indigenous, Diversity and Inclusion	15.38 % ↓	46.15 % ↑	38.46 % ↑	0.00 %
DVC Research	30.56 % ↓	36.11 % ↑	13.89 % ↓	19.44 % ↑
Griffith Business School	24.77 % ↓	31.19 % ↑	23.85 % ↑	20.18 % ↑
Griffith Health	29.21 % ↓	26.97 % ↓	26.97 % ↑	16.85 % ↑
Griffith International	42.55 % ↑	36.17 % ↑	12.77 % ↓	8.51 % ↓
Griffith Sciences	16.67 % ↓	30.30 % ↓	31.06 % ↑	21.97 % ↑
Industry and External Engagement	30.00 % ↓	50.00 % ↑	20.00 % ↓	0.00 %
Marketing and Communications	45.95 % ↑	24.32 % ↓	21.62 % ↓	8.11 % ↓
Office of Advancement	31.58 % ↔	52.63 % ↑	15.79 % ↓	0.00 %
Office of the Vice Chancellor	35.00 % ↑	30.00 % ↓	35.00 % ↑	0.00 %
Prefer not to say / Other	27.08 % ↓	41.67 % ↑	25.00 % ↑	6.25 % ↓
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average			

*Overall psychological distress across workgroup*



Score interpretation				
Range	Low	Moderate	High	Very High
Total score	10 - 15	16 - 21	22- 29	30 - 50
Workplace average	31.60 %	30.96 %	23.57 %	13.86 %
Staff who lead a portfolio or Academic Group, or Head of Element (e.g. VC, SDVC, PVC, DVC, COO, VP, Dean, Chief)	41.30 % ↑	39.13 % ↑	10.87 % ↓	8.70 % ↓
Staff who lead a work area or who manage employees who have leadership responsibilities	34.81 % ↑	35.44 % ↑	18.35 % ↓	11.39 % ↓
Staff who lead and manage employees who do not have leadership responsibilities	30.51 % ↓	35.66 % ↑	24.26 % ↑	9.56 % ↓
Staff who undertake non-student and non-customer facing work or who provide support for colleagues who are student-facing	31.51 % ↓	30.82 % ↓	26.03 % ↑	11.64 % ↓
Staff who work directly with students or customers	29.03 % ↓	26.67 % ↓	24.30 % ↑	20.00 % ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average			

*Overall psychological distress across role*

Score interpretation				
Range	Low	Moderate	High	Very High
<b>Total score</b>	10 - 15	16 - 21	22- 29	30 - 50
Workplace average	31.60 %	30.96 %	23.57 %	13.86 %
Other Work Site	0.00 %	0.00 %	0.00 %	0.00 %
Gold Coast	27.91 % ↓	32.31 % ↑	24.40 % ↑	15.38 % ↑
Logan	24.44 % ↓	37.78 % ↑	24.44 % ↑	13.33 % ↓
Mt Gravatt	34.55 % ↑	29.09 % ↓	16.36 % ↓	20.00 % ↑
Nathan	33.24 % ↑	31.22 % ↑	23.51 % ↔	12.03 % ↓
Overseas	0.00 %	0.00 %	0.00 %	0.00 %
Southbank	33.33 % ↑	28.79 % ↓	25.76 % ↑	12.12 % ↓
Sunshine Coast	0.00 %	0.00 %	0.00 %	0.00 %
Work from Home	39.13 % ↑	13.04 % ↓	21.74 % ↓	26.09 % ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average			

Overall psychological distress across location/site

Score interpretation				
Range	Low	Moderate	High	Very High
<b>Total score</b>	10 - 15	16 - 21	22- 29	30 - 50
Workplace average	31.60 %	30.96 %	23.57 %	13.86 %
Full time (permanent)	31.23 % ↓	31.74 % ↑	23.09 % ↓	13.94 % ↔
Part time (permanent)	31.82 % ↑	36.36 % ↑	20.91 % ↓	10.91 % ↓
Full time (temporary)	30.57 % ↓	26.75 % ↓	29.94 % ↑	12.74 % ↓
Part time (temporary)	30.61 % ↓	34.69 % ↑	20.41 % ↓	14.29 % ↑
Casual	35.06 % ↑	23.38 % ↓	23.38 % ↓	18.18 % ↑
Contractor	40.00 % ↑	26.67 % ↓	20.00 % ↓	13.33 % ↓
Volunteer	0.00 %	0.00 %	0.00 %	0.00 %
Prefer not to say	32.14 % ↑	25.00 % ↓	25.00 % ↑	17.86 % ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average			

Overall psychological distress across employment status

Score interpretation				
Range	Low	Moderate	High	Very High
<b>Total score</b>	10 - 15	16 - 21	22- 29	30 - 50
Workplace average	31.60 %	30.96 %	23.57 %	13.86 %
Supervisors/managers	30.35 % ↓	34.44 % ↑	21.79 % ↓	13.42 % ↓
Non supervisors/managers	32.36 % ↑	28.74 % ↓	25.00 % ↑	13.90 % ↔
Prefer not to say	31.37 % ↓	33.33 % ↑	17.65 % ↓	17.65 % ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average			

*Overall psychological distress across managerial status*

Score interpretation				
Range	Low	Moderate	High	Very High
<b>Total score</b>	10 - 15	16 - 21	22- 29	30 - 50
Workplace average	31.60 %	30.96 %	23.57 %	13.86 %
15-24 years	29.63 % ↓	25.93 % ↓	22.22 % ↓	22.22 % ↑
25-34 years	25.59 % ↓	24.17 % ↓	28.44 % ↑	21.80 % ↑
35-44 years	26.59 % ↓	32.93 % ↑	26.10 % ↑	14.39 % ↑
45-54 years	33.18 % ↑	33.86 % ↑	22.35 % ↓	10.61 % ↓
55-64 years	39.69 % ↑	29.39 % ↓	20.23 % ↓	10.69 % ↓
65-74 years	44.12 % ↑	32.35 % ↑	8.82 % ↓	14.71 % ↑
75-84 years	0.00 %	0.00 %	0.00 %	0.00 %
85+ years	0.00 %	0.00 %	0.00 %	0.00 %
Prefer not to say	36.36 % ↑	24.24 % ↓	21.21 % ↓	18.18 % ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average			

*Overall psychological distress across age categories*

Score interpretation				
Range	Low	Moderate	High	Very High
<b>Total score</b>	10 - 15	16 - 21	22- 29	30 - 50
Workplace average	31.60 %	30.96 %	23.57 %	13.86 %
Aboriginal and/or Torres Strait Islander (ATSI) workers	35.71 % ↑	17.86 % ↓	21.43 % ↓	25.00 % ↑
Workers not identifying as ATSI	31.78 % ↑	30.88 % ↔	23.76 % ↑	13.57 % ↓
Prefer not to say	23.40 % ↓	40.43 % ↑	19.15 % ↓	17.02 % ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average			

*Overall psychological distress across ATSI and non ATSI workers*

Score interpretation				
Range	Low	Moderate	High	Very High
<b>Total score</b>	10 - 15	16 - 21	22- 29	30 - 50
Workplace average	31.60 %	30.96 %	23.57 %	13.86 %
Shift workers	31.39 % ↓	24.09 % ↓	24.82 % ↑	19.71 % ↑
Non shift workers	31.93 % ↑	31.70 % ↑	23.38 % ↓	13.00 % ↓
Prefer not to say	13.64 % ↓	31.82 % ↑	27.27 % ↑	27.27 % ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average			

*Overall psychological distress across shift workers and non shift workers*

Score interpretation				
Range	Low	Moderate	High	Very High
<b>Total score</b>	10 - 15	16 - 21	22- 29	30 - 50
Workplace average	31.60 %	30.96 %	23.57 %	13.86 %
FIFO/DIDO workers	30.30 % ↓	21.21 % ↓	27.27 % ↑	21.21 % ↑
Non FIFO/DIDO workers	31.63 % ↔	31.27 % ↑	23.40 % ↓	13.70 % ↓
Prefer not to say	31.25 % ↓	25.00 % ↓	31.25 % ↑	12.50 % ↓
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average			

Overall psychological distress across FIFO/DIDO workers and non FIFO/DIDO workers

Score interpretation				
Range	Low	Moderate	High	Very High
<b>Total score</b>	10 - 15	16 - 21	22- 29	30 - 50
Workplace average	31.60 %	30.96 %	23.57 %	13.86 %
All of the time	28.57 % ↓	20.00 % ↓	28.57 % ↑	22.86 % ↑
Most of the time	26.47 % ↓	31.37 % ↑	26.47 % ↑	15.69 % ↑
Half of the time	28.76 % ↓	28.33 % ↓	27.47 % ↑	15.45 % ↑
Some of the time	30.88 % ↓	32.68 % ↑	22.80 % ↓	13.64 % ↓
Infrequently	32.52 % ↑	35.44 % ↑	19.90 % ↓	12.14 % ↓
None of the time	37.00 % ↑	27.47 % ↓	23.81 % ↑	11.72 % ↓
Prefer not to say	33.33 % ↑	33.33 % ↑	6.67 % ↓	26.67 % ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average			

Overall psychological distress across varying levels of working away from the workers primary workplace

### 11.3 Burnout, sprain and strain symptoms and worker intentions

The table(s) below provide a breakdown of your results across the different groups with more than 10 responses. 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 burnout, sprain and strain symptoms and worker intentions.

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

# People AT WORK

	Burnout	Sprain / strain	Intention to take sick leave	Intention to seek medical advice	Intention to transfer jobs	Intention to resign
Workplace average	3.49	3.51	2.81	2.81	2.71	2.70
Office of the Provost	0.00	0.00	0.00	0.00	0.00	0.00
Arts, Education and Law	3.66 ↑	3.69 ↑	2.93 ↑	3.15 ↑	2.51 ↓	2.54 ↓
Corporate Services	3.16 ↓	3.22 ↓	2.61 ↓	2.45 ↓	2.59 ↓	2.56 ↓
DVC Education	3.24 ↓	3.65 ↑	2.76 ↔	2.69 ↓	2.66 ↔	2.44 ↓
DVC Indigenous, Diversity and Inclusion	3.32 ↓	3.34 ↓	3.14 ↑	2.93 ↑	2.86 ↑	3.14 ↑
DVC Research	3.58 ↑	3.42 ↓	2.88 ↔	3.30 ↑	2.83 ↑	2.67 ↔
Griffith Business School	3.77 ↑	3.76 ↑	3.00 ↑	3.27 ↑	2.73 ↔	2.81 ↑
Griffith Health	3.91 ↑	3.63 ↑	3.10 ↑	3.13 ↑	3.11 ↑	3.16 ↑
Griffith International	3.04 ↓	3.23 ↓	2.51 ↓	2.45 ↓	2.51 ↓	2.47 ↓
Griffith Sciences	3.99 ↑	3.76 ↑	3.06 ↑	3.09 ↑	2.72 ↔	3.04 ↑
Industry and External Engagement	3.05 ↓	3.06 ↓	1.60 ↓	1.60 ↓	2.60 ↓	2.00 ↓
Marketing and Communications	3.22 ↓	3.43 ↔	2.70 ↓	2.43 ↓	2.49 ↓	2.03 ↓
Office of Advancement	2.99 ↓	4.00 ↑	2.16 ↓	2.37 ↓	2.53 ↓	2.42 ↓
Office of the Vice Chancellor	2.94 ↓	3.34 ↓	2.76 ↔	2.29 ↓	2.67 ↔	2.43 ↓
Prefer not to say / Other	3.09 ↓	3.51 ↔	2.30 ↓	2.35 ↓	2.57 ↓	2.39 ↓
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall burnout, sprain and strain symptoms and worker intentions across workgroups

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

	Burnout	Sprain / strain	Intention to take sick leave	Intention to seek medical advice	Intention to transfer jobs	Intention to resign
Workplace average	3.49	3.51	2.81	2.81	2.71	2.70
Staff who lead a portfolio or Academic Group, or Head of Element (e.g. VC, SDVC, PVC, DVC, COO, VP, Dean, Chief)	3.24 ↓	3.08 ↓	1.90 ↓	2.04 ↓	2.10 ↓	2.02 ↓
Staff who lead a work area or who manage employees who have leadership responsibilities	3.42 ↔	3.32 ↓	2.71 ↓	2.93 ↑	2.62 ↔	2.72 ↔
Staff who lead and manage employees who do not have leadership responsibilities	3.52 ↔	3.39 ↓	2.83 ↔	2.81 ↔	2.76 ↔	2.76 ↔
Staff who undertake non-student and non-customer facing work or who provide support for colleagues who are student-facing	3.30 ↓	3.55 ↔	2.72 ↔	2.58 ↓	2.64 ↔	2.54 ↓
Staff who work directly with students or customers	3.74 ↑	3.67 ↑	3.02 ↑	3.11 ↑	2.84 ↑	2.89 ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall burnout, sprain and strain symptoms and worker intentions across role



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

	Burnout	Sprain / strain	Intention to take sick leave	Intention to seek medical advice	Intention to transfer jobs	Intention to resign
Workplace average	3.49	3.51	2.81	2.81	2.71	2.70
Other Work Site	0.00	0.00	0.00	0.00	0.00	0.00
Gold Coast	3.68 ↑	3.63 ↑	3.01 ↑	3.01 ↑	2.83 ↑	2.86 ↑
Logan	3.67 ↑	3.46 ↔	2.68 ↓	2.89 ↔	2.77 ↔	2.77 ↔
Mt Gravatt	3.75 ↑	3.55 ↔	2.97 ↑	2.90 ↔	2.65 ↔	2.63 ↔
Nathan	3.36 ↓	3.43 ↔	2.71 ↓	2.65 ↓	2.64 ↔	2.62 ↔
Overseas	0.00	0.00	0.00	0.00	0.00	0.00
Southbank	3.36 ↓	3.57 ↔	2.68 ↓	3.04 ↑	2.60 ↓	2.53 ↓
Sunshine Coast	0.00	0.00	0.00	0.00	0.00	0.00
Work from Home	3.46 ↔	3.64 ↑	2.44 ↓	2.86 ↔	2.62 ↔	2.78 ↔
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall burnout, sprain and strain symptoms and worker intentions across location/site

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

	Burnout	Sprain / strain	Intention to take sick leave	Intention to seek medical advice	Intention to transfer jobs	Intention to resign
Workplace average	3.49	3.51	2.81	2.81	2.71	2.70
Full time (permanent)	3.56 ↔	3.52 ↔	2.95 ↑	2.90 ↔	2.76 ↔	2.74 ↔
Part time (permanent)	3.44 ↔	3.44 ↔	2.66 ↓	2.67 ↓	2.78 ↔	2.68 ↔
Full time (temporary)	3.31 ↓	3.46 ↔	2.72 ↔	2.64 ↓	2.53 ↓	2.57 ↓
Part time (temporary)	3.43 ↔	3.94 ↑	2.29 ↓	2.55 ↓	2.67 ↔	2.71 ↔
Casual	3.32 ↓	3.50 ↔	1.96 ↓	2.48 ↓	2.36 ↓	2.54 ↓
Contractor	2.58 ↓	3.06 ↓	2.21 ↓	2.11 ↓	2.44 ↓	2.11 ↓
Volunteer	0.00	0.00	0.00	0.00	0.00	0.00
Prefer not to say	3.49 ↔	3.33 ↓	2.73 ↔	3.07 ↑	2.97 ↑	3.13 ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

*Overall burnout, sprain and strain symptoms and worker intentions across employment status*

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

	Burnout	Sprain / strain	Intention to take sick leave	Intention to seek medical advice	Intention to transfer jobs	Intention to resign
Workplace average	3.49	3.51	2.81	2.81	2.71	2.70
Supervisors/managers	3.64 ↑	3.43 ↔	2.81 ↔	2.91 ↑	2.65 ↔	2.70 ↔
Non supervisors/managers	3.38 ↓	3.55 ↔	2.79 ↔	2.72 ↓	2.71 ↔	2.66 ↔
Prefer not to say	3.77 ↑	3.54 ↔	3.25 ↑	3.42 ↑	3.27 ↑	3.38 ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

*Overall burnout, sprain and strain symptoms and worker intentions across managerial status*

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

	Burnout	Sprain / strain	Intention to take sick leave	Intention to seek medical advice	Intention to transfer jobs	Intention to resign
Workplace average	3.49	3.51	2.81	2.81	2.71	2.70
15-24 years	3.64 ↑	3.94 ↑	2.79 ↔	2.86 ↔	2.61 ↓	2.54 ↓
25-34 years	3.63 ↑	3.71 ↑	2.94 ↑	2.65 ↓	2.80 ↑	2.63 ↔
35-44 years	3.55 ↔	3.49 ↔	2.93 ↑	2.88 ↔	2.82 ↑	2.85 ↑
45-54 years	3.43 ↔	3.51 ↔	2.75 ↔	2.84 ↔	2.73 ↔	2.65 ↔
55-64 years	3.41 ↔	3.41 ↓	2.69 ↓	2.80 ↔	2.48 ↓	2.59 ↓
65-74 years	2.88 ↓	3.15 ↓	2.28 ↓	2.54 ↓	2.08 ↓	2.56 ↓
75-84 years	0.00	0.00	0.00	0.00	0.00	0.00
85+ years	0.00	0.00	0.00	0.00	0.00	0.00
Prefer not to say	3.86 ↑	3.34 ↓	2.92 ↑	2.97 ↑	3.17 ↑	3.25 ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall job demands across different age categories

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

	Burnout	Sprain / strain	Intention to take sick leave	Intention to seek medical advice	Intention to transfer jobs	Intention to resign
Workplace average	3.49	3.51	2.81	2.81	2.71	2.70
Aboriginal and/or Torres Strait Islander (ATSI) workers	3.39 ↓	3.59 ↔	3.19 ↑	3.29 ↑	2.84 ↑	2.68 ↔
Workers not identifying as ATSI	3.48 ↔	3.51 ↔	2.79 ↔	2.79 ↔	2.68 ↔	2.68 ↔
Prefer not to say	3.72 ↑	3.44 ↔	3.08 ↑	3.14 ↑	3.27 ↑	3.20 ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall burnout, sprain and strain symptoms and worker intentions across ATSI and non ATSI 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

	Burnout	Sprain / strain	Intention to take sick leave	Intention to seek medical advice	Intention to transfer jobs	Intention to resign
Workplace average	3.49	3.51	2.81	2.81	2.71	2.70
Shift workers	3.74 ↑	3.48 ↔	3.12 ↑	3.19 ↑	3.07 ↑	3.01 ↑
Non shift workers	3.44 ↔	3.52 ↔	2.77 ↔	2.76 ↔	2.65 ↔	2.65 ↔
Prefer not to say	4.39 ↑	3.27 ↓	2.92 ↑	3.32 ↑	3.52 ↑	3.64 ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

Overall burnout, sprain and strain symptoms and worker intentions across shift workers and non shift 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

	Burnout	Sprain / strain	Intention to take sick leave	Intention to seek medical advice	Intention to transfer jobs	Intention to resign
Workplace average	3.49	3.51	2.81	2.81	2.71	2.70
FIFO/DIDO workers	3.80 ↑	3.78 ↑	3.09 ↑	3.23 ↑	2.94 ↑	3.09 ↑
Non FIFO/DIDO workers	3.48 ↔	3.51 ↔	2.80 ↔	2.81 ↔	2.70 ↔	2.68 ↔
Prefer not to say	3.69 ↑	3.29 ↓	2.89 ↔	2.68 ↓	3.05 ↑	3.16 ↑
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

*Overall burnout, sprain and strain symptoms and worker intentions across FIFO/DIDO workers and non FIFO/DIDO 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

	Burnout	Sprain / strain	Intention to take sick leave	Intention to seek medical advice	Intention to transfer jobs	Intention to resign
Workplace average	3.49	3.51	2.81	2.81	2.71	2.70
All of the time	3.73 ↑	3.51 ↔	3.28 ↑	3.23 ↑	2.90 ↑	3.08 ↑
Most of the time	3.70 ↑	3.47 ↔	2.65 ↓	2.86 ↔	2.68 ↔	2.85 ↑
Half of the time	3.60 ↑	3.59 ↔	3.05 ↑	3.04 ↑	2.80 ↑	2.78 ↔
Some of the time	3.54 ↔	3.56 ↔	2.86 ↔	2.90 ↔	2.77 ↔	2.79 ↔
Infrequently	3.33 ↓	3.37 ↓	2.58 ↓	2.50 ↓	2.52 ↓	2.45 ↓
None of the time	3.27 ↓	3.48 ↔	2.69 ↓	2.62 ↓	2.64 ↔	2.56 ↓
Prefer not to say	3.97 ↑	3.44 ↔	2.88 ↔	2.88 ↔	2.38 ↓	2.44 ↓
<b>Legend</b>	↑ Higher than workplace average ↓ Lower than workplace average ↔ Same as workplace average					

*Overall burnout, sprain and strain symptoms and worker intentions across varying levels of working away from the workers primary workplace (i.e. working from home or another location)*

## 12.0 Glossary

### Job Demands

High levels of these job demands are shown to be detrimental to psychological health and safety.

- 1. Role Overload** Role Overload occurs when an individual feels pressured by excessive workloads, difficult deadlines, and a general inability to fulfil organisational expectations in the time available (e.g. I have unachievable deadlines).
- 2. Role Ambiguity** Role Ambiguity is defined as the lack of clarity or uncertainty with respect to job responsibilities, or the perceived lack of important job-related information. Unclear or constantly changing specifications regarding expectations and duties defining an individual's job also constitutes role ambiguity (e.g. I am clear what is expected of me at work).
- 3. Role Conflict** Role Conflict reflects the degree to which employees are expected to perform two or more mutually exclusive tasks simultaneously and has been described as incompatible demands and expectations placed on an employee, by different groups or persons with whom an individual must interact (e.g. I do things, which are accepted by one person, but not by another).
- 4. Emotional Demand** Emotional demand occurs when employees are confronted with emotionally taxing, upsetting, or disturbing situations inherent in the job that impact on them personally, and is particularly prominent in jobs that involve interactions with customers or clients (e.g. Does your work put you in emotionally disturbing situations?).
- 5. Group Task Conflict** Group Task Conflict refers to disagreements with one's colleagues regarding the work to be undertaken. Such conflict may involve differences in views about policies and procedures, disputes regarding allocation and distribution of resources, or disagreements in judgements and interpretation of facts (e.g. Do you and members of your workgroup disagree about the work being done?).
- 6. Group Relationship Conflict** Group Relationship Conflict refers to interpersonal disagreements and frictions with one's colleagues arising from differences in personal style, values, and norms (e.g. Are there bad feelings among members in your workgroup?).



### Job Resources

Low levels of these job resources are shown to be detrimental to psychological health and safety.

- 1. Job Control**

Job Control is the degree to which an employee has the discretion to approach their work in a manner of their choosing. It reflects an employee'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).
- 2. Supervisor Support**

Supervisor Support consists of both 'instrumental' support and 'emotional' support. Instrumental support refers to offering practical help to solve problems or providing tangible assistance or aid in the form of knowledge or advice needed to resolve the issue, whereas emotional support involves offering care or listening sympathetically to another person (e.g. I can rely on my supervisor to help me out with a work problem).
- 3. Co-Worker Support**

Co-Worker Support can be instrumental or emotional in nature. Instrumental support refers to practical help to solve problems or tangible assistance or aid in the form of knowledge or advice needed to resolve the issue, whereas emotional support involves care or listening sympathetically to another person (e.g. I can rely on my co-workers to help me out with a work problem).
- 4. Praise and Recognition**

Praise and Recognition refers to an employee's feelings of self-worth that grow from the perception that the organisation and the people they work for value them and what they have to offer. Praise and recognition from supervisors can be in the form of encouragement, compliments, and other gestures of appreciation (e.g. I feel that my supervisor values my contributions to this organisation).
- 5. Procedural Justice**

One type of organisational justice is Procedural Justice and refers to employees' perceptions of the fairness of the formal policies, procedures, and processes used to arrive at decisions and achieve end-goals and other outcomes (e.g. Processes are applied consistently in your workgroup).
- 6. Change Consultation**

Change Consultation refers to the degree to which employees are provided with information about organisational changes and provided the opportunity to participate in decisions that may affect their work (e.g. When changes are made at work, I am clear about how they will work out in practice).