

WORKPLACE WELLBEING SURVEY

FINAL REPORT

WINGECARRIBEE SHIRE COUNCIL

PSYCHOLOGICAL HEALTH AT WORK

SUBMITTED BY COMMUNICORP

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Background

During March to April 2019, Communicorp undertook a review of (psychological) wellbeing across the Wingecarribee Shire Council (WSC). The purpose of this review was to evaluate the extent to which various psychosocial factors in the workplace were supporting psychological health and wellbeing, so that the organisation can do more of what promotes wellbeing and make changes to those processes or practices that may be detracting from wellbeing. Communicorp also conducted a similar process with WSC in 2016. Consequently, we have compared the results from the 2019 review with those in 2016.

The following staged and multi-format approach was undertaken to allow information to be gathered in a confidential manner through multiple channels from employees across various levels, roles, and teams within Council. The review process included the following stages:

Stage 1: Desktop Review

The desktop review included an in-depth audit of HR-related policies, procedures and metrics to identify the extent to which these documents and processes supported workplace wellbeing. A complete list of the documents reviewed is provided, followed by a comprehensive review of the documents against Communicorp's best practice criteria.

Stage 2: Workplace Wellbeing Index

Similar to 2016, the Workplace Wellbeing Index (WWI) survey was administered both on-line and in paper-form to approximately 420 employees, with a total of **229** surveys completed. WWI measures seven dimensions that predict workplace wellbeing and which are strongly related to organisational performance, with the addition of two extra dimensions as requested by WSC. These nine dimensions are:

- 1 Leadership structure
- 2 Workplace environment
- 3 Reward & Development
- 4 Collaboration
- 5 Workflow
- 6 Psychologically Safe Workplace
- 7 Social & Physical Wellness
- 8 External Party Engagement
- 9 Councillor Interaction

In addition to the standard WWI, three qualitative questions were added to provide further feedback about:

- What does WSC as an organisation do well?
- What can WSC as an organisation do better?
- What are the biggest challenges facing WSC?



Qualitative responses from staff suggested that there was fear associated with responding to the survey. This appeared to be across both indoor and outdoor staff. This included perceptions that their responses would be used in a punitive way if they were not positive and that people would be identified by their demographic details. For outdoor staff, it appears that this fear was reinforced by certain managers directing that the paper/pencil survey could not leave the premises, that staff could not take the survey home to complete, that staff could not post the self-addressed envelopes themselves and that the staff had to provide the completed survey to the management team for posting. This appears to have created the perception that the management team would review the surveys prior to submission and that any responses that were not positive would not be submitted. While this appears to be for outdoor staff only in certain areas, it raises questions over the validity of the responses from the paper/pencil surveys. Additionally, the response rate for outdoor staff was less than 50%, with only 43 paper and pencil surveys returned out of 100 supplied to WSC. It also informs the overall perceptions of psychological safety in those areas and the associated mistrust and risk for council from these leadership styles.

Stage 3: Focus Groups

Two focus groups were conducted with WSC employees following the administration of the WWI. These focus groups were held on 02 May 2019. Whilst the focus groups were open to a total of 30 employees, only six participants attended across both sessions. The participants included both indoor staff and outdoor staff across multiple business units. To ensure anonymity, these business units are not named and the data collected from the focus groups is included in the qualitative responses from the Workplace Wellbeing Survey. It was suggested that reasons for non-attendance were due to concerns associated with participating and potential negative impact on career, concerns over breaches of confidentiality, and high job demands that did not allow for participation. This subsequently reinforces previous qualitative and quantitative data, which poses a risk for WSC.

Stage 4: Executive Session

The executive session is yet to be completed and is scheduled for 27 May 2019. The executive session is designed to review the findings in the below preliminary report and discuss recommendations. This discussion will assist WSC in identifying priorities and actions that are achievable.

Interpretation Disclaimer

It is important to note that this Wellbeing Survey was not an investigation but a standard review of the performance of various psychosocial factors across the Council, for the purposes of making recommendations for improvements to (psychological) wellbeing. **As such, the findings are based on feedback provided by those employees who participated in the review and have not been verified as fact.** However, importantly, only those themes which were reported by multiple people from multiple teams across multiple levels of the Council, have been reported. These are issues which appear to be impacting on a significant number of people across the Council in a significant way and are not isolated in their reported occurrence or impact unless otherwise specified. Further, it is important to note that the data presented here does not present casual relationships between factors, but rather are considered indicators only.

It is also important to clarify terminology with regards to levels of leadership. Within this report, the General Manager and Deputy General Managers are referred to as the senior executive leadership. The senior leadership team refers to group managers and coordinators within Council.

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Executive Summary

The results from the 2019 Workplace Wellbeing Review identified a number of key strengths and areas for development within WSC. When compared to the 2016 results, the 2019 results were similar across the seven core psychosocial factors. It was positive to see the development of a mental health awareness training continuum, the transformation of bullying and harassment into a dignity and respect policy, and a robust induction process for new staff, all of which have potential to positively influence wellbeing. It is not surprising that whilst key strengths emerged, a number of areas of opportunity were identified. This included communication and visibility of senior leadership & senior executive leadership, supportive leadership styles, retention and recruitment, reward and development, and the management of unacceptable behaviour.

The **perceived lack of adequate communication** persisted to be a theme for those who responded in 2019. It is acknowledged that following the 2016 survey, the Council created communication as a key area of development; however, it appears that staff still view this as an area that requires further enhancement. Perceived poor communication appeared to be across management levels within the organisation and multiple examples were cited including: the lack of feedback on suggestions or recommendations, not learning about the outcomes of bullying and harassment or grievance complaints for significant periods of time, not knowing or hearing about council initiatives, and communication challenges between senior leadership and staff members. Further, there appeared to be a perception that senior leadership only engaged staff when there was an error or mistake. It was rare that participants identified recognition for discretionary effort.

The **performance management framework** within WSC appears to be received with mixed perceptions by WSC staff. It was apparent from those who responded to the survey that some staff perceived the formal appraisal system as a 'tick-the-box exercise' and only related it to pay progression. It was also identified by staff that meeting performance goals does not necessarily lead to pay progression. The performance management framework does not appear to be implemented consistently across the organisation. It was apparent that consistent skilled feedback from line supervisors and senior leadership occurs in isolated pockets only, with the general perception being a culture of blame for errors as opposed to an opportunity for learning. This appeared to lead to staff perceiving a culture of punishment as opposed to support. It was also apparent from qualitative responses that consistent under performance is seen as not being managed but rather moved from team to team or made excuses for.

The **lack of consistent skilled feedback** can be an indicator of a culture of non-supportive leadership. It is assessed that a significant number of staff do not feel supported within the workplace for minor everyday concerns or stressors. There appeared to be a perception of not "rocking the boat" for fear of reprisal. This has the potential to have a significant impact on innovation, developing workplace efficiencies and productivity. Conversely, there was consensus that if there was a significant life event then the Council on a whole is very supportive of staff; for example, significant illness, bereavement, etc.

The Workplace Wellbeing Review also identified themes of **bullying and harassment** within WSC. Responses to the survey suggest that bullying and harassment occurs within WSC across multiple levels of leadership. Further, it appears that there is a lack of confidence across staff to call out unacceptable behaviour. This is also correlated with a perception that there is fear of reporting bullying and harassment and if it is reported, the process is lengthy without clear outcomes. This has led to a decreased confidence in the organisation to manage unacceptable behaviour complaints. This also appears linked to some views that minority groups, such as the LGTBQ community are not well supported within WSC. It is acknowledged that the recent change from

bullying and harassment to dignity and respect has been positive. This policy highlights the behaviour that is expected within WSC as opposed to identifying the behaviour that is not tolerated. This has also been reinforced by a change in the training continuum for dignity and respect. Regardless, there is still room for growth in this area and bullying and harassment poses a significant psychosocial risk to the organisation.

Retention and recruitment of staff was identified as a key theme from the survey data. Low retention rates and conversely high attrition rates are an indicator of a potentially psychologically unsafe workplace. The exit interview data suggests that the majority of people leaving the organisation did so on a voluntary basis. Moreover, the themes from the exit interview data suggest that those who participated in the exit interview process left the organisation due to experiences of incivility, non-support and low remuneration. It must be noted that the uptake on the exit interview process appears to be limited. From those who responded to the survey, qualitative themes were suggestive that the low uptake of the exit interview process is due to concerns of speaking out and a perception that the data has no positive impact on the organisation and/or is not listened to.

The **high attrition rate** is paired with challenges in recruiting. Respondents to the survey highlighted that job roles have been advertised on multiple occasions without success with some positions being vacant for up to 18 months. The Workplace Wellbeing Index data suggests that this is linked to a negative perception of the council as a workplace in the community, non-competitive remuneration, the cost of living within the shire, and the lack of other benefits of working at council. While interpretation of this data requires caution, this suggests that the Council is not perceived as an employer of choice by those who responded to the survey. A more thorough investigation and assessment of these themes in the general population is warranted before robust conclusions can be made. Moreover, participants identified that the lack of positions being filled adversely impacted job demands with current staff members having to take on additional roles to fill the vacant positions. This presents as psychosocial risk and places staff at risk of compromised mental health when perceived job demands exceed perceived job resources.

The **Recognition and Development** factor identified a number of perceptions from respondents that suggested the Council has room for improvement. It highlighted that a number of hygiene factors were a source of demotivation. Hygiene factor refers to a factor that is not an active source of motivation or engagement whilst it is considered appropriate or fair, however, it becomes a potent source of demotivation and disengagement when it is not considered fair. The factors that were identified by respondents were the aforementioned performance appraisal system and perceived low remuneration rates. Additionally, participants referred to a lack of succession planning within business areas, limited opportunity to engage in professional development, limited opportunity for progression and limited acknowledgement of discretionary effort. It is identified that the perceived lack of recognition and reward within WSC presents as a psychosocial risk for the Council. This has the potential to manifest in employee demotivation, employee disengagement, turnover and difficulty attracting quality job candidates.

The **Collaboration** factor of the WWI identified perceptions from respondents where there is low individual accountability within the Council. Moreover, themes of favouritism were apparent in relation to the application of policy, procedure and accountability for job performance across multiple levels of leadership and business areas. This factor also yielded perceptions that there is no avenue for employee feedback on how to improve procedures or to find efficiencies within the workplace. Further, it was suggested by some participants that ideas on improving the workplace are actively discouraged or ignored. This appeared to be compounded by the perception that when ideas are supported there are perceived barriers due to 'bureaucracy' within Council.



The **Workflow** factor identified a number of areas for improvement within WSC. Respondents identified that the high attrition rate paired with the difficulty in filling vacant positions was having a significant impact on job demands exceeding resources. This appeared to manifest in personnel having to double or triple hat with regards to job roles. A consistent theme of having to “do more with less” was apparent. One example included a staff member ‘on-call’ 24 hours a day 7 days a week without relief options. The perception of job demands exceeding resources has the potential to lead to increased workplace stress and if left unchecked for lengthy periods of time can lead to psychological injury. Consequently, this poses as a significant psychosocial risk to WSC.

Further, the workflow factor identified that there was a perceived lack of role clarity. This appeared to be linked to perceived outdated position descriptions, unofficial position descriptions and position descriptions that do not reflect current duties. This in contrast to the work project that the executive leadership team has sponsored to update job descriptions across the organisation. This may be suggestive of communication errors within certain Council areas. Other stressors identified through this factor for respondents included challenges with an outdated information technology software and infrastructure, non-supportive leadership and access to equipment to complete the job.

The **Psychological Safety** factor identified a number of barriers to disclosing and seeking support for compromised wellbeing within the WSC. A number of respondents identified that they would not feel comfortable in disclosing compromised mental health to managers due to concerns over confidentiality, a negative impact on career and perceptions of inaction. Moreover, there appeared to be barriers in seeking support from the EAP which is consistent with relatively low usage as identified in the desktop review. Moreover, it appears that perceptions exist within Council that leadership at all levels are not concerned about employee wellbeing or welfare. Work stress was also highlighted by respondents as having an impact on psychological wellbeing. Finally, some respondents identified that the processes in place for return to work, altered job duties, or flexible work arrangements was limited and dependent on individual managers.

Further, **aggressive customer behaviour** was identified as a significant psychosocial risk for employees who are customer-facing at WSC. It must be recognised that there were examples from respondents who are not in typical customer-facing roles that also experienced aggressive customer behaviour, for example outdoor staff. The examples of aggressive customer behaviour ranged between frustration and threats to personal safety. The Workplace Wellbeing Review identified no protocol in place to upskill staff to de-escalate aggressive customer behaviour or provide pre-, during, and post-incident support.

The final psychosocial factor investigated **social and physical wellness**. Respondents reported that there were limited opportunities to engage with business areas outside their immediate teams and cited the disbanding of the social club as a key factor in this. Additionally, some respondents identified that flexible work arrangements needed improvement within Council including job share, part time work, and work from home opportunities. Communicorp recognises that all flexible work arrangements also need to take into account operational demands. Finally, physical and psychological wellness appeared to be perceived by some respondents as a ‘tick-the-box’ exercise as opposed to genuine care for employee wellbeing.

While the feedback thus far from respondents across the seven core psychosocial factors has identified areas of opportunity for the Council, there are also a number of **key strengths** that were identified. These include:

- A large number of respondents identified that their **immediate work team were supportive** and that there was strong team cohesion.

- A large number of respondents identified **significant intrinsic motivation** to perform well within the Council.
- The introduction of the **Mental Health Awareness** training across a staged approach including all employees, people leaders, and mental health first aiders.
- The recent change from bullying and harassment to **dignity and respect**.
- A strong focus within WSC to improve and maintain **physical safety procedures**.
- A number of respondents identifying that the **leave entitlements** were an attractive part of the job role and that leave is rarely declined. This included roster days off and annual leave entitlements.
- That the Council on a whole **supported significant life events** in a compassionate and empathetic way.
- That there are **pockets of strong supportive leadership** that are engaging and developing staff.
- The **job security** is seen as a positive hygiene factor for respondents.
- A **strong sense of pride** in the work that is completed and how it serves the community in the Wingecarribee Shire.
- The **induction process and bus tours** was consistently highlighted as a positive for new staff and recognised by long-serving staff.
- A perception that **'stove pipping' has decreased**, however, acknowledgement that distinct business areas are competing for funding and training opportunities.

Finally, as part of the Workplace Wellbeing Review, WSC requested that external party engagement and Councillor interaction be investigated. This is not a routine component of the Workplace Wellbeing Index and the questions were specifically designed for the 2019 WSC survey. Consequently, none of the questions have been validated and the results are thus reflective of respondents' perceptions only.

Overall, it appeared that some respondents viewed **Councillor interaction and External Party engagement** to have impact on their job roles by altering daily priorities, responding to urgent requests, and consequently increasing job demands. Some respondents identified that this occurred outside normal protocol.

In summary, the 2019 WSC WWI identified that respondent perceptions are similar to those in 2016 with little change. Additionally, it appears that there are critical psychosocial risks present that if left unattended have the potential to lead to significant psychological injury. Consequently, a number of recommendations are provided below for WSC to consider in order to mitigate and control for these psychosocial risks and work towards creating a psychologically safe and healthy workplace.

Recommendations

- 1 The executive leadership team and General Manager demonstrate commitment to action to a psychologically safe and healthy workplace by communicating a summary of these results and the priorities that have been derived from this workplace assessment. It is recommended that this occurs via multiple means including in person, electronic and paper means, the latter being important for Outdoor staff. Executive commitment to creating a psychologically safe and healthy workplace is critical to the success of any initiative and will enhance the return on investment of current and future initiatives; for example, the mental health training initiative. Whilst current executive commitment may be implicit through such aforementioned initiatives, it needs to be more explicit and modelled by the executive for all staff.
- 2 It is recommended that this executive commitment be consolidated and presented in a Mental Health Strategy for the Wingecarribee Shire Council which considers a balance of primary, secondary and tertiary interventions. It is recommended that this strategy incorporate both psychological and physical wellness with its aim to promote and develop a psychologically flourishing workplace. This would enhance the pending Mental Health Awareness training that the Council is currently delivering. A component of this (and regardless of whether a Mental Health strategy is developed) is the promotion and use of the Employee Assistance Program (EAP) in a preventative and proactive manner.
- 3 It is recommended that the Council continue to focus on and improve communication across the organisation and enhance senior leadership and executive leadership visibility and follower engagement. Whilst it is acknowledged that the senior leaders and managers are very busy, there is a perception of non-support and a perception of a lack of engagement with staff. There also appears to be the need for trust to be developed between the senior leaders and employees. Consequently, it is suggested that the Council consider multiple ways that the visibility of leaders can be improved; for example:
 - a. Conducting site visits and engaging with staff on a personable level and taking the time to listen to staff views.
 - b. Participating in and holding regular open meetings or conducting webinars to ensure maximum reach across the geographically spread workforce on the priorities of the Council, workplace initiatives, and an opportunity to recognise the efforts of different Council staff.
 - c. Regular staff communications
- 4 It is recommended that Leadership Effectiveness continue to be invested in across the organisation to ensure that leaders at all levels are competent and confident. It is recommended that a supportive leadership framework be adopted and the following actions be considered:
 - a. Conduct 360-degree feedback surveys for the senior leadership team. It is also recommended that the executive leadership team consider participating in this exercise to model the behaviour. That this be delivered by an external agency in order to ensure anonymity and confidentiality.
 - b. That this feedback be paired with coaching sessions to develop leadership effectiveness.
 - c. All people leaders be upskilled in delivering consistent and skilled feedback, and that monthly 1:1s be considered as a KPI for achievement for people leaders.

- d. That the pending Mental Health training be reviewed to ensure all people leaders are upskilled in conducting 'check-in chats' and have the competence and confidence to conduct early identification and intervention of compromised mental health in a supportive and non-judgemental manner.
 - e. All people leaders be trained in and held accountable for soliciting feedback from others so that the provider of the feedback feels safe and people leaders know how to respond to this in a constructive way.
 - f. All people leaders be trained and held accountable for early dispute resolution to identify and manage conflict between individuals and/or teams.
 - g. All people leaders be trained in how to consult effectively with their staff, champion their suggestions for improvement where appropriate, manage staff expectations where suggestions are unviable, and provide feedback/follow-up on these suggestions to staff so that they feel heard and part of the decision-making process
- 5 It is recommended that the WSC continue to promote dignity and respect within the workplace and continue to maintain a zero-tolerance approach to bullying and harassment. It is recommended that staff involved in grievance complaints be communicated with regularly and effectively and that people leaders involved in managing these situations be provided sufficient resources (including time, advice and support) to act on these complaints quickly. It is also recommended that where possible and required, communication to the team occurs to ensure they know the complaint is being addressed, however, ensuring that confidentiality is maintained. This may include briefing that the matter is being dealt with and that to ensure confidentiality no details will be discussed. It is suggested that the WSC consider the establishment of committees to promote diversity and inclusion; for example, women in leadership or the LGBTIQ community.
- 6 To enhance the exit interview process, it is recommended that barriers to completing the exit interview be reviewed further. Additionally, it is recommended that key themes from the exit interviews be reviewed quarterly and promulgated to senior management with the intent to identify areas of opportunity to enhance retention.
- 7 As a priority, it is recommended that an entire staffing level review be conducted to assess those business areas that are at significant risk of workplace stress due to insufficient staffing and/or resources. It is recommended that this review consider the following factors:
 - a. The psychological job demands of the job roles personnel are conducting.
 - b. The risks to both psychological and physical safety of the job roles.
 - c. The on-call roster and the minimum number of staff required to operate the roster. This should also consider whether there is the ability to turn off the on-call roster for non-essentials services.
 - d. The resources available to those who are on-call; for example, take-home vehicles.
- 8 In line with recommendation seven, it is suggested that the WSC review its current recruitment practices to ensure the Council is attracting the right people, providing people with a realistic job preview, and packaging both remuneration and non-monetary offerings associated with working with the Council in a positive and targeted way. It is acknowledged that the recruitment process is merit based and robust, however, more emphasis on onboarding and induction at the team level is required.
- 9 To enhance the marketability of WSC and influence retention, it is recommended that more consistent access be given to flexible work arrangements and that work from home, job

share, and other flexible work arrangements be considered. It is identified that this needs to be completed in consideration of operational demands and WH&S responsibilities.

- 10 To enhance retention and provide career paths within the Council, it is recommended that the Learning and Capacity Procedure be reviewed and communicated effectively across multiple business units to ensure staff are aware of access to training opportunities. It is recommended that this review include an audit to ensure training budget expenditure is positioned to gain the best return on investment for the WSC. Moreover, it is recommended that internal promotion and development pathways be reviewed for hard to fill roles where internal applicants can apply for upskilling to then fill those roles.
- 11 It is recommended that both formal and informal Recognition and Reward pathways be reviewed by the Council. It is suggested that a wider variety of options be provided to people leaders and that the people leaders have the authority and flexibility to award these on a merit basis.
- 12 As aforementioned, remuneration is a job hygiene factor and can lead to demotivation and disengagement when not perceived as fair. Consequently, it is recommended that a review of the remuneration levels and practices be considered a high priority.
- 13 In line with recommendation 12, it is suggested that non-monetary incentives be investigated by the Council to enhance retention and make itself more marketable in a competitive job market. This could include free access to public facilities, discounts on rates, gym memberships, flexible work arrangements, etc.
- 14 Role ambiguity and uncertainty can lead to significant workplace stress. Whilst, it is acknowledged that the Council has undergone a review of the job descriptions it appears there is still role uncertainty and ambiguity. Consequently, it is recommended that position description project outcomes be reviewed ensuring the feedback loop and communication has occurred. Moreover, it is recommended that position descriptions undergo an annual review in line with the performance management cycle to ensure they are consistently up to date. Position descriptions should take into account psychological job demands of each role and reporting lines.
- 15 To maximise staff engagement and develop Council BAU, it is recommended that opportunities for staff feedback and new initiatives be reviewed. It is recommended that this should include multiple ways that staff can provide feedback both anonymously and known. It is also suggested that this should include a communication loop where staff are provided feedback on their suggestions and ideas.
- 16 It is strongly recommended that WSC consider taking a zero-tolerance approach to aggressive customer behaviour. It is recommended that this psychosocial risk be reviewed and that both the physical and psychological risk be considered in the review. It is recommended that customer-facing staff be trained in de-escalation techniques and that appropriate pre-incident and post-incident supports are available. Moreover, it is recommended that the WSC consider training customer advocates across teams who may encounter aggressive customer behaviour in their daily job roles in order to effectively de-escalate the behaviour where possible and if not maintain both individual and team safety. It is recommended that staff be supported by all levels of leadership in not tolerating aggressive customer behaviour.
- 17 The desktop review identified no return to work protocol. While it is acknowledged that this may exist, it is still recommended that it be reviewed to ensure it includes consideration for

psychological injury and/or mental health disorder. Specifically, that it identifies the need for altered job duties, work hours, etc. dependent on the injury/illness.

- 18 The opportunity for social connection be reviewed by the WSC. The staff Christmas party was the only cited opportunity to build social connection within WSC. Social connection is a key determiner to resilience. Consequently, it is suggested that opportunities for social connection be identified and supported by the WSC.

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Workplace Wellbeing Index Survey Results

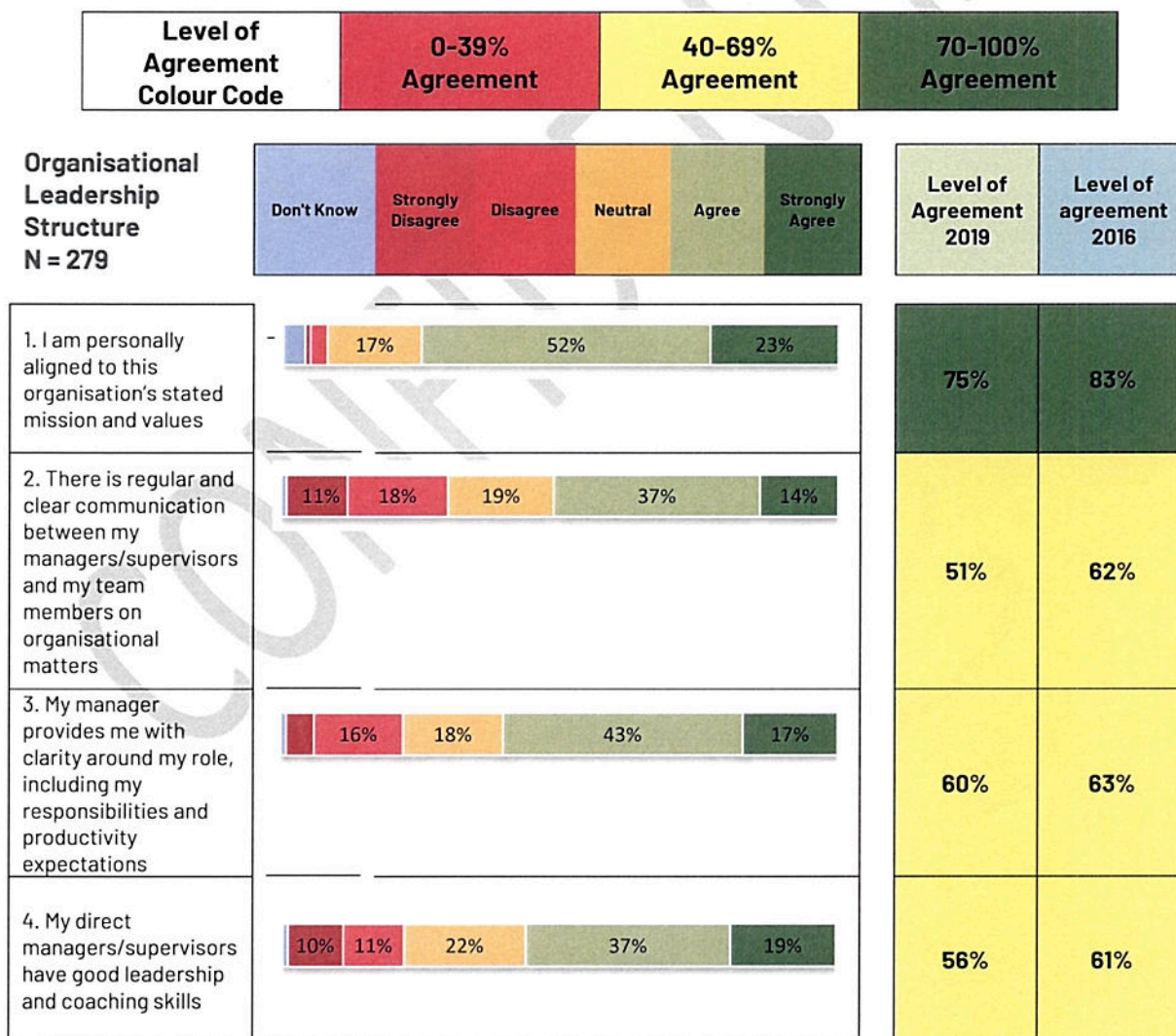
Communicorp has presented the data below in terms of percentage agreed to positively phrased statements. This does not mean that the balance of the respondents disagreed. For a substantial number of questions there was a significant percentage who were neutral and on some items respondents answered 'I don't know,' or N/A.

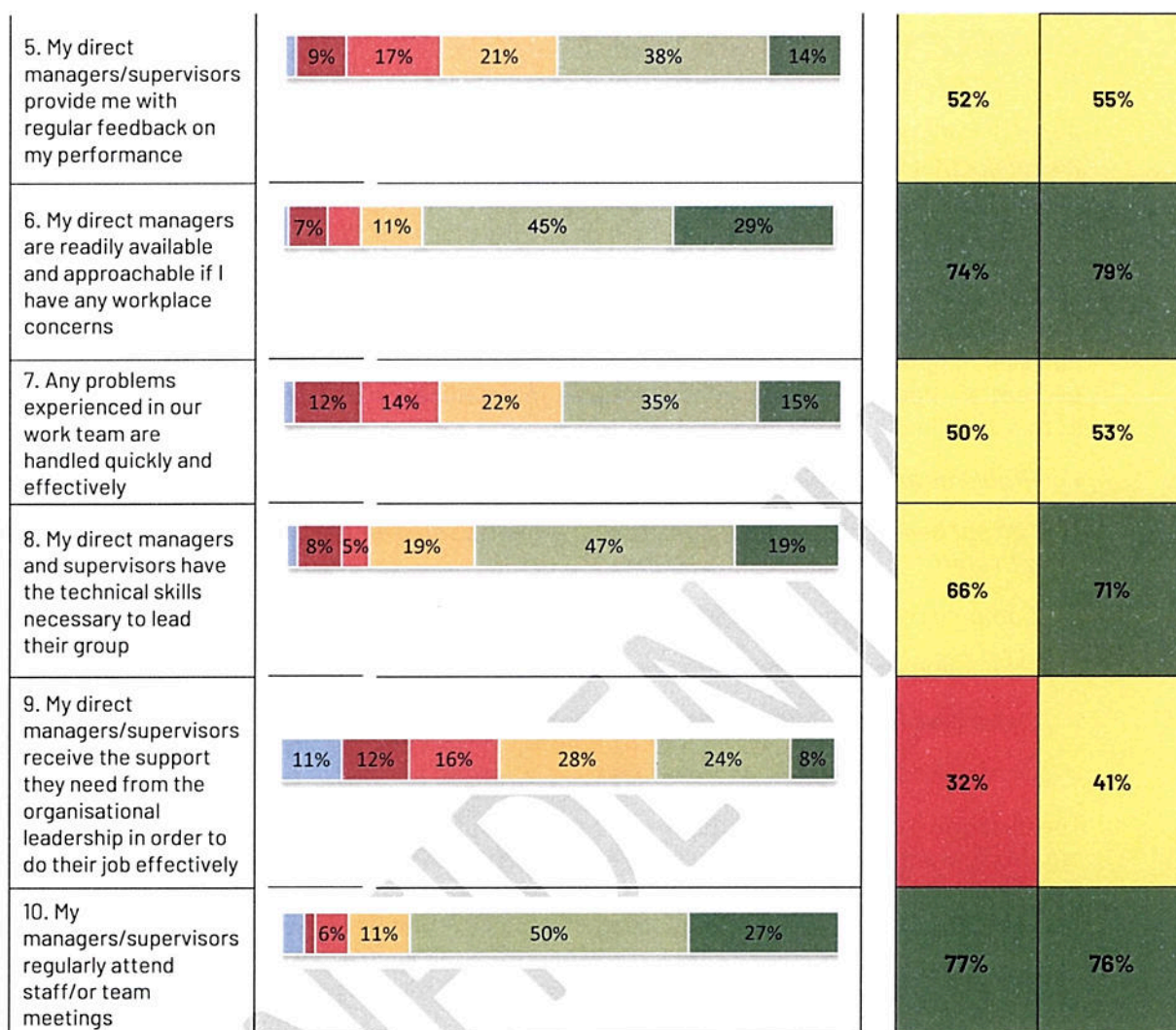
1) Organisational Leadership Structure

The Organisational Leadership Structure factor looks at issues concerned with psychological support coming from management, such as vision and role clarity, feedback, ability to resolve problems, the quality of leadership and their communication.

QUANTITATIVE RESULTS

NB: The number of survey respondents who completed each set of questions is listed (e.g. N = 279, which means that 279 employees completed that specific question). The level of agreement code is outlined below. Responses <5% are unlabelled.





SURVEY ANALYSIS

Overall, it appears that staff perceptions of organisational leadership structures are similar to those expressed in 2016. Staff appear to have strong value alignment to the organisation's explicit values and mission (75%). Additionally, there appears to be a perception that direct managers are approachable with regards to workplace concerns (74%).

Some of the areas that rated as less supportive of wellbeing included: extent to which their direct manager / supervisor receives the support they need from organisational leadership to do their job effectively (32%), the speed in which problems are handled effectively in a team (50%), and the regularity of performance feedback provided (52%). Whilst these areas are in the neutral range, it indicates that there is still opportunity for development especially when correlated to comments provided in the survey results.

2019 QUALITATIVE RESPONSE THEMES

Poor Communication from Leaders

A number of staff reported that communication was lacking across leadership in the organisation. It appears that information flow around organisational matters has the potential to negatively impact employee wellbeing. It also appears that the perception of poor communication is amplified when relating to the executive leadership team. Participants identified that there was often little closure of feedback loops on significant issues; for example, bullying and harassment complaints, organisational initiatives, and also the 2016 wellbeing survey. Communicorp recognises that WSC identified communication as one of the key pillars of transformation following the 2016 survey, however, it appears that there is still room for improvement in this area. Moreover, there is a perception that there is active deceit around communication and issues within Council. Examples of this include:

- *"Problems are brushed under the carpet. No communication; lies and deception about matters."*
- *"I do not believe we are kept informed on organisational matters – there is no communication with staff."*
- *"Communication is difficult with management as they are frequently dealing with other matters."*
- *"Poor communication generally across all levels of council."*
- *"Communication is terrible, maybe non-existent."*

A lack of Consistent and Skilled Feedback

The qualitative data identified that there was a lack of skilled feedback on a regular basis with regards to work performance. This appeared to be both in the lack of praise or recognition for work that is done well and also constructive feedback on how to improve. These themes appear to be across sections and not just related to one manager. We know that consistent, skilled feedback is a key indicator for a psychologically safe and healthy workplace and when absent, can negatively impact on employee wellbeing. Examples of comments related to feedback include:

- *"Although I have regular catch up meetings with my direct supervisor, there is little feedback on actual performance, unless I directly ask."*
- *"Sometimes, the manager blames the staff for any issue they can't be solved. Never coach or provide any satisfactory feedback of the task rather look for something wrong."*
- *"Feedback on performance is usually only if something has not been done correctly, difficult to attract positive feedback, Problems experienced often require the support of other branches within Council."*
- *"Coaching/mentor-ship skills are sorely lacking."*
- *"Problems and blame seems to be thrown around without actually dealing with issues head on."*

Limited Senior Management Support

Whilst there is a perception of general support from direct supervisors, these perceptions of support did not extend to Senior Management. There were a number of comments that suggested that there was limited to no support from the Senior Management Team. It appears that this lack of support is negatively impacting on innovation, the ability to find efficiencies in work and workplace engagement. Moreover, there were examples of perceived limited support from management which actively undermined staff decisions with customers and created perceptions of non-support

for both staff and Council process. These themes also correlate with the quantitative data, which suggests that immediate supervisors are not supported by organisational leadership. Indicative comments include:

- *"I am feeling constantly let down by upper management."*
- *"It appears though my manager makes requests to senior management that these requests are not actioned. Senior Management 'sit on these items' and nothing happens."*
- *"I see the supervisors and managers struggling to keep up with increasing demands from higher management, that both pulls them away from the work on site and compromises their ability to have the presence (physical and emotional) needed to lead this work unit."*
- *"I don't believe the senior leadership and management are supportive enough of managers/coordinators/team leaders. The senior leadership and management appear to have unrealistic expectations of the work that can be delivered during regular work hours, which is a pressure that filters down to team members. They also demonstrate a tendency to jump on mistakes (which can happen as we are all human) thereby creating a negative culture across the board where success is often not recognised while mistakes are unduly punished. A reactive approach at the senior management levels further exacerbates the poor culture."*

Poor resolution of Workplace Issues

There were mixed perceptions of support from managers in addressing workplace issues. Generally, staff reported that managers attempted to assist but did not always have the requisite skills to resolve workplace issues. Moreover, there was a theme that the resolution of workplace issues was extended and lengthy. Unresolved workplace issues have the potential to adversely impact on psychological wellbeing. Representative statements of this include:

- *"Process is too long for workplace issues. Managers too busy to be able to deal with issues efficiently. Managers are too time poor to put in quality time with staff."*
- *"Disputes between team members are dragged out and not handled in a timely way. Solutions are not always equitable."*
- *"Decisions relating to the daily operational needs of the team are often drawn out, and reactive solutions are often put in place which are not beneficial or effective."*
- *"Problems on site tend to drag out for a very very very long time, which both increases the specific issue and creates greater discord. This appears to be related to council procedures and influences from outside of our work unit."*

2016 COMPARISON

Improvements	Areas of Opportunity
Some staff report that their direct supervisors are supportive.	Poor communication from senior management and lack of transparency on major decisions, impacting on trust between staff and management.
Staff are generally passionate about serving the community and align with the organisation's purpose.	Perceptions that people managers lack the necessary skills.

2) Workplace Environment

The Workplace Environment factor looks at issues concerned with organisational culture, civility and respect in the workplace, as well as job recruitment, fit and design.

QUANTITATIVE RESULTS

Workplace Environment N = 267	<div> <div>Don't Know</div> <div>Strongly Disagree</div> <div>Disagree</div> <div>Neutral</div> <div>Agree</div> <div>Strongly Agree</div> </div>						Level of Agreement 2019	Level of agreement 2016
11. I believe this organisation has effective hiring processes that select the best person for the job	<div> <div>13%</div> <div>18%</div> <div>30%</div> <div>27%</div> </div>						33%	43%
12. I believe promotion decisions consider employees' interpersonal/emotional abilities not just their technical skills	<div> <div>13%</div> <div>11%</div> <div>17%</div> <div>30%</div> <div>24%</div> </div>						28%	38%
13. I believe my work area will restructure within the next 12 months	<div> <div>24%</div> <div>13%</div> <div>28%</div> <div>22%</div> <div>8%</div> </div>						30%	14% Disagree
14. I believe this organisation will undergo significant changes in the next 12 months	<div> <div>20%</div> <div>5%</div> <div>15%</div> <div>26%</div> <div>25%</div> <div>9%</div> </div>						34%	8% Disagree
15. I believe this organisation finds it easy to fill positions	<div> <div>7%</div> <div>28%</div> <div>37%</div> <div>21%</div> <div>7%</div> </div>						7%	23%
16. I would describe this organisation's culture as characterized by trust, honesty and fairness	<div> <div>23%</div> <div>19%</div> <div>29%</div> <div>22%</div> </div>						25%	38%
17. I believe there is very little risk of either harassment, discrimination or violence in this organisation	<div> <div>11%</div> <div>16%</div> <div>29%</div> <div>37%</div> <div>5%</div> </div>						42%	48%
18. I consider this is a very safe organisation to work in both from a physical as well as psychological perspective	<div> <div>10%</div> <div>24%</div> <div>23%</div> <div>37%</div> </div>						41%	53%

SURVEY ANALYSIS

Overall, it appears that there has been limited change in perceptions on workplace environment from 2016 to 2019. Across the factors, there appears to be limited agreement with the majority of staff rating the factors as neutral or below. Of note, are items 13 (*I believe my work area will restructure within the next 12 months*) and 14 (*I believe this organisation will undergo significant changes in the next 12 months*) although 'red' are not necessarily matters of concern if no restructure or change is forecast. In circumstances where significant change is forecast, this may warrant investigation as communication is key to successful change management.

Similar to 2016, 42% of respondents indicated that they felt little risk of harassment, discrimination, or violence in the organisation. Conversely, 58% of the respondents could not endorse this statement. This is unacceptably high. This is also supported by comments below of bullying and harassment in the workplace. This paired with low agreement that the organisation's culture is characterised by trust, honesty, and fairness (25%) poses a significant risk for WSC. It is also important to note that the desktop review identified that the Exit Interview Data, "lack of civility / respect / bullying (Management and co-workers)" was frequently identified as a reason for people leaving the council between 2017 and 2019. While there is a policy and procedure around workplace civility, it is questionable whether the culture enables incidents to be reported and how effectively the grievance and dispute procedure is applied.

In relation to selection processes, there appeared to be low agreement that promotion decisions were based on employees' interpersonal and relational skills and not just their technical skills (28%), which means that people are being promoted into roles primarily for their technical skills rather than their interpersonal and relational skills thus being problematic if these roles lead people. Additionally, a low number of respondents perceived the hiring practices to be effective (33%). Qualitative data suggested that there were a number of perceptions that hiring took too long and that this had a significant impact on workflow and performance. Moreover, there were reports that exit interview data is not acted upon.

2019 QUALITATIVE RESPONSE THEMES

Bullying and Harassment

As aforementioned, there is a low agreement that the WSC is a workplace with little risk of harassment, discrimination, or violence. The qualitative data supports these quantitative results. Moreover, it appears that some respondents do not feel supported in reporting bullying and harassment in the workplace. Additionally, exit interview data suggests that staff are leaving the organisation due to perceptions of incivility, bullying and harassment. This poses a significant psychosocial risk for individuals who may experience or be exposed to bullying and harassment. Additionally, WSC needs to consider the legal, financial and reputational risks associated with this and ensure that they are meeting their legislative responsibilities with regards to bullying and harassment. Some representative qualitative themes include:

- *"I've witnessed harassment of staff at Council and it seems to just be accepted as staff need to keep their job."*
- *"Emotional bullying by some of the more senior staff seems commonplace and should not be tolerated."*

- *"The workplace here is full of bullying and favouritism. Jobs are either left unfilled or workers are moved from other areas. Depends on who the worker is. I have been bullied and nothing has been done about it. The victim is usually the one who has to move forward and communicate with the bully."*
- *"After asking HR about a possible victimization issue with the manager of X, HR decided to advise this manager before talking to me and this manager rang me and verbally threatened me. I advised HR of this and HR told me to deal with. HR need investigating. They seem to run their own race."*
- *"Bullying alive and well. Revised approach with respect and dignity to draw attention to how people interact."*
- *"My direct supervisor intimidates, bully's in areas that she has little or no understand. She seems to have little or no time in addressing team issues."*

It is acknowledged that the Council has recently reviewed the bullying and harassment policy and has transformed this to dignity and respect. It appears that this transformation has been met with positivity; however, not yet fully embraced by all staff. Comments suggested that it was positive to see expected behaviours being explicit over just what not to do. Additionally, comments were present that this policy and the Council's general tolerance levels for minority groups could be improved to support inclusion of the LGBTIQ community. It is acknowledged that the policy highlights that discrimination against multiple minority is not tolerated, however, qualitative responses identified perceived concerns over openly disclosing this within the organisation due to fear of unacceptable behavior.

Ineffective Hiring Practices

Consistent with the quantitative data, there was an abundance of data that suggests hiring practices are ineffective, inconsistent and lacking transparency. There appeared to be greater emphasis placed on recruiting for technical skills as opposed to interpersonal skills. Additionally, there were perceptions that promotions were based on friendships as opposed to competence or potential. There also appeared to be a number of perceptions that suggest WSC has a poor reputation amongst potential candidate pools because jobs are advertised multiple times, and that the inability to successfully recruit has a substantial impact on employee workloads and wellbeing. Example comments include:

- *"Hiring process takes far too long, good people are lost to other job ops."*
- *"People are getting good jobs on there computer skills alone not on there ability to do job. I know people with wealth of knowledge on road building and all the management wants is everything on computer and projects are falling apart jobs not done properly in the field."*
- *"We have had significant issues in attracting suitable candidates for vacant positions. We have had vacancies within the department for over three years which have been filled with contractors in the absence of employees. The organisation seems to keep advertising the same jobs over and over again with the same employment conditions with limited success."*
- *"I have noted that a number of advertised positions have been advertised and re-advertised a number of times which indicates that there is a difficulty in filling positions in certain parts of the organisation."*
- *"There is a negative perception of WSC in the marketplace."*

Perceptions of Non-support

The qualitative data for the work environment also elicited a perception of non-support from the organisation. It appears that this non-support is from both leadership and HR business partners in response to raising issues, psychological safety and workplace injury. Perceived non-support is a significant risk and has been shown to increase the likelihood of compromised mental health when under workplace stress. Examples of non-support include:

- *"This is the most unsupported organisation I have ever worked for. The lack of support provided to staff is little to none and this is from personal experience when WSC is responsible for injuries caused by their negligence, there is no support for injured workers both physically or mentally."*
- *"Lack of recognition, praise and not valued."*
- *"I feel like honesty and fairness really don't play a roll in this organisation, if you're honest about how you're feeling or what you believe about a situation unless your high up you're basically dismissed and ignored. This organisation is about who you are and who you know when it comes to many situations, not fairness. Not all people are treated equally and fair, there are definite favourites and people that move through day to day easier and people who are made to do more work than is expected of them. Psychologically people do not think about other people's feelings when speaking and directing jobs to staff, you are told instead of asked and you are spoken to in a way that makes you feel insignificant to the organisation."*
- *"This company has a toxic culture and does not support good staff enough."*
- *"I find our HR can be dismissive about complaints. Whenever they have been approached regarding a complaint regarding my manager (on a work level, not a personal one), I have been told to sort it out with him."*

2016 COMPARISON

Improvements	Decline
The 2016 report identified a number of concerns with the way redundancies were managed. This was not a theme in the 2019 report.	It appears that issues raised in the 2016 data are still present in 2019.

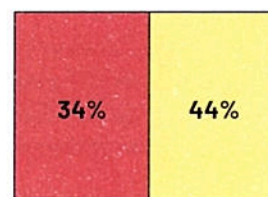
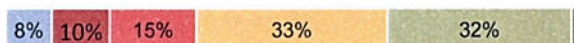
3) Reward & Development

The Reward and Development factor looks at issues concerned with the opportunities for growth and development of employees within a workplace and the level of recognition and reward given to employees.

QUANTITATIVE RESULTS

Reward and Development N = 260		Don't Know	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Level of Agreement 2019	Level of agreement 2016
19. I believe that this organisation effectively fills vacancies through internal promotions		11%	8%	18%	37%	23%	3%	25%	34%
20. I believe this organisation has an effective employee performance review and appraisal system		1%	19%	30%	24%	19%	5%	23%	28%
21. I believe this organisation pays its staff fairly		1%	14%	27%	26%	28%	4%	30%	39%
22. I believe this organisation provides employees with effective non-monetary rewards (e.g., time off, better shifts, preferred task selection)		1%	14%	23%	31%	23%	2%	26%	39%
23. This organisation celebrates achieving milestones		7%	11%	20%	37%	22%	3%	25%	40%
24. I believe I have adequate access to training and development opportunities appropriate for my role within the organisation		7%	12%	28%	47%	5%	1%	52%	56%
25. I believe that new employees receive adequate mentoring and support to allow them to do their role		7%	20%	30%	34%	9%	0%	38%	48%

26. I believe that training and development opportunities are equally available for all staff within this organisation



SURVEY ANALYSIS

Levels of agreement for most items on the Reward and Development factor present as similar to those identified in 2016. The more positive item identified was that 52% of respondents have adequate access to training and development opportunities, which are appropriate for their role within WSC.

There appears to be a decrease in agreement on some factors in 2019 when compared to 2016. Specifically, there is less agreement on equality of development opportunities (34%) and new staff receiving adequate on-boarding and mentoring (38%). Moreover, there is a low agreement that the celebration of achievement milestones occurs (25%). For all these factors, the change in responses appears to be more respondents disagreeing with the statement as opposed to remaining natural.

The factor also identifies significant areas which detract from wellbeing, specifically the way the Council recognises and rewards performance through non-monetary means (26%), appraises and reviews performance (23% agreeing that this is effective), and the way it fills vacancies internally (25%). Consequently, there appears that there is significant opportunity for growth in WSC's recognition, reward and development practices.

2019 QUALITATIVE RESPONSE THEMES

Performance Reporting

Review of the qualitative data suggests that the performance review system is not valued within WSC. It appears that there are varying levels of uptake and use of the system within the Council. Where it is used, respondents suggest that it is tokenistic in nature or a poor system. Further, many viewed the performance appraisal system as meaningless in its link to pay rises – respondents indicated that they had met all objectives, however, not actually received a pay rise when there was a perceived entitlement to one. Additionally, the lack of 360-degree reporting within WSC was raised as a concern with the inability to provide feedback to managers. We know that consistent, skilled feedback is critical in ensuring a thriving organisation. Some representative comments are listed below.

- "Performance reviews are a "box ticking" exercise with rewards based on budgetary constraints."
- "I believe the performance reviews are poor, the wrong people seem to be promoted or given pay rises."
- "Performance reviews are very judgmental and bias. Recognition for work performance is non-existent, new employees are only helped by fellow workers and criticised by management."
- "I have not been appraised for 18 months and there was no outcome from the last".
- "Performance review and appraisal system is not effective. It takes too long to undertake the appraisal process. The outcome is always the same – "sorry you didn't get a pay rise this year" – even if performance says you worked to or above the requirements."

- *"I am yet to have a performance review have been with the organisation 2 years. They are happy to see good staff leave the organisation rather than retain them. even when recruitment has been advertised for 6 months, they will not accept that they are offering below market value, or that there reputation precedes them."*
- *"Performance appraisal system has no outcomes."*
- *"Performance Objectives tend to be subjective and lack clear measurable indicators of performance"*

Pay

There were multiple themes reported with regards to pay in the qualitative data. The most consistent theme was a perception that current Council salaries are not competitive with the employment market. Other respondents identified that cost of living within the shire has increased substantially yet the pay conditions within Council have not changed within sometime. This appears to be exacerbated by a perception that the pay scales have been under review for a substantial period of time without outcome. The pay scales were often referred to as outdated and redundant. It appears that this is leading some staff members to consider employment elsewhere and puts WSC at risk of higher attrition rates. This correlated with perceptions of ineffective recruitment strategies and may suggest that pay scales are not competitive within the current market. There is also the risk that employees hold perceptions of not being valued or recognised for the work that they do. Below are examples of statements with regards to the current remuneration system within WSC:

- *"Unfair progression system (non-existent). pay system outdated (no room for pay rise)."*
- *"The monetary reward system is archaic. There is no reward for any 'above and beyond' performances. We operate a 'mac out' system that means no reward to good workers once they have reached the 'maximum level' for their position. Awful."*
- *"The wages are far too low when you consider the cost of housing in the highlands is now on a par with many Sydney suburbs (if not dearer) - staff can't afford to buy a house on just their wage."*
- *"I haven't been reviewed at all, and I have received rises but inexplicably so have some of the least productive employees while some of the best have missed out."*
- *"I think Council wages are very low in comparison to other industries."*
- *"The step grade pay system is not viable for long term staff. It has been under review for a very long time and still not changed."*
- *"We are one of the lowest paying councils in the state."*
- *"I believe the current pay structure is unfair and outdated."*
- *"I have remained on same level for 10+years. I am employed as an operator however, machine operation is a very small part of my role."*
- *"Remuneration at my level is \$20K below market standard, hence why I am looking for other employment avenues."*

Internal Promotions

There were a number of perceptions that suggest opportunities for internal promotion are not managed in a fair and transparent manner. Respondents have suggested that they are not given equitable access to opportunities. Moreover, there appears to be a perception that despite performance appraisal outcomes, there is no clear path for promotion within WSC. This poses further risk for WSC in retention of staff and corporate knowledge. Indicative statements include:

- *"I don't believe there is an established path for succession planning or promotion."*
- *"There have been internal positions which were short term temporary roles in my area and they were advertised externally which doesn't give staff a chance to develop or gain promotions in the future."*
- *"Internal vacancies are not even put on notice board."*
- *"Limited opportunities for internal shift to new position or promotion."*

Reward

Consistent with the qualitative data there were a number of perceptions that suggest non-monetary reward does not occur within WSC. Themes linked with performance appraisal and feedback suggest that performance conversations only occur when there is an issue as opposed to taking the time to recognise, reward and celebrate positive work outcomes. Examples include:

- *"Staff incentives and flexible work arrangements is not supported by executive and contributes to poor staff attraction and retention."*
- *"Non-monetary rewards?? There are none."*
- *"I have seen no evidence of any non-monetary rewards."*
- *"Very poor record rewarding milestones."*
- *"They provide no incentive for staff."*
- *"I'm not aware of any non-monetary rewards currently in place."*
- *"Not enough positive celebrations. Always tackling the portrayed unfair negative aspects."*

Training

Review of the qualitative data suggests that training is delivered at times in an inequitable manner without consistency. Moreover, there were issues raised over the budget constraints for training and upskilling. Staff reported a desire to further develop their skills and to engage in continued professional development or mentoring. This leads to perceptions of not being valued and poses risk of attrition for the WSC.

- *"I'm not offered any training other than all staff mandatory training. I'm not aware of any training needs analysis being undertaken for me/my role."*
- *"Training is often provided by the same 'old' trainers that have been rehashing the same topics over and over again. A fresh look at training options for staff is required. Online training for simple compulsory training other than watching someone training by reading off a Powerpoint presentation would be more useful. No suggestions of external training offered by HR Branch for specific staff."*

- *"Favourites played with training."*
- *"Training is available to all staff, except when the training budget is used up. This is frustrating."*
- *"I do not believe training and development opportunities are equally available to all staff. Some staff get thousands of dollars worth of training and some get none. Organisational Development do not seem to have any interest in developing and retaining staff and the result is that staff are forced to look externally to develop their careers by leaving the organisation. Staff are made to feel unvalued and disposable by the very department that is supposed to be dedicated to staff welfare and development."*
- *"The process for seeking and applying for training is very cumbersome to the extent it can act as a barrier."*

While the response to training was predominantly negative, the new orientation process as identified through the desktop review was identified as a being a positive experience for new starters. For example, *"New employee induction, bus tours and morning tea is a great idea and well received, however, I felt the lunch with GM was too formal and unfriendly."* It must also be noted that the above perceptions of access to training are in contrast to the Learning and Capacity Procedure.

Overall, the reward and development factor appears to be viewed as an area for significant improvement by staff at WSC. This is best summarised by the following comment: *"I don't have anything positive about the above topics."*

2016 COMPARISON

Improvements	Decline
A cross-reference with the desk audit identifies that the Council has introduced a Learning and Capability Procedure detailing the various options for training and TAFE/University support. However, staff consistently reported a lack of training opportunities and awareness of this policy.	Annual awards event has stopped in the last year.
Orientation and induction process for new staff.	It appears that issues raised in the 2016 data are still present in 2019.

4) Collaboration

This factor looks at issues concerned with the opportunities for employees to be involved and to influence workplace decisions, and the level of teamwork within the workplace.

QUANTITATIVE RESULTS

Collaboration N = 256							Level of Agreement 2019	Level of Agreement 2016
	Don't Know	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
27. There are clear and user-friendly procedures in place that are used to deal with workplace conflicts (e.g. mediation proceedings, external consultations)	11%	7%	15%	30%	34%		37%	47%
28. I believe that employee feedback is documented, considered and acted upon in this organisation (e.g., employee suggestions, exit interviews, complaints/grievances)	13%	16%	23%	27%	18%		20%	29%
29. This organisation has and uses informal mechanisms for soliciting employee input and feedback (e.g., suggestion box, email)	15%	11%	21%	33%	19%		20%	26%
30. I believe all staff are held equally accountable for their actions in this organisation	5%	18%	24%	24%	27%		30%	36%
31. I believe most people get along well together in this organisation		11%	22%	54%	8%		62%	66%

SURVEY RESULTS

Similar to 2016, of those who responded to the survey, the majority felt that most people get along well together within the organisation (62%). However, it was also evident, that there were perceptions of a lack of accountability (30%) and an inability to influence workplace decisions. For example, very few respondents believed that employee feedback is documented, considered, or

acted upon in the organisation (20%) and that there was limited ability to use informal mechanisms for providing input and feedback (20%). This suggests that there are a number of key development areas and opportunities for WSC pertaining to formal and informal mechanisms for employee suggestions and feedback. Additionally, when correlated with the desktop review, there did not appear to be any documents provided to Communicorp that outlined feedback options for staff.

2019 QUALITATIVE RESPONSE THEMES

Barriers to Providing Feedback

Review of the qualitative data suggests that there are multiple barriers to providing feedback within WSC. This includes not knowing about feedback pathways, a perception that feedback is not listened to and a fear that if feedback is provided it will be used against the staff member in a negative way. Moreover, there are reports that feedback provided is actively “quashed” or not passed on. Respondents also suggested that the culture within WSC is based on blame. A number of respondents suggest that honest feedback is only passed on during exit interviews at which point the feedback is not taken onboard. This creates significant risk for WSC in terms of underreporting, stifling innovation and creating a supportive psychologically safe workplace. Examples of comments include:

- *“I’ve not seen any of this promoted.”*
- *“No suggestion boxes, or option to give employee input. No one common place for this feedback and who/where to send to, as can affect all departments.”*
- *“There seems to be no opportunity for upward feedback (if there is, I am not aware of it). Any negative comment, or even a neutral question that may be perceived as criticism is noted and ‘stored away’ for future use by senior management.”*
- *“Employee feedback may be vaguely listened to in the first place but very rarely actioned or passed on. All staff are not held equally in the organisation, higher up staff especially are not held accountable for actions that they should be, they are generally brushed to the side.”*
- *“Council is a law unto itself treating staff extremely vindictively if you dare speak up. People do not speak up and are not game to. The bottom dwellers, us are always to blame.”*
- *“Employee feedback is asked for rarely and responses are a reflection of this. There is an overall feeling that it is another “box ticking” exercise.”*
- *“Management like to blame someone.”*
- *“I don’t believe that exit interviews or other feedback is ever acted upon. For example, I understand that the result of exit interviews are not even discussed with direct supervisors so even if they want to improve or understand why a person left, there’s no opportunity to act on it because no information is forthcoming.”*

Favoritism

The qualitative data suggests that there are significant perceptions of favoritism occurring within the Council with regards to the application of policy, procedure and accountability. This appears to be from various management levels across the Council. Moreover, this appears to influence and perpetuate the perception of a culture of blame. It also appears that accountability exists, however, is not applied equally across the Council. Examples include:

- *"I have seen some staff treated far more favourably or made far less accountable for their actions than others."*
- *"There appears to be a culture of scapegoating in this organisation and there are a few people that seem to be the cause of many of the organisation's problems."*
- *"I believe there are some double standards in terms of people's responsibilities. Where errors are made, certain staff are instructed where errors are made however similar issues are not addressed with other staff members."*
- *"Nepotism - not meant to exist in local government."*
- *"WSC does not have a culture of accountability."*

Perceptions of Poor Grievance Complaint Process

The data for this factor also revealed a perception that grievance complaints are not managed adequately. It appears that there is a lack of trust in the grievance complaints process and that personnel are not held accountable for unacceptable behavior; for example, bullying and harassment. Moreover, it appears that grievances and workplace conflict are not dealt with in a timely fashion. This poses a risk for WSC as perceptions of mistrust can lead to employee disengagement, lowered productivity and increased attrition rates. Examples include:

- *"Bullying and harassment is common and ongoing with senior management."*
- *"HR are too busy recruiting to deal with complaints / grievances. This is because the recruitment process is so clunky and staff are not promoted internally."*
- *"I don't feel that grievances are handled very well within this organization. evil is allowed to prosper because good men and women are doing nothing to stop it or address it. I have given up trying."*
- *"Conflicts are poorly dealt with and usually never resolved satisfactorily. To many 'sores(?)' allowances to linger"*

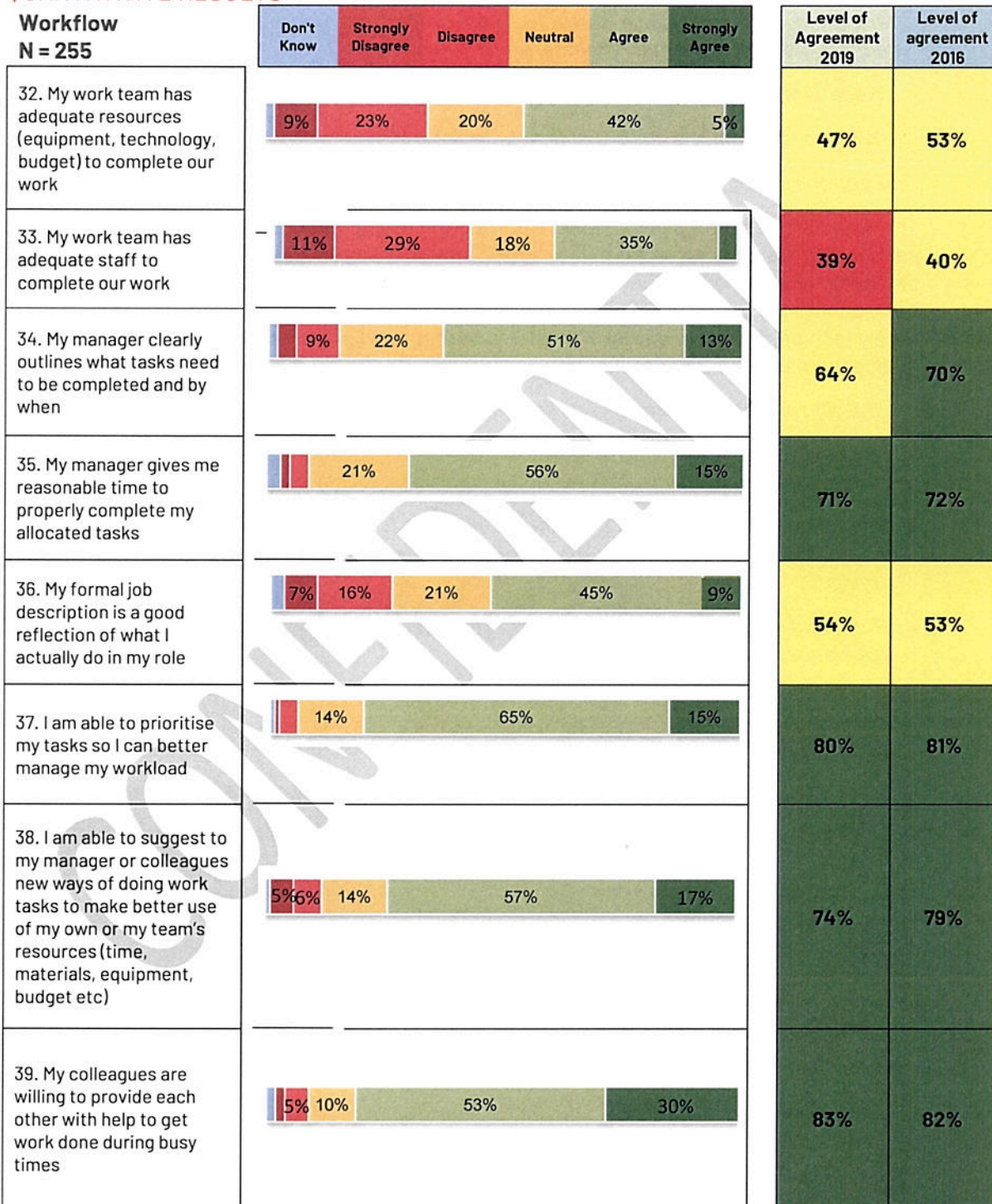
2016 COMPARISON

Improvements	Similarities / Decline
Dignity and Respect procedure introduced to address bullying and harassment. Staff however still report instances of bullying from senior management and external parties.	It appears that issues raised in the 2016 data are still present in 2019.
There appears to be a better perception of teamwork across the organisation compared to 2016; for example, there was no identified pockets of interdepartmental conflict in the survey results	

5) Workflow

This factor looks at issues concerned with workload management, and how the workplace functions.

QUANTITATIVE RESULTS



SURVEY ANALYSIS

Consistent with 2016, this was a much more positive factor for WSC. A large number of respondents reported that they are able to prioritise tasks to manage workload (80%), can obtain help from colleagues during busy times (83%), and are able to make suggestions to managers or colleagues on new ways of doing work tasks to make better use of resources (74%). Having autonomy over tasks and prioritisation is a positive indicator for workplace psychological health. Generally, the majority of the respondents also reported having ample time to complete allocated tasks, which also positively impacts workplace wellbeing (71%).

Whilst responses for the following three items fell into the neutral range, they do signal opportunities for improvement if wellbeing is to be enhanced. Only 47% agreed that their team had adequate resources to do the job, 54% suggested that their job description accurately reflected what they did in their role and 64% agreed that their manager clearly outlines tasks for them.

Further, only 39% of respondents suggested that they had adequate staff to complete the role indicating a somewhat under-resourced FTE.

Overall, these results would suggest that while most WSC employees feel they are generally able to manage the work that is required of them due to the support they receive from their Manager and colleagues, wellbeing would be enhanced if staff had access to greater resources including more staff and equipment. This is reflected in the qualitative themes below.

2019 QUALITATIVE RESPONSE THEMES

Inadequate Staffing Levels

There were multiple comments about staffing levels from across the organisation. Inadequate or under-staffing was raised as an issue. Respondents identified that they are having to do more with less and at times multiple job roles due to a perceived inability for the Council to recruit to vacant positions. There was also a perception that contracted staff are becoming the norm. This raises significant safety concerns, especially in roles like Roads and Traffic where fatigue may lead to safety incidents. Further, the lean staffing also places staff at risk of burnout and compromised wellbeing. This also has impacts on organisational outcomes; for example, productivity, customer engagement and negative word of mouth.

- *"Management deliberately leaves teams short of staff, under pressure to do more with less."*
- *"Work is slow to be completed due to lack of staff outdoors."*
- *"Our unit and many others are working at well below full levels. Existing staff are required to do extra duty to cover the inability to fill positions which results in inefficiencies and project timelines being blown out."*
- *"Have to do 2 or 3 jobs due to lack of staff."*
- *"We don't have adequate staff. We have been getting more work and we are still down in numbers so we have more work load with the same amount of time to do it and not enough employees. We however, manage this work load and are proud of our job without pay rises but something has to give eventually."*

Equipment

Multiple staff from various areas made complaints regarding access to appropriate equipment to complete their job role. They also identified that requests for additional resources and equipment

often go unanswered or not acknowledged. There are also perceptions of inequality in how resources are allocated amongst teams. Examples include:

- *"Need more plant not selling them off when there are needed. Always short staffed."*
- *"We haven't been provided with the required resources. Many attempts to obtain certain items have been knocked back, yet other teams have had such items approved."*

Lack of Funds

There are perceptions amongst respondents that the Council does not have the funds to purchase appropriate equipment or to complete the job required. This can lead to perceptions of non-support and work stress due to an inability to complete critical job tasks.

- *"There is no money in Roads budget monthly maintenance. To do job properly always NO money in budget. We struggle at times to do jobs properly."*
- *"Finance is short of money all the time to buy materials."*
- *"Not enough budget or staff."*

Technology

Multiple staff complained about the information technology used within Council. There were issues raised around the effectiveness of software applications, the dated technology and the lack of budget to update the systems. Staff identified that the outdated systems were having an impact on their job performance and efficiency. This can lead to increased job demands and perceived job stress. Example comments include:

- *"The technology used at Council is out of date and slow in comparison to other places I've worked. Even Microsoft Office products are behind by 3 releases which creates inefficiencies as we can't use the full capability of say Excel on the version Council uses."*
- *"IT systems are antiquated and convoluted. An extra staff member (or 2) for the team would enable us to deliver a proactive level of service to the public rather than a purely reactive one. I realise that I am being idealistic and I understand that resources are limited, but I am taking this opportunity to say so nonetheless."*
- *"There doesn't seem to be any team in the organisation that has adequate resources. Our computer systems are outdated and some of the applications are woeful."*

Job descriptions

It is acknowledged that the Council undertook a job description review in 2017; however, multiple staff are still citing a lack of a job description completely or an outdated job description. Staff also identified that the job descriptions at times are inaccurate and do not reflect the work that they do. Impacts of this included perceived inaccurate job titles and remuneration. Further, staff identified that job descriptions were in draft form and that the process to ensure an approved job description was lengthy without feedback. Role ambiguity can significantly increase perceived stress levels and negatively impact wellbeing. Moreover, unclear or outdated job descriptions have implications for managing performance.

- *"I don't have a job description but I understand from colleagues that theirs seem to have been prepared by someone who has no idea about what their job actually entails."*
- *"My work does not fully reflect my job description."*

- *"My job description is out of date and was supposed to have been updated over 2 years ago and has not been completed nor signed off."*
- *"From memory our Position Descriptions were reviewed in July 2017 and there has been no feedback on whether they have been adopted. I don't know how to access my current job description."*
- *"The responsibilities outlined in job description are not matched by the remuneration and title the role."*

Strong teamwork which buffers under-staffing & under-resourcing

Respondents frequently identified very strong teamwork, which assists when times are tough. This perception of strong teamwork appears to be mitigating some of the impacts of the perceived under- resourcing in some areas of Council. Example comments include:

- *"My team of 3 work exceptionally well together. this does not include upper levels of management."*
- *"I am fortunate to work (for the most part) with a wonderful team that just get about doing our job and supporting each other as required."*
- *"My small team functions well, sharing the workload when possible. It would be useful to have another staff member, but it is understandable why we do not. My direct supervisor provides as much information as they are able to, but this is not always the complete information necessary to do my job."*

Perceived non-support from Leadership

Staff from multiple areas identified that a perception of non-support from senior management within Council. There appeared to be a perception that staff are consistently asked to do more with less without consideration to personal wellbeing or the impacts of the requests to do more. There were also concerns raised around the bureaucracy associated with suggestions to improve efficiencies in an under-resourced environment.

- *"I work in a great team, however we continue to absorb more work without appropriate increases to resourcing. This means that work can be very stressful with the pressure brought to bear by management who themselves are under pressure from Exec."*
- *"The last 12 months I have been operating with staffing 17.5 hours per week under. At no stage have the management inquired how I am coping. One of my work colleagues does the absolute minimum amount of work and is not fulfilling their job description. Management are aware of this but do not want to address it."*
- *"Colleagues are happy with new suggestions. Managers on the other hand swallow suggestions up in red tape, consultations and trial periods."*

2016 COMPARISON

Improvements	Similarities / Decline
Work hours was raised a potential safety issue in the 2016 report, this however was not cited as a concern in 2019.	Issues raised in 2016 are still prevalent in 2019.

6) Psychologically Safe Workplace

This factor looks at issues of employee engagement, and the implementation of measures that protect the psychological welfare of employees.

QUANTITATIVE RESULTS

Psychological Safe Workplace N = 251	<div> <div>Don't Know</div> <div>Strongly Disagree</div> <div>Disagree</div> <div>Neutral</div> <div>Agree</div> <div>Strongly Agree</div> </div>						Level of Agreement 2019	Level of agreement 2016
	Don't Know	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Level of Agreement 2019	Level of agreement 2016
40. I am energized by the work I do	7%	21%		52%		16%	68%	73%
41. I am motivated to do my job well		14%		50%		30%	80%	88%
42. If I had an issue that impacted my ability to complete my work (e.g. personal or work related issues) I would discuss this with my manager	5%	6%	6%	55%		27%	82%	84%
43. I feel comfortable using our organisation's Employee Assistance Program	16%	7%		36%	32%	5%	37%	44%
44. Bullying and harassment is actively discouraged in our organisation	8%		25%	47%		12%	59%	69%
45. My manager regularly checks in with me on a personal level	9%	14%		27%	35%	14%	49%	57%
46. My organisation is interested in my welfare	14%	14%		29%	30%	8%	38%	53%
47. I will be working in this organisation in 12 months time	12%		21%	39%		22%	61%	66%
48. I feel psychologically safe doing the work I am currently carrying out	7%	9%	16%	52%		16%	68%	72%
49. I rarely feel overwhelmed in my job	6%	16%		22%	44%	10%	54%	52%

SURVEY ANALYSIS

Consistent with the 2016 responses, there appears to be some positives in the psychological safety factor. Eighty percent of respondents identified that they are motivated to their job and 82% of respondents identified that they would raise an issue that impacted their ability to do their work (e.g. personal or work related) with their manager.

Whilst the following items are predominantly neutral, they provide an opportunity for further development for WSC. Sixty-eight percent of respondents indicated that they feel psychologically safe in the workplace and feel energised to complete their work. Further, just over half of the respondents (54%) identified that they rarely feel overwhelmed in their job and 61% identified that they will be working for the organisation in 12 months time. On this item, only 7% of staff indicated that they will not be working for the organisation in 12 months' time.

Of the respondents, 59% indicated that bullying and harassment is actively discouraged in the organisation; however, given the results and comments previously in this report, it is apparent that bullying and harassment does occur within the organisation. Of note, this is also a decrease compared to the 2016 report by 10 percentage points.

Additionally, only just under half (49%) the respondents identified that their manager checks in with them and only 38% agree that the organisation cares about their welfare. This is a 15 percentage point decrease compared to 2016 on the same item. This is coupled with low agreement that employees feel comfortable using the EAP service (37%). The desktop review identified that EAP usage was also low with only 2.7% of staff utilising the service.

2019 QUALITATIVE RESPONSE THEMES

Bullying and Harassment

As identified earlier in this report, there are reported incidents of bullying and harassment in the workplace. Respondents identified that bullying and harassment is verbally discouraged, however, still occurs. It appears that this behaviour is being modelled by senior management and that workplace incivility is being tolerated. As previously identified, this poses a significant risk for WSC.

- *"Bullying and harassment is verbally discouraged but is rampant by Manager and some other staff under him, who are pressured."*
- *"It is made more difficult due to the fact that the bullying/harassment comes from our HR/OD department and directly from senior management."*
- *"Bullying and harassment is verbally discouraged yet in practice occurs within the organisation with managers knowledge."*
- *"Aggressive bullying behaviour by a small number of councillors is very destructive to staff morale and takes a high toll mentally."*

Perception of Leadership non-support

There are multiple comments which highlight that staff do not feel supported by their direct people leaders which is inconsistent with quantitative results above. It appears that some people do not have the skills to check-in with staff and that some respondents do not perceive that their welfare is a priority within the organisation. This has been evidenced in low confidence with disclosing to managers, breaches of confidentiality and perceptions of inaction. This brings into question leadership development programs and the skills being taught in the Mental Health at Work training for Managers identified in the desktop review. The uptake, learning objectives and skill transfer requires further review.

- *"My personal well-being is deemed very important so long as no one has to seriously do anything about it."*
- *"There are numerous examples where employee welfare appear not to be a consideration in any sense."*
- *"I think the organisation's serious culture problem which comes from the top down has huge implications for employee psychological welfare".*
- *"I would never have the confidence to discuss any personal issues with my current managers and coordinator. There are no welfare checks at all, and they care only for themselves, and any sign of weakness only gives them another advantage point when it comes to the working relationship. I simply do not trust them. For this reason, I believe there wouldn't be any confidential conversations kept safe. Therefore the employee assistance program becomes a non-option."*
- *"I have been questioned about my time off (Sick). All properly justified - I have been sick as well as my daughter. Can't help it but I feel it is held against me and I am not out of sick leave. I needed time off for my daughter going to high school and they questioned it. I try hard to be a good team member and a good mother. I feel overwhelmed because of my work load and conditions."*
- *"Energised???? physically and mentally stuffed every day. many of us do not want to come to work at all. I am in the process of reducing my hours solely because I am unable to cope with my direct supervisor....I also did this a few years ago. Nothing has changed though. I always feel overwhelmed in my job."*
- *"My manager would use my personal information and spread it to other team members. Nothing is sacred."*

Senior Management

It appears that the concerns identified above are also attributable to senior management. It appears that respondents perceive senior managers as not conducting check-in chats, or demonstrating concern for employee welfare.

- *"Strongly agree (all above) within the team, not upper management".*
- *"Upper management don't do check ups".*
- *"My team and supervisors are interested in my welfare but higher up the chain seems completely uninterested unless it impacts their achievements."*

Stress and psychological ill-health

Only 21% of respondents actively disagreed that they rarely feel overwhelmed by their job and it is highly likely that the qualitative feedback about staff experiencing significant psychological ill-health and distress also emerged from this group of respondents. Whilst this percentage is similar to what we would expect from the general population, this does not mean the workplace is not having a significant impact on their distress.

It is critical to note that the Council has a responsibility to identify and manage foreseeable risks, which includes ensuring workloads are manageable, people having the skills and resources to do their work, and that compromised wellbeing is identified as early as possible and reasonable action is taken to mitigate further decline. Whilst there is always a certain percentage of an employee population who will be more at risk of psychological harm based on their personal predisposition, the Council still needs to be able to identify this and take reasonable actions to support the individual. It is also important to note that even the most resilient person will experience

compromised wellbeing upon exposure to chronic stress such as relentlessly high workloads with little support or opportunity for control. From the survey respondents, it appears that employees are experiencing workplace stress and at times, people leaders are not taking reasonable actions to mitigate this. One respondent even identified that they have had suicidal ideation triggered by their work at the Council (these comments have been excluded to maintain confidentiality – no immediate risk was identified and the comments suggested appropriate professional support had been engaged). Examples of psychological distress from respondents include:

- *"I feel I'm on the edge most of the time, resulting in lost sleep. I keep looking for that elusive light at the end of the tunnel."*
- *"Once again resourcing issues are a problem. We are unable to work effectively as a team with limited staff this causes stress and often very over whelming."*
- *"Like I have said previously, unrealistic deadlines are often the only thing that myself and my team mates ever feel overwhelmed by."*
- *"Children's services is an emotional and difficult department to work in. Frontline staff bear the brunt of behavioural, emotional and physical situations. There is little support from coordination unit and at times an unwillingness to support us."*
- *"I often feel overwhelmed as I believe our team is lacking resources."*
- *"Due to lack of resourcing in the past the job is enormous. my manager does help me with perspective when I do feel overwhelmed."*
- *"There are times when the political pressure to achieve unreasonable deadlines within the tight constraints of our system leaves me feeling overwhelmed."*

It also important to note that there is a perception that return to work and injury management is not supported by the HR department. For example, *"Staff returning from illness or injuries are often concerned about their employment after dealing with HR as they make it difficult for them."*

Organisational Support for Wellbeing

Only 38% of respondents agreed that the Council supports wellbeing. From the qualitative data, it appears that respondents perceive that the Council is making some inroads to supporting wellbeing; however, with a focus on physical safety. A number of respondents suggested that the Council has a large gap to fill with regards to supporting psychological health in the workplace. Example statements include:

- *"Physical welfare is obviously a priority, but not the wellbeing of staff. Little attention is given to mental wellbeing initiatives and there is limited understanding and knowledge of this amongst Exec. I believe that getting the job done however long it takes is more important to management than staff wellbeing."*
- *"The organisation seems to be taking a slightly more proactive approach to staff welfare, but still has a way to go."*
- *"If the organisation was interested in the Welfare of employees then they wouldn't red tape every suggestion we try to make in and around ways to wellbeing in the workplace."*
- *"The organisation requires knowledge, processes and programs to assist with mental health and psychological wellbeing."*

EAP Usage

As aforementioned, reported confidence in the EAP is low and this is correlated with a relatively low usage rate. Results from the survey suggest that there are some barriers to using EAP, especially around dislocation from Sydney and perceived ineffectiveness. Example responses include:

- *"EAP is not as helpful as it should be, issues get lost when reported."*
- *"I used EAP for my family member, I found not that useful, it is almost a general approach not a specific."*
- *"EAP can only be accessed in Sydney...too hard over the phone."*
- *"Probably incorrectly, but I feel there is a stigma in contacting the EAP, even though I believe it would be confidential."*

Intention to Leave

Whilst the survey data identified that only 7% of respondents actively disagreed with the statement that they were going to be employed with the Council in 12 months' time, there was enough evidence to suggest that respondents are unsure about retention or actively seeking employment elsewhere. This appears to be motivated by a desire to progress career. This is also reflected in 12% of respondents being unsure about their future employment. Example comments around retention include:

- *"I would like to continue to work for this organisation however due to the lack of opportunity for career progression and the psychological strain of working for an organisation that doesn't value it's employees and does not offer good pay and conditions means I am seriously assessing my options and considering leaving WSC to further my career elsewhere. My colleagues are fantastic and we work together well as a team and the work we do is meaningful and valuable but the negative culture of this organisation takes away from that."*
- *"I sincerely hope I don't have to work another 12 months in this place..."*
- *"I am actively looking for more a more challenging position where this is scope for professional growth."*

Strong personal motivation

On a positive note, there was evidence to suggest that staff are inherently motivated to do a good job at work and have pride in their workplace; however, at times do not feel supported.

- *"I am motivated by myself to do a good and proper job. Always short staffed and multi tasking."*
- *"I am motivated to do my job well because that's the type of person I am. However, I don't believe that the organisation encourages excellence or rewards it."*
- *"I like what I do."*
- *"I am committed to working in this organisation, and enjoying working here. I would like to contribute to 'continuous business improvement' to assist with improving the respect and understanding the WSC is held with the Councillors and the community."*

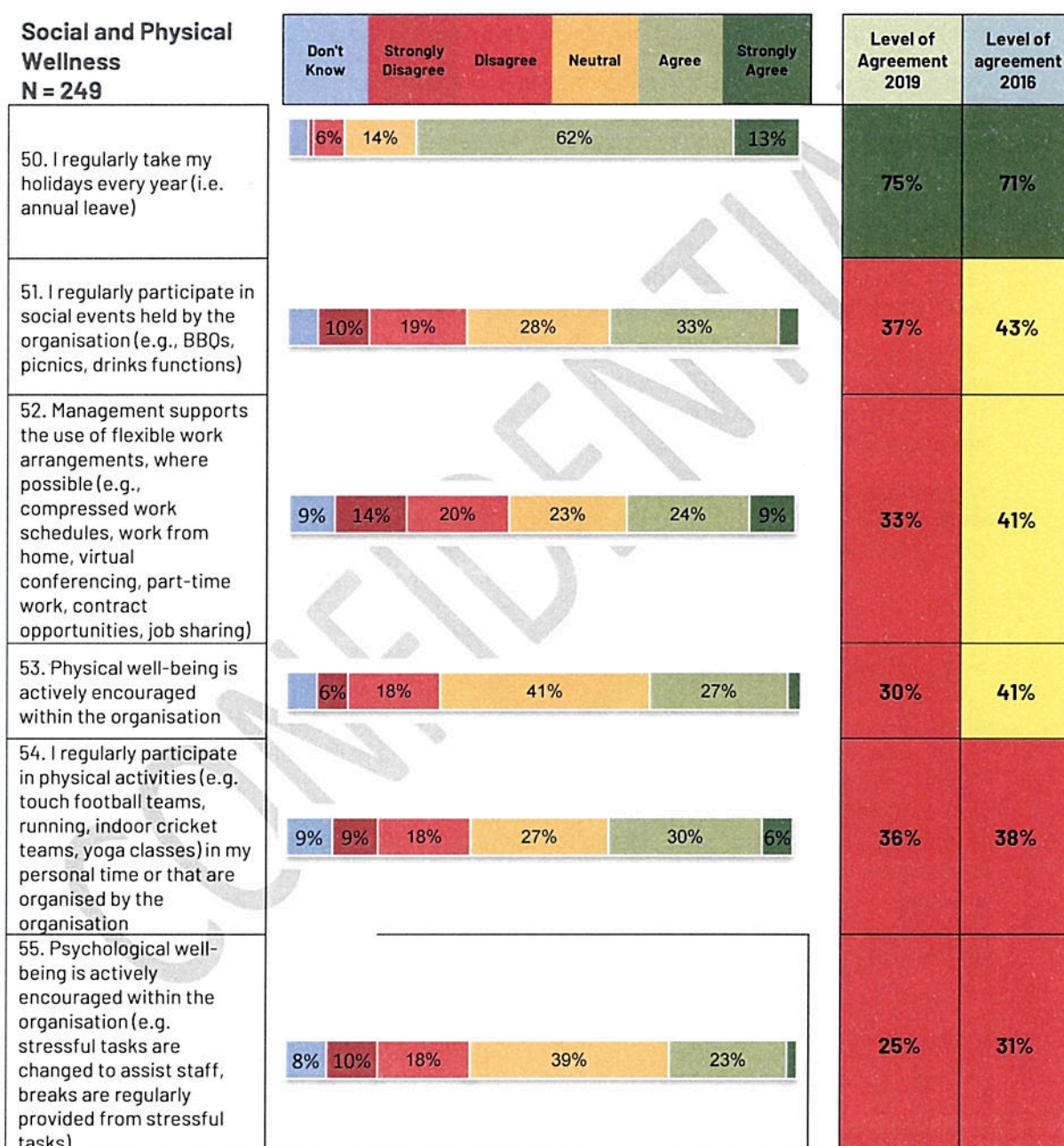
2016 COMPARISON

Improvements	Similarities / Decline
	Issues raised in 2016 are still prevalent in 2019.

7) Social & Physical Wellness

This factor looks at the balance between work and non-work issues for employees and processes in the workplace to promote physical exercise.

QUANTITATIVE RESULTS



SURVEY ANALYSIS

Similar to 2016 results, there was low agreement from respondents on this factor. Whilst a large proportion of respondents (75%) identified that they take their leave each year, this is where the positive contribution to wellbeing from an organisation-initiated social and physical wellness initiatives ends. On all other factors, responses were either in the high-risk zone and/or there was a large percentage of staff in the neutral zone having answered "don't know" or "N/A." These responses indicate that performance on this factor is failing as the effectiveness of this factor to positively influence wellbeing depends on staff knowing the about and utilising the initiatives.

The number of staff who agreed that managers support flexible work arrangements (33%) was less than those who actively disagreed (34%). The remaining third were either neutral or did not know. This is a nine-percentage point decrease in agreement compared to 2016 which indicates that staff are feeling less certain about managers support for flexible work arrangements.

Only 30% of respondents agreed that physical activity is actively encouraged in the workplace. Further only 36% agreed that that they participated in physical activity either in their personal time or that are organised by the organisation. Research demonstrates that physical activity can have substantial benefits for mental wellbeing. Thus, this low agreement poses a risk to WSC.

Thirty-seven percent of respondents identified that they actively participate in Council social events. Of the respondents, 29% actively disagreed with this statement. Qualitative data suggests that access to social events has decreased and that there is a lack of awareness over WSC sponsored/organised social activities.

A significant risk identified in this factor is that only 25% of respondents agreed that psychological wellbeing is actively encouraged by the Council. Many respondents reported that they perceive the Council's attempts at psychological wellbeing as 'tick-the-box' exercise.

2019 QUALITATIVE RESPONSE THEMES

Flexible Work Arrangements

There is a strong perception from respondents that the Council does not support flexible work arrangements including work from home, job sharing and part-time work. Some respondents have the perception that a policy does not exist around these practices and that applications are actively denied by HR and/or leadership. Examples of where flexible work is applied in an equitable and effective manner appear to be related to individual people leaders as opposed to a culture within the Council. It must also be noted that Communicorp was unable to review the flexible work arrangement policy as it was not provided as part of the desk review. Respondents' perceptions around flexible work arrangements presents as a significant risk for the retention, engagement, and recruitment of staff within WSC.

- *"This organisation is one of the most inflexible in terms of work practices that I've ever experienced."*
- *"Flexible work arrangements are discouraged by the organisation and generally not approved."*
- *"I have a great team and supervisor who are accommodating with any flexible work arrangements. It's hard to answer some questions as my team is great but using 'within the organisation' is a big call."*

- *"Not based on my own personal experience but a close colleague, part-time work is not provided to our department in which we would choose to lose good employees by not offering part-time work then encourage a balanced work-life lifestyle."*
- *"No working from home options, job sharing not supported."*
- *"Examples of management not supporting flexible work practices have been observed."*
- *"Flexible work arrangement is an area that needs significant work. We essentially don't have a policy or framework on this issue, and good people are leaving the organisation because of its absence."*
- *"I don't think Council supports flexible work at all. Fortunately there are managers who manage well and monitor this on a case by case and individual basis. Our organisation in general is definitely not family friendly."*
- *"Council does not have a policy for working at home, It is my understanding it is not allowed."*

Physical Health

It appears that knowledge around WSC's physical wellbeing program is limited. Additionally, respondents reported unequitable access to certain aspects of the program. Respondents identified that monthly emails are promulgated regarding wellbeing, however, it appears that these are largely ignored or seen as a hinderance. Example comments around physical health include:

- *"Apart from the health check-up (which I think is annual and is very good) there's no evidence that the organisation supports physical well-being."*
- *"I have a young daughter that prevents me from staying after work or driving back to be involved in staff organised physical activities."*
- *"Discounted gym membership is all that I am aware of."*

Psychological Wellbeing

Respondents appeared to be critical of the Council's attempts at promoting and supporting psychological wellbeing in the workplace. Many respondents viewed it as a tokenistic approach and heavily focussed in tertiary interventions (e.g. EAP) as opposed to early intervention or preventative strategies. Respondents appeared to view the approach as meeting compliance regulations as opposed to genuine supportive environment with regards to psychological wellbeing. Furthermore, some staff see significant barriers to raising psychological wellbeing concerns; for example raising mental fatigue is seen as a weakness. As aforementioned, WSC has legislative responsibility to promote and act on early identification of workplace stress and provide reasonable adjustments to work practices. Consequently, the perceptions and low agreeance scores present as a significant risk for WSC.

- *"I've seen no evidence that psychological well-being is taking into account by the organisation."*
- *"I believe council pretend to care about staff psychological wellbeing. It's more about ticking the boxes, to show that they've acted under a duty of care."*
- *"Psychological well being is not actively encouraged. Occasional emails are sent promoting EAP, but this usually adds to stress - emails are taking over."*
- *"Psychological well-being is a complex area, and regrettably I see Councils approach as tokenistic."*

- *"Work would not let me take any well being day to go away to play sports. They said it's not for wellbeing day it was only for going to appointments."*
- *"The organisation has a history of not being able to cope with people with mental illness, I found that they exclude these people from opportunities rather than build report and support people with difference or work challenges. I find the approach to this to be old fashioned and misinformed."*

Social Events

Respondents identified that social events have decreased in frequency. It has also been reported that access to events appear inequitable for remote and shift work staff. Additionally, it was indicated that a number of social events occur after hours making access unfair. There was also a perception that bureaucracy has hindered some social activities. The only social event that was spoken about favourably was the annual Christmas party. It is acknowledged that the disbanding of the social club was an internal club decision, however, it appears that this is not well known across the organisation.

- *"Rarely do social events seem to be held, apart from staff Christmas party or staff farewell parties."*
- *"Social events are often held within my working hours and I rarely interact with staff outside of my direct work team."*
- *"Social and physical awareness by management and opportunities do not exist in this organisation."*
- *"WSC no longer has a social club or organises social events for staff. Staff have to organise their own 'non-WSC associated' events as often risk/WHS comes in to play and destroys any potential for events."*

Aggressive Customer Behaviour

Qualitative responses also identified that aggressive customer behaviour is a present psychosocial risk for WSC employees. Examples of aggressive customer behaviour included yelling, verbal abuse, physical intimidation, threats to personal safety, bomb threats, and threats of self-harm and suicide. Examples provided by respondents suggest that there is no training, protocols, or support options in place for staff who are confronted with aggressive customer behaviour. Moreover, some examples identified that employees perceived to be undermined by leaders when adhering to Council policy. This poses as another significant psychosocial risk for the Council as aggressive customer behaviour can significantly impact on employee wellbeing and psychological health to those on the receiving end, as well as to those who witness it.

2016 COMPARISON

Improvements	Similarities / Decline
	Issues raised in 2016 are still prevalent in 2019.

8) External Party Engagement

This factor looks at the frequency and impact of engagement with external parties on individual employee's priorities, workload, role clarity and wellbeing. External parties include (but are not limited to) the community, external consultants, vendors, organisations, government agencies and Councillors.

NB: The following dimension is reverse scored. Refer to the key when viewing agreement with survey item as it has changed.

QUANTITATIVE RESULTS

External Party Engagement N = 237	Don't Know	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Level of Agreement
56. I regularly interact with external parties as part of my role; for example, elected officials	13%	7%	19%	24%	29%	8%	37%
57. I often receive requests from external parties that are outside Council standard operating procedures	16%	6%	31%	20%	20%	6%	26%
58. I am required to respond to external party requests that are outside Council standard operating procedures	16%	7%	29%	24%	20%	4%	24%
59. Requests from external parties often changes my day-to-day priorities	14%	5%	19%	26%	26%	9%	35%
60. Requests from external parties increase my daily workload	16%	5%	19%	20%	31%	9%	40%
61. I receive requests from external parties that conflict with my typical work responsibilities	15%	7%	30%	28%	14%	6%	20%
62. There are clear procedures in place to deal with conflicts from external parties (reverse scored)	23%	5%	12%	35%	22%	5%	25%

63. External parties often bypass the procedures currently in place		28%
64. External party requests often disrupt my workflow		30%
65. I frequently receive direction from external parties		12%
66. I am able to pushback on external party requests that are outside my work responsibilities (reverse scored)		26%
67. External party involvement increases my workplace stress		27%
68. External party involvement negatively impacts my personal well-being		19%

SURVEY ANALYSIS

It must be noted that this factor is new to the 2019 survey at the request of WSC so no comparison is possible with 2016. A small to moderate amount of respondents identified that external parties influence their day to day work role. This is evidenced by 30% of respondents agreeing that external parties disrupt workflow, 40% of respondents agree that external parties increase daily workload, 35% of respondents agree that external party requests change daily priorities, and 25% of respondents indicate that external parties bypass normal council procedures in place. This appears to be creating additional workplace stress as indicated by 19% of respondents agreeing that external parties negatively impact personal wellbeing and 27% of respondents agreeing that external party involvement increases workplace stress.

2019 QUALITATIVE RESPONSE THEMES

Acceptance of Role

A number of respondents identified that interacting with external parties was the norm and a requirement of their role. For these respondents there appeared to be acceptance of this as part of their role while acknowledging that at times it impacts on their workflow and priorities.

- "Position requires working with external parties and directly with community members."
- "Dealing with external parties is part of my role and for most roles within Council."
- "Items 56-68. The nature of our role requires that we communicate and liaise with external parties all day every day, sometimes conflict is encountered which cannot be avoided, sometimes this greatly disrupts our everyday tasks but I believe this is the nature of our role. Our

systems & processes could be improved, however I believe there are bigger tasks to be dealt with."

- *"I'm in a customer facing role where external parties (customers) are the constant norm."*

Control over External Party Requests

There appeared to be varying levels of perceived control and ability to push back on external party requests. There also appeared to be a lack of knowledge or awareness on how to handle certain requests. Additionally, there appeared to be a lack of standard operating procedures in addressing some of these concerns.

- *"The ability to push back on external party requests is strongly dependent on who the external party is and if they're a friend of someone important."*
- *"All conflicts with 3rd parties are dealt with through management."*
- *"I have not seen a clear procedure for this. There have been many occasions where I have felt unsure of how to approach certain requests. Policies and procedures are not in place for everything. However, I also acknowledge that it is impossible to cover everything.. I find it difficult to push back requests from external parties as I believe that all staff here in Council face similar problems with knowledge gaps, resource gaps etc so I attempt to assist with closing these gaps by helping external requests where I feel my knowledge and experience could be of assistance. However, I feel like I am not comfortable pushing back based on my existing workload."*

Impact

Overall, few comments were provided on the impact of external party requests in the survey results. Of those who did respond it appeared to increase job demands and work stress. Also, some respondents identified that customers can behave aggressively at times, which is a significant psychosocial risk for WSC.

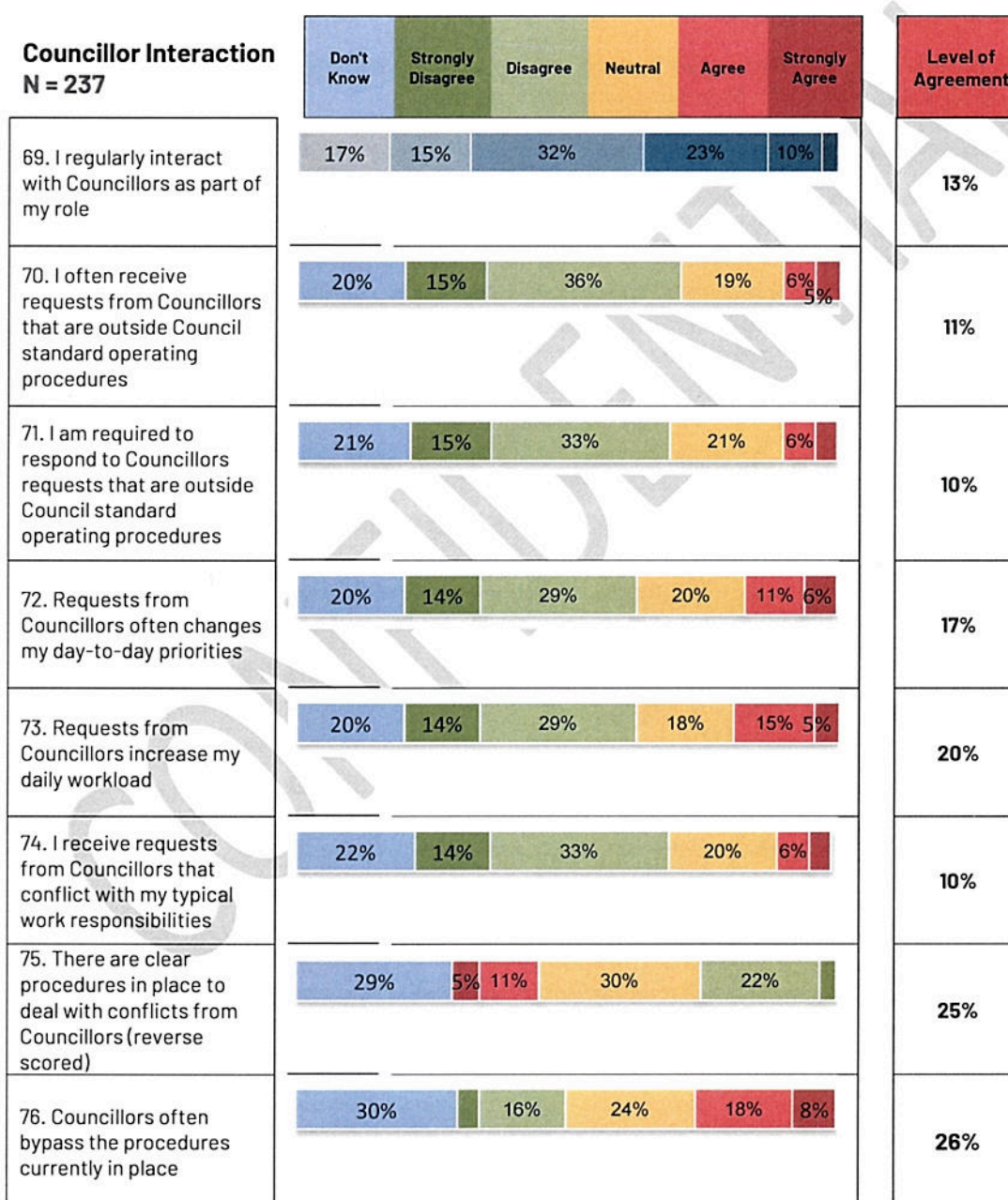
- *"External requests impact heavily on my daily work load. Our team is working on a strategic approach to address this, however, at the moment it is impacting negatively on all team members."*
- *"We don't always have allocated request days now so we try and get ahead with our everyday work to accommodate those extra jobs. Again it increases our work load and can be stressful also dealing with public who are not happy with us or with our work or the way something is handled."*
- *"External parties, being the community, heavily impact on my stress. I am constantly trying to solve irate customer problems, especially planning problems, with little to no back up from management. It seems any excuse will do to NOT help the community."*

9) Councillor Interaction

This factor looks at the frequency and impact of engagement with Councillors specifically on individual employee's priorities, workload, role clarity and wellbeing.

NB: The following dimension is reverse scored. Refer to the key when viewing agreement with survey item as it has changed.

QUANTITATIVE RESULTS



77. Councillors requests often disrupt my workflow	23% 11% 26% 21% 13% 6%	19%
78. I frequently receive direction from Councillors	23% 15% 38% 19%	5%
79. I am able to pushback on Councillors requests that are outside my work responsibilities (reverse scored)	36% 7% 17% 28% 11%	12%
80. Councillors involvement increases my workplace stress	26% 9% 22% 23% 14% 6%	20%
81. Councillors involvement negatively impacts my personal well-being	25% 9% 25% 29% 8%	12%

SURVEY ANALYSIS

Of those who responded to the survey, very few individuals reported having regular contact with Councillors (13%); however, it appears that a greater number of respondents' workflow is influenced by Councillor requests. This is evidenced by 20% of respondents indicating that requests from Councillors impacts their daily workload; 19% of respondents agreeing that Councillor requests often disrupt workflow and 26% of respondents agreeing that Councillors bypass current Council procedure.

Additionally, 12% of respondents identified that Councillor involvement negatively impacts on personal wellbeing. Twenty percent of those who answered also identified that Councillor involvement increases workplace stress.

2019 QUALITATIVE RESPONSE THEMES

Impact of Councillor Interaction

While a number of respondents identified that Councillor interaction caused stress and/or impacted on personal wellbeing, limited qualitative data responses were provided. It did appear that Councillor requests were frequently provided priority and that this had an impact on workload and stress levels in a currently lean environment.

- "There is a long standing culture at WSC for Councillors to bypass the normal Customer request system and in some cases to actively use minor operational matters as a means to criticize and to get involved in operational matters. This type of behaviour creates inequities in how matters are prioritized and in some cases ignore organisational process and distort priorities."
- "Some Councillors have become personal call centres for residents with low priority matters. By default, some councillors facilitate customers bypassing corporate systems."

- *"If we get a request for work or a certain job it seems that it is said 'the councillors said to get it done immediately' or the GM said this has to be done. We are then pulled from our normal work load and it is a case of they said jump and we have to say how high straight away."*
- *"When Councillors want something done we drop everything and do it, irrespective of what it is."*

Ability to Manage Councillor requests.

A number of staff identified that there were procedures in place to manage Councillor requests; however, cited that these procedures were ineffective. Moreover, respondents indicated little trust in the Council to support them if the Code of Conduct was actioned.

- *"Code of Conduct is available however staff are reluctant to pursue an issue against any Councillor as there is no protection even if they are right in raising the issue."*
- *"The Council is regularly ridiculed in the press and radio with at least one Councillor the focus of detrimental articles involving popular politics. Staff know the facts but are unable to rebut the constant lies in social media."*
- *"External parties (Councillors) have a significant and direct influence on my role. While I understand procedures are in place to 'push back' on these external parties - real world experience has shown this is not always achievable."*

What WSC does well

The below points are summaries of themes in response to the question "What does WSC do well"

- Provide a physically safe work environment
- Employ people with good technical understanding
- Work towards a common goal
- Culture of "care" and pockets of the department that work well together and have managers who treat staff well
- Provide stable and secure jobs
- Continuous improvement mentality
- Offer extra opportunities to staff, through learning and development along with secondment.
- Provide an important service to the community and meeting their needs
- Provides a lot of infrastructure for the public (e.g. pools, parks, gardens, libraries, child care, roads, parks, water, sewer, waste)
- Regular opportunities for the community to provide input to the decisions
- Provide good customer service
- Media releases and promoting the council's image



"Generally, we seem to be cooperative across areas of the organisation."

"Outstanding environmental management through the environment levy programs and projects."

"Delivers on key commitments within the operational and delivery plan."

"The vast majority of staff are committed and passionate about their work. We are proud of the work we do on behalf of the community."

What WSC can do Better

Respondents identified a number of issues when responding to the question 'What can WSC do better?' The issues identified below have led to low morale and demotivation, staff feeling unsupported and under-valued by management, increased turnover in the organisation, and an inability to retain high performing workers:

- Address incivility concerns and enhance respect to all workers
 - Bullying and harassment at supervisor levels
- Acknowledgement, recognition and greater value and appreciation of staff who are doing a good job
- Leadership and management structure

- Employing managers with genuine people skills, the ability to role model and 'lead by example'
- "Boy's club" mentality at the executive level
- Supervisors/managers/councillors all seem to take the side of the public instead of backing their staff.
- Leaders managing through culture of fear and belittling staff
- More reasonable rewards and fairer pay structure
 - More generous pay increases, review annual appraisals
 - Increases being knocked back from executives, when approved by line managers
- Clearer communication in the organisation
 - Listen to the feedback provided in these surveys and share it with staff, especially those who will be tasked to find ways to improve workplace wellbeing.
 - Increasing transparency and honesty from top-down on organisational matters
 - Increase inter-departmental communication to provide a harmonious health workplace
 - Provide more frequent communication about surveys/business transformation
- Consider the health and wellbeing of staff
 - Provide a more family friendly work environment
 - Promote positive activities of the council, increase social engagement opportunities at work, and celebrate achievements, share "good news" stories with the community
 - Improve flexible working arrangements (e.g. transition to retirement, return from maternity leave)
 - Be more innovative in approach to flexible working arrangements
 - Listen to staff needs, be more empathetic to psychological wellbeing, greater consultation with staff when getting them to complete tasks
- Greater strategic focus
 - Better planning and preparation for future challenges to respond to them more quickly and effectively
- Move forward technologically by improving corporate systems and digital software, relying less on paper, and update website to improve usability
- Support staff by filling vacant roles and allocating resources to teams which require more assistance
- Invest more in training and development and offer more breadth of career opportunities, develop high performers, put in place training schedule for new staff
- Leaders and Organisational Development to respond better to grievances and hold people accountable
- Recruitment and retention of new, skilled and qualified quality staff to the Council



"Streamline our business processes and promote systems that enable collaboration with our customers and staff."

"Develop strategies for managing external requests from the community with realistic expectations, budget and resources to achieve them."

"Improve communication, transparency, true support and value their employees."

"There are pockets of excellence in the organisation but effective change needs to be driven from upper management."

"Clear leadership from Executive, requiring senior management to actively, proactively and positively support staff."

Biggest challenges facing WSC

Respondents identified the following themes as the biggest challenges for WSC:

- Talent/Workforce
 - Attracting/retaining high-performing staff and turnover
 - Unmotivated and unproductive workforce
- Change Management
- Leadership
 - Strong and inspiring leadership without the constant bullying/intimidation in how they talk to staff
 - Poor and not evidence-based decision-making by management (appears to be emotive, political, or assets biased)
 - Lack of direction and vision for the future
 - Two-way process for feedback without consequences
- Structural
 - Keeping up with the pace of the changing nature of work (e.g. technology, greater staff demand, structure, facilities, pressure from contractors wanting more work)
 - Lack of budget
 - Internal systems relating to WHS, Corporate systems (at the moment staff operate on two different systems DWS and Conquest), Records management
- Customer/external-related
 - Poor public perception of the council
 - Ability to meet the demands of the community related to delivering projects and services (e.g. infrastructure growth)

Progress Against 2016 Recommendations

Below is an outline of the initiatives that have been implemented off the back of the recommendations in the 2016 report. Evidence for implementation has been sought from the documents provided for the Desktop Audit and Workplace Wellbeing Index (WWI) Survey results. We acknowledge that gaps may be due to the fact that the information was not afforded to us and that they may exist within the organisation. Further information will be obtained through the executive session.

Progress against 2016 recommendations		Legend				
		Extremely Poor / Absent	Poor / Inadequate	Problematic performance	Acceptable	Excellent
2016 Recommendation	Evidence of Implementation in 2019					
Enhance Senior Leadership visibility and follower engagement	Overall, staff report that there is no evidence for this and similar negative feedback to 2016. However, there are individuals who report that their team leader is highly supportive. It is acknowledged that work demands often impact visibility and communication.					
Communications and consultation between management and staff i.e. improve 2-way communications between staff and all levels of management; create more opportunities for staff to provide feedback to management and have input on matters which impact their work; enhance manager responsiveness to issues raised	Staff reported that they have raised suggestions for improvement across the Council, but are often ignored or receive pushback from management. There is no evidence for formal systems or informal mechanisms in place that allow staff to provide feedback.					
Clarify the roles, responsibilities, delegations of authority and decision-making across all levels of management to ensure every manager is clear on the scope of their role and empowered and motivated to provide responsive and coordinated support to the people below them.	Responsibilities tables have been included in every procedure, however the responsibilities are not tailored to each procedure (that is, listed are the exact same across all procedures). Furthermore, there is no specific mention of responsibilities directly relating to psychological support and capability for any level of staff.					
Review remuneration levels and practices to ensure these are market-competitive, both non-monetary and monetary incentives can be provided for effort or outcomes achieved in a transparent, consistent and equitable way, and that there is pay equity across Council (i.e. people doing the	Staff report that since the 2016, 4 working groups were established to address change management, communication, leadership and remuneration. It is unclear as to whether remuneration practices have been reviewed to ensure market-competitiveness. Staff have repeatedly reported that remuneration is low compared to nearby Local Councils. This needs to be taken into context. The executive session highlighted					

<p>same job are being paid the same). This will require a revision of Position Descriptions to ensure they accurately reflect jobs being done.</p>	<p>that salaries were competitive compared to recent job advertisements in other local governments, however, the cost of living in Wingecarribe is high.</p> <p>Staff report that they do not receive informal recognition and still indicate that monetary rewards are not fairly distributed. Staff frequently reported that there is a lack of transparency around decisions made behind pay rises not being approved.</p> <p>Reports from staff reveal that position descriptions have not been updated for several years and do not reflect the roles and responsibilities they carry out.</p>
<p>Continue to build People and Performance Management capability across all tiers of management</p>	<p>Learning and Capacity Procedure makes reference to a Leadership Development Training Program, however, there is no evidence to show the effectiveness of this.</p> <p>Survey feedback indicates that people management skills are lacking in the organisation. Further to this, staff have recognised the negative impact of managers who are under pressure on their ability to manage the team. Staff have also repeatedly indicated that accountability is non-existent in the organisation.</p>
<p>Continue to take a zero-tolerance approach to bullying and other Inappropriate Workplace Behaviours and build capability across all staff and managers to support this approach.</p>	<p>The Bullying and Harassment Procedure was changed to Dignity and Respect since 2016. This procedure further outlines the responsibility of Organisational Development to undertake training in bullying and harassment for staff and managers.</p> <p>Anecdotally from the survey results, bullying from senior leadership and external parties remains a serious concern for staff wellbeing, with some employees reporting that bullying is enabled in the culture and certain cases are not being resolved.</p>
<p>Ensure people managers have the requisite skills to facilitate an effective Performance Review and Planning discussion appropriate to their team cohort.</p>	<p>Staff report that people managers do not prioritise performance reviews. Documentation was provided on the performance appraisal process, however there is no evidence to show that performance review discussions reflect a coaching style approach, rather there is evidence to suggest that these conversations are mostly ritualised (e.g. tick and</p>

	flick) and one-way (i.e. Manager providing an appraisal to the staff member with no to limited opportunity for staff feedback)
Ensure People Managers have an incentive to engage meaningfully in the new Performance Appraisal and Review process by providing a measure of such as part of their KPIs'	There is no evidence for an incentive in the documentation provided or WWI survey feedback. It is also unclear as to whether conducting performance appraisals is part of management KPIs, as we were not afforded documentation in relation to KPIs.
Review the current criteria for accessing learning and development to ensure it allows for staff to build new capabilities which can help with their promotion or move into another role within Council.	<p>The Learning and Capacity Procedure (which appears to have been published in October 2018) provides a thorough explanation of the availability of corporate training, individual training plans, leadership development program, external training as well as support for conference attendance, pursuing cadetships and university qualifications. Internal training is coordinated by Organisational Development whom publish a corporate learning calendar of mandatory and elective training opportunities in February-June, July-November.</p> <p>However, staff have reported that they find it difficult to access training in the organisation, Some staff report that a training needs analysis would be beneficial to conduct in the organisation.</p>
Provide clarification to all staff across Council regarding roles and functions within the new structure so all staff, and especially Customer Service Officers, feel more confident to navigate this	An organisational structure chart was provided for review in the Desktop Audit, however it is unclear as to whether there are other measures in place to provide greater role clarity on the new structure.
Provide clarification to all staff regarding their role and responsibilities, and lines of reporting and support.	The executive session highlighted that there had been a large project to address roles and responsibilities through updating job descriptions. It also identified that when hiring to a new position, it was the manager's responsibility to update the job description. It appears that the communication and finalisation of this process needs work as evidenced by this years WWI results.
Implement a Master Operational plan, which Councillors sign off on, and place this on the Council website so that both Councillors and residents	Staff acknowledge that there are chain of commands and procedures in place for Councillors to make requests. However, staff frequently reported that Councillors bypass these standard operating

can be referred to this in relation to any enquiries or requests they may have. This will minimise stress and significant disruption to work flow caused by these and reduce enquiries the Customer Service team send through to various teams	procedures, which is still causing disruption to workflow and increasing workload.
Implement evidence-based selection practices to ensure best job-person fit, especially to achieve more people and interpersonal capability in roles with people management or customer interaction requirements.	Appears to be the case in the Recruitment and Selection Procedure, however it is unclear as to how this is implemented in practice.
Review current Recruitment practices to ensure they are attracting the right people, providing people with a realistic preview of the job, and packaging both remuneration and non-monetary offerings associated with working with the Council in a positive and targeted way.	Although the organisational structure and survey feedback reveal that there are a number of vacant permanent roles in the organisation and some roles are repeatedly being advertised, suggesting that the Council may be finding it difficult to attract talent.
Provide a more diverse range of informal reward and recognition options which People Managers have the authority and flexibility to assign on a merit-basis, in consultation with their direct Manager.	Staff have consistently reported that they do not receive informal recognition in the organisation.
Provide more consistent access to flexible working arrangements, especially working remotely which may help with retention.	<p>The majority of staff have indicated that flexible working is discouraged by managers. This includes working from home, reducing hours to part time and transitioning into retirement. A small minority have reported that their manager is supportive of flexible work practices.</p> <p>There is no evidence for a flexible working policy in place, as we were not afforded this document.</p>
Greater focus on building the necessary and sufficient capabilities for creating a psychologically safe and healthy workplace is warranted if wellbeing is to be optimised.	There is no specific mention of responsibilities directly relating to psychological support and capability for any level of staff.

Consider providing physical resources to those areas/teams/roles identified in this report where physical and psychological safety risks exist due to their absence	Evidence for this is quite limited. Budget constraints were repeatedly mentioned by staff as the reason why physical environment risks were not improved.
Review Change Management Practices to ensure this incorporate sufficient rigour around communication and consultation, as well as support for both exiting and remaining staff where relevant.	Staff report that since the 2016, four working groups were established to address change management, communication, leadership and remuneration. However, the recommendations have not reportedly progressed.
<p>Consider implementing an overarching Psychological Health and Safety policy which integrates all initiatives that promote psychological safety and wellbeing and provide a strategic plan against which to monitor the effectiveness of these various initiatives. The Project Management methodology currently being implemented could be used to manage this initiative. Examples of initiatives:</p> <ul style="list-style-type: none"> • Invitations to all staff, both long-standing and new to attend a BBQ or lunch with the leadership team at Civic Centre • Invitation to send any suggestions directly to the GM's Executive Assistant, either by email or post • Sending out 'test balloon' communications to test the effectiveness of communication channels from front-line staff through to Senior Leaders and from Senior Leaders to front-line staff • Re-vamping Tool-box meetings to ensure these are being used effectively to share 2-way feedback and information • Circulation of a quarterly report prepared by the GM to all staff outlining key accomplishments of Council staff and notifying of any upcoming events or matters of interest 	There is no evidence for the implementation of an overarching Psychological Health and Safety policy, as this documentation was not afforded to us. This may be worth exploring in the stakeholder focus group sessions to clarify.

Next Steps

As for next steps, we recommend reviewing the present report, and using this to inform a Strategic Action Plan for promoting wellbeing across Wingecarribee Shire Council. A strategic action planning session is scheduled for 27 May 2019 at which this will occur.

In addition, we will use this session to:

- Discuss the findings and recommendations from this report.
- Consider which of the recommended actions are most likely to gain immediate traction and which are easiest or quickest to implement that will also provide the most meaningful impact.
- Identify priority actions and develop a draft plan, including time-frames to implement these.
- Agree on staff feedback in relation to this process.

It is also recommended that these recommendations be reviewed against other current and planned initiatives in the people and performance space to identify synergies and opportunities to take a streamlined approach to implementing initiatives.

Contact Us

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Appendix A: Desktop Review

List of Documents Reviewed and Provided in 2019

- Code of Conduct
- COMPLETE - Induction GM Practice Note
- COMPLETE - Capability Framework GM Practice Note
- COMPLETE - Grievance and Dispute Procedure
- COMPLETE - Learning and Capacity Development GM Practice Note
- COMPLETE - Power of Entry GM Practice Note
- COMPLETE - Power of Entry Procedure
- COMPLETE - Reimbursement of Relocation Interview Expenses Procedure
- COMPLETE - Termination of Employment GMPN V1
- COMPLETE - Termination of Employment Procedure
- COMPLETE - Time and Attendance Procedure
- COMPLETE - Transition to Retirement GM Practice Notes
- COMPLETE Dignity and Respect GM Practice Note
- COMPLETE Dignity and Respect Procedure)
- CURRENT - Capability Framework Procedure
- CURRENT - Induction Procedure
- CURRENT - Transition to Retirement Procedure
- CURRENTLY BEING REVISED - Alcohol and Other Drugs GM Practice Note
- DRAFT - Structure as at 31 January 2019 (14.2.19)f
- Exit Interview Data 2014_2019
- IN PROGRESS OF BEING REVISED- Alcohol and Other Drugs Procedure
- Learning and Capability Development Procedure
- Psychological Claims and Stated Cause
- RE Info on Mental Health Training
- Responsibilities Table
- REVISED - Reimbursement of Relocation Interview Expenses GM Practice Note
- REVISED - Appointment of Casual Temp and Higher Grade Pay GM Practice Note
- REVISED - Grievance Dispute GM Practice Notes
- REVISED - Probation GM Practice Note
- REVISED - Probation Procedure
- REVISED - Time and Attendance GM Practice Note
- REVISED- Appointment of Casual Temporary Higher Grade Pay Procedure
- Wingecarribee Shire Council Annual Report 2014-2015
- Wingecarribee Shire Council Annual Report 2015-2016
- Wingecarribee Shire Council Annual Report 2016-2017
- Wingecarribee Shire Council Annual Report 2017-2018

List of 2016 Documents Reviewed that were not provided in 2019

- Disciplinary GM Practice Note (Final) Effective 19/10/15
- Disciplinary Procedure (Final)
- Draft WSC Training Calendar 2016
- Excessive Sick Carer's Leave Management GM Practice Note (Final) Effective 19/10/15
- Excessive Sick Carer's Leave Procedure (Final)
- Leave Practice Note (Final) Effective 19/10/15
- Leave Procedure
- Performance Appraisal Guidelines for Managers and Supervisors (VI) created 1/10/15
- Performance Appraisal Form (1/10/15)
- Performance Management GM Practice Note (Final) Effective 19/10/15
- Performance Management Procedure (Final)
- 'Prevention of Bullying and Harassment - for Staff' Training module PowerPoint presentation (Sept, 2014)
- 'Prevention of Bullying and Harassment - for Managers' Training module PowerPoint presentation (Sept, 2014)
- Recruitment and Selection Policy GM Practice Note, Effective 30/10/15
- Recruitment and Selection Procedure
- Workforce Management Plan 2015 - 2025

Desktop Review 2019

Legend
Current level of organisational performance

Extremely Poor
/Absent

Poor/
Inadequate

Problematic
performance

Acceptable

Excellent

POLICIES AND PRACTICES

Assessing the utility, suitability and comprehensiveness of formalised Policy documents received from the client.

Aspects	Comments
<p>Psychological Health policy:</p> <p>Is there a clearly defined Mental Health/Psych Health Policy?</p> <p>Does this include specific remit & responsibilities (if necessary) for:</p> <ul style="list-style-type: none"> HR Managers and Team Leaders WH&S Learning & Development (L&D) All Staff / Any other relevant roles and positions. <p><i>Is this strategic? Does it have defined outcomes & metrics?</i></p>	<p>As recommended in 2016, there has been no information provided or evidence for an overarching Mental/Psychological Health and Safety policy or strategy to provide strategic direction and integrate initiatives that promote psychological safety and wellbeing. As such, we are unable to comment on whether defined outcomes and metrics are captured in relation to psychological safety and health (over and above workers compensation claims and exit interview data).</p> <p>Furthermore, there is no specific mention of responsibilities directly relating to psychological support and capability for any level of staff.</p>
<p>Other relevant policies</p> <p>Recruitment and Induction</p> <p><i>Is there formal assessment of psychological as well as technical requirements of roles? Do induction materials address psych health?</i></p> <p>SEE ALSO: Recruitment related documents in 'Actions, Strategies & Skills' section below.</p>	<p>Recruitment and Selection Procedure (2015)</p> <ul style="list-style-type: none"> Provides a comprehensive outline of the steps involved in recruitment and selection of applicants The accompanying Recruitment and Selection Procedure GM Practice note (2015) further emphasises that recruitment and selection practices are based on merit and against legislative requirements/acts. However it could specify in the "prohibited to make a recruitment decision based on these factors" section that impairment/disability includes mental illness as well as physical. <p>There are several considerations:</p> <ul style="list-style-type: none"> Potentially outdated procedure (version from 2015 and no revised version provided in 2019) More emphasis on the 'attraction' stage of recruitment and selection would be beneficial. It is recommended to develop an employee value proposition to assist in marketing the organisation to the public It is unclear as to whether the selection panel characteristics are fair/unbiased by the following statement "Both male and female members [preferred for the selection panel] but is not however required if all applicants are male" The procedure mentions the importance of delivering feedback to unsuccessful internal candidates, but is missing the process on delivering feedback to unsuccessful external applicants

Legend
Current level of organisational performance

Extremely Poor
/Absent

Poor/
Inadequate

Problematic
performance

Acceptable

Excellent

POLICIES AND PRACTICES

Assessing the utility, suitability and comprehensiveness of formalised Policy documents received from the client.

Aspects	Comments
	<ul style="list-style-type: none"> Managers are expected to develop their behavioural style interview questions, however it is unclear as to how managers are supported by OD in creating STAR format questions There is a mention of asking about where the applicant went to school as part of the interview question options. Unclear of the utility of this question and how predictive it is of job performance. It is unclear how often are personality and cognitive tests conducted in the recruitment process as they are listed as optional. Cognitive tests in particular are highly predictive of future job performance, thus it may be worth reviewing the roles in which these assessments are carried out as part of the recruitment process (e.g. manager level). <p>Induction Procedure</p> <ul style="list-style-type: none"> Outlines the on-boarding process for new starters in four stages (prior to appointment, first day, within two weeks, within two months) and provides a comprehensive checklist of key tasks to be fulfilled during these time periods as well as a hyperlink to key manuals. The accompanying Induction Procedure GM Practice Note outlines how the induction program intends to minimise psychological demands through positively framed language (e.g. familiarising with the council's values, clarity around roles and responsibilities). <p>There are several considerations:</p> <ul style="list-style-type: none"> There is no mention of the time period in which employees should receive a branch induction, which should be included in the procedure. It is unclear how effective induction is in terms of successfully integrating the new starter to the Council and the team. Furthermore, it is unclear to what extent direct line managers/supervisors conduct a post-induction interview and the structure/style of this interview (i.e. Is it focused on improvement, support and development through coaching or a tick the box exercise?) It is unclear how the information is tracked and whether there are regular check-ins on developmental progress (e.g. 30-60-90 day plan) <p>Probation Procedure</p> <ul style="list-style-type: none"> Reinforces the council's desire for a culture of open communication, joint problem solving and the early identification of performance based issues in the workplace Provides plenty of detail about what an employee should expect during the probation period (eg. regular reviews, confirmation of employment)

Legend
Current level of organisational performance

Extremely Poor
/Absent

Poor/
Inadequate

Problematic
performance

Acceptable

Excellent

POLICIES AND PRACTICES

Assessing the utility, suitability and comprehensiveness of formalised Policy documents received from the client.

Aspects	Comments
	<ul style="list-style-type: none"> Refers to the value of exploring the possibility of there being a personal problem or some other factor which is impinging on an employee's performance Reference to Employee Assistance Program (EAP) on Page 5 of this document highlights the availability of professional support for affected parties <p>There are several considerations:</p> <ul style="list-style-type: none"> More explicit detail should be provided in this document about how mitigating factors (including mental health issues and family/domestic violence issues) should specifically inform decisions, particularly regarding how to balance performance management concerns with wellbeing concerns during probation Could be useful to refer in greater detail to any induction activities that new employees are required to complete over the course of their probation, and how these activities contribute to their success as an employee of Council <p>Accompanying Probation GM Practice Note</p> <ul style="list-style-type: none"> On Page 3, it is noted that it is the responsibility of Organisational Development to facilitate the provision of regular training to all Council officials on their role and responsibilities in relation to probation periods. Has such training occurred to date at WSC? If yes, what has this training specifically entailed? The consideration to probationary activities for casual employees should be referred to in the Probation Procedure in addition to the Probation GM Practice Note
<p>Psychological Injury Management (may be covered under employee leave policy)</p> <p><i>What are the stated commitments to assisting staff with a psychological injury?</i></p> <p><i>Is flex/leave policy over-restrictive?</i></p>	<p>No information provided on a Psychological Injury Management, workers compensation or flex policies. However, psychological claims data provided detailed five cases over 2016 to 2019 that were all 'mental' in nature (2x cases bullying, 2x cases other mental health condition, 1x case work pressure). From this data we are unable to determine the Council's commitments to psychological injury or illness.</p> <p>Leave Procedure (2015)</p> <ul style="list-style-type: none"> Overall a comprehensive leave policy outlining the procedures for taking various types of leave and how the Council will manage leave requests Health and Wellbeing leave is a good inclusion in the policy <p>There are several considerations:</p> <ul style="list-style-type: none"> Potentially outdated procedure (version from 2015 and no revised version provided in 2019) Unclear as to who has access to or is the audience of this policy as the first heading states "General Manager Procedure"

Legend
Current level of organisational performance

Extremely Poor /Absent	Poor/ Inadequate	Problematic performance	Acceptable	Excellent
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POLICIES AND PRACTICES

Assessing the utility, suitability and comprehensiveness of formalised Policy documents received from the client.

Aspects	Comments
	<ul style="list-style-type: none"> The policy does not mention anything about leave and mental illness or psychological injury management There is no statement about confidentiality. According to Fair Work Australia, it is critical that employers take practical steps to keep information about an employee's situation confidential. It is recommended to include a confidentiality statement in the Leave Policy and when confidentiality can be breached (e.g. required by law or if at risk to self, others or organisation). The Practice Note has more information around setting the context and purpose of the Leave procedure. If it is the intention of GM practice notes, then this should be consistent across all policies and practice notes. <p>Accompanying Leave Procedure GM Practice Note (2015)</p> <ul style="list-style-type: none"> Clearly outlines the roles and responsibilities of Managers and employees in relation to processing and taking leave - other procedures do not do this, but rather about their responsibility to adhere to the policy itself States that the success of the Leave policy being determined on the use and application, however it is unclear as to how the Council assesses the implementation of policies <p>Excessive Sick Leave Procedure (2015)</p> <ul style="list-style-type: none"> Outlines the procedure of having a conversation with a staff member who has taken excessive sick leave <p>There are some considerations:</p> <ul style="list-style-type: none"> Potentially outdated procedure (version from 2015 and no revised version provided in 2019) The policy statement does not clearly state the purpose or and contents of the excessive sick leave policy The policy does not mention anything about leave and mental illness or psychological injury management The process is not clear around "Keeping in touch when a staff member has been absent for an extended period of time". Could provide more guidance and strategies around this (e.g. how long until you call, how many times to call etc.) The labelling of the discussion around excessive sick leave as a "counselling discussion" may be inappropriate given that managers may not be trained/qualified counsellors Provide EAP brochure - this could be improved by explaining the purpose of EAP and what it can be used for It states that "<i>Reporting incapacity for work is a requirement for all staff and in a supportive working environment there should be no</i>

Legend
Current level of organisational performance

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POLICIES AND PRACTICES

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Aspects	Comments
	<p><i>reason for any member of staff to feel anxious about doing so</i> - which is slightly punitive in language.</p> <ul style="list-style-type: none"> The accompanying Excessive Sick Carer's Leave Management GM Practice Note (2015) does not add any further information above the procedure itself.
<p>Employee Health and Welfare</p> <p><i>Does this make specific reference to psychological health? Does it include psychosocial risk?</i></p>	<p>The majority of the policies make a reference to the Council's commitment to creating optimum conditions, assisting staff to gain the required skills, and a positive culture in the workplace. However, this is not consistently included in every policy.</p>
<p>Dispute Resolution</p> <p><i>Is there a robust dispute resolution procedure? How effectively are workplace disputes handled?</i></p>	<p>Grievance and Dispute Procedure</p> <ul style="list-style-type: none"> Highlights the importance/relevance of well-refined grievance procedures to staff achievement, staff satisfaction and a positive workplace culture. Reference to Employee Assistance Program (EAP) on Page 5 of this document highlights the availability of professional support for affected parties. <p>There are a several considerations:</p> <ul style="list-style-type: none"> It is unclear whether this procedure applies to internal grievances and disputes only (eg. staff-staff conflict) or external grievances and disputes (eg. staff-customer conflict). The distinction between an allegation of a "serious" vs. a "non-serious" nature is not specified. More content could be included on the management of any psychological distress that results from grievance and dispute matters. In the accompanying Grievance and Dispute GM Practice Note, the statement on Page 2 about referring unsuccessfully settled matters to Organisational Development was not reinforced in the corresponding procedure, nor was the statement about consulting Organisational Development in the event that an accredited Union representative becomes involved.
<p>Inappropriate workplace behaviour (Bullying, Harassment and Incivility)</p> <p><i>Positive or punitive tone for workplace behaviour expectations? Is there a 'zero tolerance' approach to inappropriate workplace behaviour?</i></p>	<p>Disciplinary Procedure (2015)</p> <ul style="list-style-type: none"> Overall a comprehensive policy that outlines the process of providing a consistent and fair process for dealing with unsatisfactory performance and serious misconduct cases Mentions that all formal allegations made against an employee are kept confidential <p>There are some considerations:</p> <ul style="list-style-type: none"> Potentially outdated procedure (version from 2015 and no revised version provided in 2019)

Legend
Current level of organisational performance

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/Absent

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POLICIES AND PRACTICES

Assessing the utility, suitability and comprehensiveness of formalised Policy documents received from the client.

Aspects	Comments
	<ul style="list-style-type: none"> Although the procedure states that it will be explored whether there is a possibility of a "personal problem or some other factor impinging on performance and assistance and support will be given to an employee", the procedure does not provide information on how to manage the conversation if a person discloses mental illness or it is suspected. Procedure statement "Wingecarribee Shire Council fosters a culture of open communication" - doesn't align with other survey data It states that "Employees have the right to complain to the General Manager if they are unhappy with the conduct of an investigation in accordance with Council's Grievance Policy", however it is unclear as to what forum employees can make a complaint and how safe it is to do so. It would be worth mentioning in the serious misconduct the limits of confidentiality - particularly if that employee is at risk to self, others or the organisation <p>Accompanying Disciplinary GM Practice Note (2015)</p> <ul style="list-style-type: none"> Overall there is a positive tone in this document (e.g. employees will be treated fairly, with dignity and respect) This practice note includes a more detailed list of serious misconduct, however it is unclear as to why this information is not included in the the actual procedure for all staff to access Makes a reference to consulting HRBPs prior to taking action, however it is unclear as to how supportive the HRBPs are in the process The roles and responsibilities are too generic and focus more on policy adherence as opposed to outline specific duties relating to disciplinary action <p>Code of Conduct includes clauses on expectations around appropriate workplace behaviour (civility) during meetings by clearly outlining behaviour associated with inappropriate interactions (e.g. threatening, pressuring).</p> <ul style="list-style-type: none"> However, it is unclear as to what the 'reporting requirements' are if there is a breach in code, as they are not included in the document. The tone of language used in the document comes across as retaliative, should there be a concern raised. This further raises the question of whether whistle-blowing procedures are in place to protect staff who wish to raise a genuine concern. The Code of Conduct makes reference to "a better conduct guide has also been developed to assist councils to review and enhance their codes of conduct". However, this document not provided. <p>Dignity and Respect Procedure</p>

Legend
Current level of organisational performance

Extremely Poor
/Absent

Poor/
Inadequate

Problematic
performance

Acceptable

Excellent

POLICIES AND PRACTICES

Assessing the utility, suitability and comprehensiveness of formalised Policy documents received from the client.

Aspects	Comments
	<ul style="list-style-type: none"> Clearly defines what Council deems to be inappropriate behaviour in the workplace (including what is <i>not</i> deemed to be inappropriate behaviour), and the adverse consequences of these behaviours for both the person who experiences it and those who witness it (eg. anxiety, physical illness, reduced work performance, feelings of isolation, depression, and thoughts of suicide) Highlights the availability of EAP to support the wellbeing of staff in a solution-focussed, short-term manner Provides tips about what the organisation as a whole and individual personnel within the Council can do to help identify workplace bullying, or the potential for workplace bullying and harassment to occur, including regular consultation with staff, seeking feedback from staff separating from Council, seeking regular feedback from Managers and Supervisors, monitoring available information to establish regular patterns, or sudden unexplained changes, and recognising changes in the workplace Identifies some of the antecedents of bullying and harassment, including the presence of work stressors and high job demands, abrasive leadership styles, poor systems of work and poor workplace relationships Clear, fair guiding principles are provided in order to outline the manner in which all investigations into alleged bullying & harassment should be conducted <p>There are several considerations:</p> <ul style="list-style-type: none"> However, the procedure could more clearly distinguish between physical safety and psychological safety, and their commitment to each of these two things. Could explain in greater detail what to expect from a visit to EAP, what issues they can discuss in the context of an EAP session (eg. work-related issues, personal issues). Could explore the issue of confidentiality more in the context of investigations into alleged bullying & harassment <p>See section below for review of Bullying and Harassments Training.</p> <p>It is worth noting that in the Exit Interview data, "lack of civility / respect / bullying (Management and co-workers)" was frequently identified as a reason for people leaving the council between 2017 and 2019. This raises the question as to whether the culture enables incidents to be reported and how effective the grievance and dispute procedure is adhered to.</p>
<p>Other Policies</p> <p><i>Performance Management Policies; Work conditions (e.g. rewards & remuneration); and/or Work flexibility</i></p>	<p>Performance Management Procedure (2015)</p> <ul style="list-style-type: none"> Procedure outlining the importance of positive recognition and the steps to manage an employee who is underperforming <p>There are some considerations:</p>

Legend
Current level of organisational performance

Extremely Poor
/Absent

Poor/
Inadequate

Problematic
performance

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Excellent

POLICIES AND PRACTICES

Assessing the utility, suitability and comprehensiveness of formalised Policy documents received from the client.

Aspects	Comments
	<ul style="list-style-type: none"> Potentially outdated procedure (version from 2015 and no revised version provided in 2019) "Procedure" heading listed twice, minor typos e.g. "effective" on pg 1, "assess" on pg. 3 Lists some ways in which managers can recognise good performance e.g. thanking staff etc. However, could include a statement on ensuring that managers tailor their recognition to staff members as the same approach may not be effective for everyone (e.g. asking permission of the staff member to recognise them in weekly meetings) "Managing underperformance" section does not include a step on having an informal chat with the 'underperforming employee' before setting up a meeting The process does not include a wellbeing conversation or check in at the start of a performance discussion Performance Appraisal Guidelines document provides more information on this - is there a point of having two documents? <p>Accompanying Performance Management GM Practice Note (2015)</p> <ul style="list-style-type: none"> Outlines the importance of natural justice and procedural justice in performance management, which explains the purpose of the process being an ethical and fair one Outlines the importance of managers to discuss work expectations on a regular basis, as opposed to waiting until the formal review <p>Performance Appraisal Guidelines (2015)</p> <ul style="list-style-type: none"> A guideline on conducting performance appraisals with staff which is to be used in conjunction with the PM Procedure Makes reference to developmental objectives being set by position description and business plan. This provides an employee with meaningful work and a sense that their professional development is contributing to the Council's bigger picture <p>There are several considerations:</p> <ul style="list-style-type: none"> Potentially outdated guidelines (version from 2015 and no revised version provided in 2019) This document refers to the Local Government State Award 2014 award, which has since been updated in 2017. Information in the document could be outdated. Recommended to keep up to date with Awards/Acts that are updated and reflect these changes in WSC's policies When there is a supervisor/manager position vacant, it is unclear as to who conducts the performance appraisal with the staff member as this is not mentioned in the policy

Legend
Current level of organisational performance

Extremely Poor /Absent	Poor/ Inadequate	Problematic performance	Acceptable	Excellent
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POLICIES AND PRACTICES

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Aspects	Comments
	<ul style="list-style-type: none"> It is stated that regular informal performance progress checks are to be conducted with staff every 3 months. Is this part of management KPIs? Mentions that documentation is securely stored by OD, however it is worth adding in a statement about the Manager to keep performance discussions confidential "An employee must satisfy the minimum requirements for 80% of the corporate obligations prior to being able to progress along the Salary System." It is worth exploring if this occurs in practice As part of the rating scores, it mentions that "recognised by peers as a great resource" - is this informally/word of mouth or done through formal 360 Reviews? - "In July of each year the contents of all the Employee Development Forms across Council are collated in a Training Needs Analysis to identify requirements for training across Council, determine allocation of the training budget and prepare a training calendar for the following calendar year." - does this actually occur? Doesn't mention mentoring, but there is an opportunity for 'coaching' from a more senior staff member. Is there an opportunity to incorporate coaching principles could be in everyday discussions <p>Recommended to include the following in the guidelines:</p> <ul style="list-style-type: none"> Approximate timeframes for how long the performance discussion should be conducted for Wellbeing check-in conversation prior to jumping into the performance discussion Solution-focused coaching strategies to improve the process (e.g. types of questions to ask, importance of active listening and body language) Awareness of common biases when conducting reviews (e.g. halo effect) These guidelines could be more of a guide on how to have a coaching conversation with an employee as opposed to outlining the procedure - which should be in the policy itself <p>Performance Appraisal Form (2015)</p> <ul style="list-style-type: none"> Form to be completed biannually by staff/managers. Formal performance appraisals are conducted twice a year from August to July. Overall, the appraisal form has clear instructions and behavioural indicators expected of performance. <p>There are several considerations:</p>

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Aspects	Comments
	<ul style="list-style-type: none"> Section 3: Training and development form is good - how often do employees meet their developmental needs? What happens if this is not the case? It is unclear who monitors 'Section 4: Future Career Expectations', which offers employees to identify areas/skills they wish to move forward to. Are Council proactive in matching career aspirations to opportunities?" <p>Termination of Employment Policy and GM Practice Note</p> <ul style="list-style-type: none"> Acknowledges a wide variety of reasons why a termination of employment may occur (eg. poor performance, significant public disrepute, organisational restructuring) Clearly highlights the roles and responsibilities pertaining to each relevant party, and the process that should be followed by each of these groups/individuals Highlights on Page 4 that mitigating factors (including mental health issues and family/domestic violence issues) may be taken into account during preliminary assessments Addresses the matter of witness confidentiality on Page 6 in order to ensure that all aspects of the investigation are handled in a sensitive and appropriate manner Includes a questionnaire to support a comprehensive exit interview process, including an exploration of reasons for leaving, benefits of working for council and challenges of working for council <p>There are a several considerations:</p> <ul style="list-style-type: none"> Should make a clearer distinction between how voluntary and involuntary terminations are handled by the Council More explicit detail should be provided in this document about how mitigating factors (including mental health issues and family/domestic violence issues) should specifically inform decisions, particularly regarding how to balance performance management concerns with wellbeing concerns On Page 4, personnel should evaluate the impact of suspension on a) the employee's wellbeing, and b) the wellbeing of other employees and customers On Page 5, the definition of a 'conflict of interest' should be more clearly defined here On Page 13, it is noted that it is the responsibility of Organisational Development to facilitate the provision of regular training to all Council officials on their role and responsibilities in relation to the termination of employment procedure. Has such training occurred to date at WSC? If yes, what has this training specifically entailed?

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Aspects	Comments
	<ul style="list-style-type: none"> While the Employee Assistance Kit covers much information relating to severance payments, notice periods, arrangements to be made, key contacts and other HR/logistical considerations, there is a significant gap in terms of wellbeing arrangements besides a passing reference to the availability of EAP. It would be useful to accompany this guide with a separate guide about how to manage the effects of redundancy, redeployment and other forms of career transition on one's personal wellbeing. The procedure for staff separation included in Annexure F comes across as extremely transactional and, like the Employee Assistance Kit, it characterised by a significant gap in terms of wellbeing arrangements. It would be useful to accompany this guide with a separate guide about how to support employees affected by redundancy, redeployment and other forms of career transition. In the accompanying Termination of Employment GM Practice Note, the responsibilities for Managers and Coordinators/Term Leaders should be expanded to include a partial focus on responding to the immediate wellbeing needs of their staff (eg. taking action if they see that one of their redundant employees is struggling). <p>Reimbursement of Relocation Interview Expenses GM Practice Note</p> <ul style="list-style-type: none"> This procedure provides a framework to which staff are reimbursed for 1) interview costs and 2) relocation costs should the staff member be successful in the job application Clearly Outlines the eligibility to receive reimbursement when relocating for work, as well as the process for applying for reimbursement <p>There are a several considerations:</p> <ul style="list-style-type: none"> Travel and relocation can be considered a job demand especially when relocating family members as part of the process. If relocation occurs frequently in the council, it would be worth exploring how the Council aims to proactively support staff beyond covering for costs (i.e. the psychological impact of moving, support resources etc.) <p>Appointment of Casual, Temp, and Higher Grade Pay Procedure and GM Practice Note</p> <ul style="list-style-type: none"> This procedure outlines the practices for approving casual, temporary and processing Higher Duties Allowances at the discretion of the Deputy General Manager (Note: 'HDA' should be defined in the document) <p>There are a several considerations:</p> <ul style="list-style-type: none"> It is unclear as to how the Higher Grade Pay/Duties process occurs when there are a significant number of vacancies at the management level within the Council (refer to Organisational Structure document)

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	<ul style="list-style-type: none"> It is unclear as to whether development plans exist within the Council and how these Higher Grade Pay/Duties conversations can be incorporated into development plans When determining who should perform higher duties, although it is stated in the procedure that "<i>factors should be taken into consideration</i>", does this happen and through what process is this actually assessed in a fair, impartial manner given that the final call is made at the discretion of the GM In terms of job demands, it is unclear as to what happens to the employee's role when they "act up" in a role. That is, where does the workload from that employee's previous role distribute to and what impact does that have on the wellbeing of the team/individual? The accompanying GM Practice Note more clearly states the objective than the actual procedure (i.e. by stating "<i>eligibility criteria to be considered for casual, temporary or higher grade pay</i>") but does not appear to add much more value in terms of information. Responsibilities Table is missing key information from within the procedure. For example, Organisational Development has the responsibility to process reimbursement and forward it to the applicant. However, this is not listed in the responsibilities table <p>Power of Entry Procedure and GM Practice Note</p> <ul style="list-style-type: none"> This procedure outlines the person(s) who have authority to exercise power of entry, that is, the conditions of which entry to the workplace premises is allowed <p>There are several considerations:</p> <ul style="list-style-type: none"> It would be worth mentioning at the beginning of the procedure how Power of Entry contributes to maintaining a psychologically safe and healthy workplace on the various Council premises. In the accompanying GM Practice Note, the section "<i>Safety in the Workplace and Fitness for Work</i>" (pg. 2) should be included in the Power of Entry Procedure and should also make a reference to psychological health, not just 'health and safety' as the use of this language implies physical safety.

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Aspects	Comments
<p>Consistency</p> <p>Is there consistent communication of PS&HW intent and policy across Policies?</p> <p><i>Ensuring clarity and regularity in language used to promote understanding and adherence</i></p>	<p>In some policies, the language is positive by including an initial statement on how WSC is committed to creating optimum conditions and promoting a positive culture. However, this is not consistent across all policies. Ensure that this statement is place in all procedures for consistency in promoting a PS&HW.</p> <p>General observations on policies:</p> <ul style="list-style-type: none"> Should be specified more directly what value the GM Practice Note is intended to add, above and beyond the content of the procedure itself (i.e. who has access and how effective are they in serving their purpose?) "Adoption Dates" are not listed on any procedure or GM practice note. Ensure that adoption dates are entered in the policy as this may have an impact on version control and updating policies. Each Procedure and Practice note has either 'CURRENT', 'REVISED', or 'COMPLETED' at the beginning of each file name. It is unclear as to whether these refer to the same thing. Important to have consistency around labelling documents Occasional spelling errors e.g. 'famework' instead of 'framework' in Induction procedure A 'Responsibilities' table is included in every Practice Note and Procedure and list the exact same responsibilities across each document. Ensure that responsibilities are tailored specifically to each procedure.
<p>Confidentiality</p> <p>Is there formalised confidentiality of workplace psychological/broader psychosocial issue disclosure somewhere within policies (inc. bullying & harassment, hazard identification, etc.)?</p> <p><i>Assurance for staff of privacy in reporting/handling sensitive information</i></p>	<p>Confidentiality clauses are listed on several policies to provide guidance on the maintenance of security and to ensure that sensitive information is handled in an appropriate manner. However, in the Dignity and Respect Procedure, could explore the issue of confidentiality more in the context of investigations into alleged bullying & harassment.</p>
<p>Adherence</p> <p>Is there any evidence of policy adherence measures to ensure PS&HW outcomes?</p>	<p>No information provided about adherence to policies and procedures. Ensure that staff have access to these documents during induction and employment (particularly outdoor staff who do not have access to emails) and ensure that managers/leaders role model the procedures outlined these policies.</p> <p>The Council's Current Organisational Structure revealed a high number of vacant management positions, which may negatively affect adherence to and compliance with policies.</p>

Legend
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POLICIES AND PRACTICES

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Aspects	Comments
Ethics, Values, Vision Do organisational ethics, values and privacy statements reflect support of a PS&HW? <i>NOTE: These is not typically included in Desk Review requests, however if accessible can articulate Psych Health commitments & responsibilities.</i>	No documents were provided pertaining to organisational ethics, values and vision specifically. However, most GM Practice Note's begin with the espoused leadership values of WSC – “our leadership is based on mutual trust to foster and embody values of respect, responsibility, integrity and ethical governance” – which demonstrate support of a PS&HW in terms of role modelling supportive leadership and promoting a positive psychological workplace. However, it is unclear as to whether leaders model these espoused values.

Legend
Current level of organisational performance

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PLANNING & PRIORITIES

How is MH performance within the organisation measured?

Look at any relevant Lag and Lead Data collected and existing MH plans to identify and identify relevant 'hotspots'

Aspects	Comments
<p>Lag Data</p> <p>Standard performance metrics, such as Safety Incidents, Absenteeism, etc. Ideally, this is/can be amalgamated and assessed.</p> <p><i>This could include (but not limited to):</i></p> <ul style="list-style-type: none"> • Accurate records of time worked (including time worked outside of regular work times) • Absenteeism/leave data (e.g., sick leave, short- and long-term disability duration and rates) • Staff turnover rates • Safety Incidents (if relevant to psychosocial hazards) • Workers compensation injury data – physical and psychological • Return-to-work and accommodation policies and procedures 	<p>No information available on absenteeism or leave data.</p> <p>Staff turnover rates are measured in the exit interview spreadsheet outlining voluntary and involuntary turnover. The majority of turnover is due to resignations (voluntary). Furthermore, the majority of staff opt out of completing an exit interview.</p> <p>No information available on Safety Incidents.</p> <p>The psychological claims data provided detailed five cases over 2016 to 2019 that were all 'mental' in nature (2x cases bullying, 2x cases other mental health condition, 1x case work pressure). No information provided on physical related workers compensation data.</p> <p>No information provided on Return-to-work policies and procedures or supportive mechanisms in place.</p> <p>According to Exit Interview Data from 2014–2018, the most commonly report reasons for leaving include (bold text represent the most common since 2016):</p> <ul style="list-style-type: none"> - Poor Supervision / management - Lack of communication / direction around duties from management - Wages too low / inequity between staff in remuneration - Lack of civility / respect / bullying - Lack of opportunities for promotion - Low staff morale - Workload too low / not challenging / repetitive - Inadequate processes and systems - Lack of training / development - Lack of reward / recognition
<p>Lead Data</p> <p>Are there current lead data indicators? These will typically be captured through regular organisational culture/climate surveys.</p> <p><i>Results to assess could include (but not limited to):</i></p> <ul style="list-style-type: none"> • Work Satisfaction • Supportive Leadership • Workforce Engagement • Work-life balance Etc. 	<p>No information provided on Lead Data in terms of work satisfaction, supportive leadership, workforce engagement or work-life balance. However Communicorp has access to Workplace Wellbeing Index survey results and focus groups insights held in 2016.</p>

Legend
Current level of organisational performance

Extremely Poor
/AbsentPoor/
InadequateProblematic
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PLANNING & PRIORITIES

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Aspects	Comments
<p>EAP Reporting Processes and Recent Data</p> <p>This is a form of Lag data often containing more specific information.</p> <p>We are typically looking for:</p> <ul style="list-style-type: none"> Services Offered to Staff by the EAP provider Utilisation rates (over time) Types of issues reported 	<p>WSC utilise Optum as their external EAP provider. Overall, EAP usage dropped from 5.8% in 2016-2017 to 2.7% in 2017-2018. Optum provide services for employees, managers and family members of employees; in face-to-face, telephone, and online formats. The primary issues reported in the Optum EAP Annual Reports 2014-2018 were personal as opposed to work-related. However, work issues have made up 20-40% of EAP usage since 2016 and typically are related to accidents, critical incidents and quality of productivity. The reports include impact of issues and time lost due to presenting issues.</p> <p>Reference to EAP for support is listed in the Probation procedure, Grievance and Dispute procedure, and Dignity and Respect procedure.</p>
<p>Psychosocial Risk Measurement/ Management System</p> <p>Is there an integrated psychosocial risk management system?</p> <p>Are psychosocial factors/psychological hazards included in standard <u>Risk Register materials</u>?</p> <p><i>Note: For many organisations, existing Risk Registers including some limited psychological consideration will be the extent of this.</i></p> <p><i>Ensure Risk Registers are not just physical OHS risks</i></p>	<p>Although there is reference to a Workplace Health and Safety Management System (not provided), there is no information provided specifically on a psychosocial risk management or evidence of a system.</p>

Legend
Current level of organisational performance

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PLANNING & PRIORITIES

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Aspects	Comments					
Existing MH Plans Are there current or previous plans for ongoing monitoring of psych health-related activities? Assess whether these are connected to indicators and monitoring processes. Indicators and monitoring must be: <ul style="list-style-type: none">Realistically measurableConsiderate of technical and logistical limitationsDeveloped in consultation with staff Baseline measures should be utilised for effective comparison and evaluation <ul style="list-style-type: none">Has there been consideration of psychosocial skills gaps and training to remedy these?	<p>As recommended in 2016, there has been no information provided on existing MH plans to provide strategic direction for promoting psychological safety and wellbeing.</p> <p>Refer to 'Psychological Health Policy' section above.</p> <p>There is evidence of a Workforce Management Plan 2015-2025:</p> <ul style="list-style-type: none">This document provides a current snapshot of WSC workforce and a strategic roadmap for the future to address the gaps in Council. It includes the Council's commitment to a range of areas: health and wellbeing, learning & development, cultural diversity, flexibility in the workplace, skill shortages, critical positions, succession planning etc.It mentions the importance of learning and development and recognises the need for a training expenditure budgetIt mentions that the development of new initiatives in a staff wellbeing program will be implemented in a staged process over the next four years (from 2015 to 2019), however there is no evidence to suggest that the staff wellbeing program exists to dateSuccess Planning is listed as a priority, however we were not afforded this information e.g. an internal process, framework or guidelineMentions that "we must explore further options i.e. working from home, job sharing, graduated return to work" in flexible working, however it is unclear as to how this carried out in practiceMentions that an Attraction and Retention Program will be developed however there is no evidence to suggest that this has been established to dateAction Plans for growth are a good starting point to improving areas identified (e.g. Leadership, professional development etc.) - however it is lacking in specific and measurable strategies or goals in how to achieve gaps in workforce.States that this Workforce Management Plan will be reviewed via quarterly performance planning reporting and annual progress reports by an independent assessor and internal OD team. However it is unclear as to whether this review process takes place and whether goals are altered based on reviews					
Legend Current level of organisational performance	<table><tr><td>Extremely Poor /Absent</td><td>Poor/ Inadequate</td><td>Problematic performance</td><td>Acceptable</td><td>Excellent</td></tr></table>	Extremely Poor /Absent	Poor/ Inadequate	Problematic performance	Acceptable	Excellent
Extremely Poor /Absent	Poor/ Inadequate	Problematic performance	Acceptable	Excellent		

ACTIONS, STRATEGIES & SKILLS

Looking at previous/current MH training and interventions to determine their scope and utility.

Aspects	Comments
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MH Related Training

Workplace training conducted to date

Determine and assess previous/current psych health-related training programs.

- What were the courses?
- What was the content?
- How many staff? (Coverage) i.e. Did it reach a critical mass?
- What psychosocial factors were they addressing?
- How was training evaluated?
- How was/is it being reinforced?

This could include (but not limited to):

- Resilience training;
- Mental Health First Aid;
- Mindfulness;
- Bullying and Harassment training; etc.

Mental Health Training

Unclear as to whether MH-related training has occurred in the past, however MH Training is scheduled to take place in three stages:

- 1 Mental Health at Work (1x full day) training for Managers and Executives.
- 2 Mental Health First Aid (2 day course) for 30-40 identified staff members
- 3 Mental Health Awareness session (½ day) for all staff

MH training targeted at various levels within the organisation reveals a systemic focus (all staff and managers/executives). However several considerations and gaps remain:

- Do HR/WHS and middle management receive MH training?
- To what extent is this training preventative/early intervention focused?
- To what extent is the all staff 'Awareness' session skills based?
- How will staff be able to practice their skills around wellbeing conversations?
- Is the 'Mental Health strategy' inclusive of anything beyond training? Where is WSC's intervention focus?
- How is this training being evaluated and reinforced by senior managers and executives?

Bullying and Harassment Training

It is noted that it is the responsibility of Organisational Development to facilitate the provision of regular training to all Council officials on their role and responsibilities in relation to bullying & harassment (refer to **Dignity and Respect procedure**). However, it is unclear as to how frequently this training occurs within the Council.

Disclaimer: Bullying and Harassment Policy has been changed to Dignity and Respect Policy - it is possible that this PowerPoint for Managers and Staff is outdated. Comments provided below are based on the 2014 slides:

Managers' Training Presentation 2014

- Presentation begins with a statement of the Council's values, which helps reinforce the explicit values of the organisation and their commitment to living by them.
- Provides clear definitions on what "bullying" and "harassment" is and what it is not
- Clearly states the legislative obligations and responsibilities of managers to intervene and manage bullying/harassment in the workplace
- Makes reference to the accompanying policy, Bullying and Harassment (now known as Dignity and Respect)

There are several considerations:

- The training could include a section on what incivility is to recognise more of the subtle, lower-level behaviours

Legend
Current level of organisational performance

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PLANNING & PRIORITIES

How is MH performance within the organisation measured?

Look at any relevant Lag and Lead Data collected and existing MH plans to identify and identify relevant 'hotspots'

Aspects	Comments
	<ul style="list-style-type: none"> On slide 14, it states that "it is your role, do not shy away from it". This statement has a punitive tone and should be addressed. Managing bullying and harassment cases can be quite challenging especially if leaders do not feel equipped with the appropriate skills and resources. It is unclear as to what level of support is provided to managers to navigate through the process when bullying or harassment cases are lodged (e.g. expected timeframes, actions to take etc.) The training identifies that situational leadership is a strategy for managing bullying and harassment, but it is unclear as to whether managers are trained in these skills On slide 20, it states "Emotionally tone deaf/sociopaths". Reconsider the use of punitive language here as it is inappropriate to imply that a technical person who lacks empathy and insight is a sociopath. People management training may be necessary in this case. No work life balance is listed as an indicator of being emotionally tone deaf/sociopath, which may be wrong to assume that this is entirely the individual's control and perhaps dependent on the work environment It is unclear whether there are opportunities to role play or practice skills relating to managing bullying and harassment in training <p>Staff Training Presentation 2014</p> <ul style="list-style-type: none"> Same positive comments as listed above in manager's training <p>There are some considerations:</p> <ul style="list-style-type: none"> It is unclear whether there are opportunities to role play or practice skills relating to managing bullying and harassment in training More could be emphasised on 'whistle blowing' procedures, as it only states that staff should "report any bullying you see occurring to others in the workplace in accordance with policy". This statement may not foster a sense of psychological safety around reporting bullying in the workplace.

Primary intervention strategies

Prevention-oriented processes, aiming to mitigate the development of psychological harm

<p>Recruitment/Development</p> <p>Does hiring and promotion utilise means of assessment based on evaluated psychological job demands? (e.g., structured interviews, questionnaires/ selection testing)</p> <p>Are psychological job demands embedded in the JD?</p>	<p>Promotion to a higher salary was covered in the Capability Framework Procedure and accompanying GM Practice Note. The procedure is clearly focused on-merit based assessment and outlines the importance of remaining impartial, objective and confidential in the assessment process when assessing for capability (salary increase). It is worth exploring to what extent this process fosters coaching for development.</p> <p>No job descriptions provided, hence unable to determine whether psychological demands are addressed.</p>
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PLANNING & PRIORITIES

How is MH performance within the organisation measured?

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Aspects	Comments
<p>Induction Processes</p> <p>New staff supported with information, training, and/or mentorship considering psychological job demands</p>	<p>Induction GM Practice Note</p> <ul style="list-style-type: none"> • Outlines how the induction program intends to minimise psychological demands through positively framed language (e.g. familiarising with the council's values, clarity around roles and responsibilities) • Indicates the Council's commitment to a supportive environment through the opportunity to find a mentor or nominated peers (buddies). <p>There are several considerations:</p> <ul style="list-style-type: none"> • This positive language is not necessarily consistent throughout the procedure. For instance, it is stated "<i>the Employee Induction Program is designed to help employees become effective quickly and easily by...</i>" It is worth including a more broad comment pertaining to promoting/maintaining a psychological safe and healthy workplace as opposed to simply focusing on staff performance.
<p>Professional Development opportunities</p> <p>Existing staff have dedicated time and funds for training and career advancement.</p>	<p>Learning and Capacity Procedure</p> <ul style="list-style-type: none"> • Clearly outlines Council's commitment to a safe and healthy workplace and to the identification, elimination and/or reduction of hazards • Encourages equity of access to educational and development opportunities for a wide range of implicated stakeholders, including secondary students, tertiary students, apprentices, trainees, graduates, existing council staff and more. <p>There are several considerations:</p> <ul style="list-style-type: none"> • The WHS training program covers a range of specific issues relating to physical safety, however it is unclear to what degree issues regarding psychological safety covered in this training or elsewhere. • The procedure does not clearly outline how internal training opportunities are evaluated by the Council for their efficacy and value before and after they have occurred. • More detail could be included about how the learning needs of individuals and teams are identified by Council (such as through Training Needs Analyses, Job Analyses or Performance Reviews). • It is unclear as to whether there is a training and development calendar existing in the organisation or whether individuals have unique development plans and goals. <p>Training Calendar for 2016</p> <ul style="list-style-type: none"> • Upon conducting a rough calculation, 19 out of 236 (8%) training and conference opportunities were directly related to psychological

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How is MH performance within the organisation measured?

Look at any relevant Lag and Lead Data collected and existing MH plans to identify and identify relevant 'hotspots'

Aspects	Comments
	health and wellbeing across 2016-2017. Some of these training initiatives included: women's development program, leadership and sustainability workshop, bullying and harassment, indoor/outdoor leadership training, positive behaviour support and introduction to return to work). Most other training opportunities scheduled in the calendar related to physical safety. Given that this was provided in 2016 and no training calendar has been afforded to us in 2019, these statistics may have increased since then and should be interpreted with caution.
Add any other relevant interventions here	N/A

Secondary intervention strategies

Appropriate secondary intervention strategies, focused on identifying and addressing emerging PS&HW issues.

<p>Performance Management</p> <p>Incorporating appropriate recognition and reward for positive performance, and identifying areas for improvement/addressing psych-related concerns</p>	<p>Performance Appraisal Guidelines for Managers and Supervisors</p> <p>Lists a series of formal rewards and informal recognition (e.g. personal letter or email from the GM), however it is unclear as to how often this occurs in practice.</p> <p>Capability Framework Procedure</p> <ul style="list-style-type: none"> • Outlines the process for receiving a salary increase (known internally as "change of pay rate/step increase") on the basis of a comprehensive capability assessment. <p>There are several considerations:</p> <ul style="list-style-type: none"> • Although the Capability Framework is clearly focused on-merit based assessment and the importance of remaining impartial, objective and confidential in the assessment process when assessing for capability, there is no mention of psychological wellbeing conversations that take place as part of this assessment process. • It is also unclear as to how often this process takes place, whether it is driven by employee's willingness for higher grade/pay or a compulsory annual assessment, or to what extent the focus of this procedure is focused on coaching and development or more of a tick-the-box exercise. • Consistent with the accompanying Capability Framework GM Practice Note, it makes no reference to broader skill development, but rather focuses solely on progression from grades in line with the Council's Remuneration System. It would be worth broadening the scope in terms of skill development (e.g. lateral moves, consolidation of skills) as opposed to simply a promotion for salary increase (vertical move).
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Legend
Current level of organisational performance

Extremely Poor /Absent	Poor/ Inadequate	Problematic performance	Acceptable	Excellent
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PLANNING & PRIORITIES

How is MH performance within the organisation measured?

Look at any relevant Lag and Lead Data collected and existing MH plans to identify and identify relevant 'hotspots'

Aspects	Comments
Early Intervention Emerging mental health concerns in individual staff identified and referred to support services	No evidence of early intervention initiatives or mechanisms to identify staff with emerging mental health concerns.
Support Programs e.g. Peer support/telephone counselling programs	Employee and Manager hotlines available through Optum EAP service provider. Confidential coaching & counselling for staff & families. Face-to-face, telephone and online counselling services available for personal and work-related issues (legal, finance and exec assistance).
Add any other relevant interventions here	N/A

Tertiary intervention strategies

Appropriate tertiary interventions applied where PS&HW issues exist, without excessive or exclusive reliance on these as the primary means of addressing workplace psychological health.

Return-to-Work/Accommodation (Any relevant documentation. Looking for effective practices to make reasonable adjustments to support; Regular communication with off-work employees)	No information provided on Return-to-work policies and procedures or supportive mechanisms in place.
EAP Independent. Services available and accessible for staff and immediate family members, with regular reporting and communication.	Employee and Manager hotlines available through Optum EAP service provider. Confidential coaching & counselling for staff & families. Face-to-face, telephone and online counselling services available for personal and work-related issues (legal, finance and exec assistance).
Incivility, bullying and harassment procedures (Examples of documentation of incidents with formalised reporting processes, updates for relevant parties, and expected outcomes)	Clear, fair guiding principles are provided in the Dignity and Respect Procedure in order to outline the manner in which all investigations into alleged bullying & harassment should be conducted. Bullying incidents are reported in psychological claims data .
Add any other relevant interventions here	N/A

Missing Documentation

The following documents were referenced in the documents offered by Wingecarribee Shire Council, although not provided:

- Workplace Health and Safety Management System
- Conduct Guide

➤ Any Return to Work policy and supportive mechanisms?

Appendix B: Additional Survey Metrics

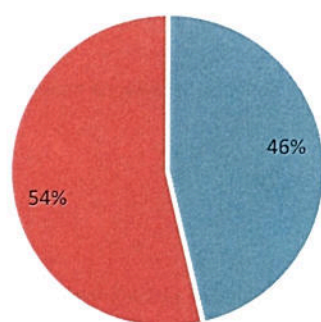
Response Statistics

Started	Total Completed	Online	Paper-based	Completion Rate
335	229	186	43	68.36%

The findings from this survey can be confidently considered as representative of the approximately 420 staff in a variety of roles at the Council.

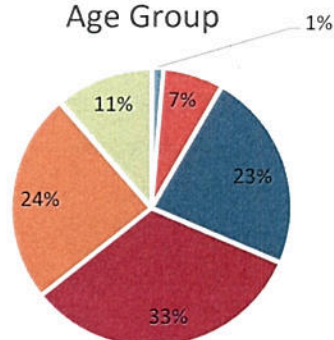
Respondent Demographics

Gender



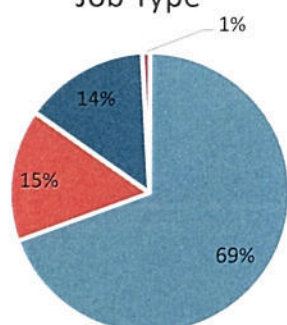
■ Female ■ Male

Age Group



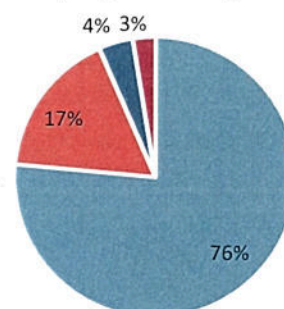
■ Under 20 ■ 21 - 30 ■ 31 - 40
■ 41 - 50 ■ 51 - 60 ■ Above 60

Job Type

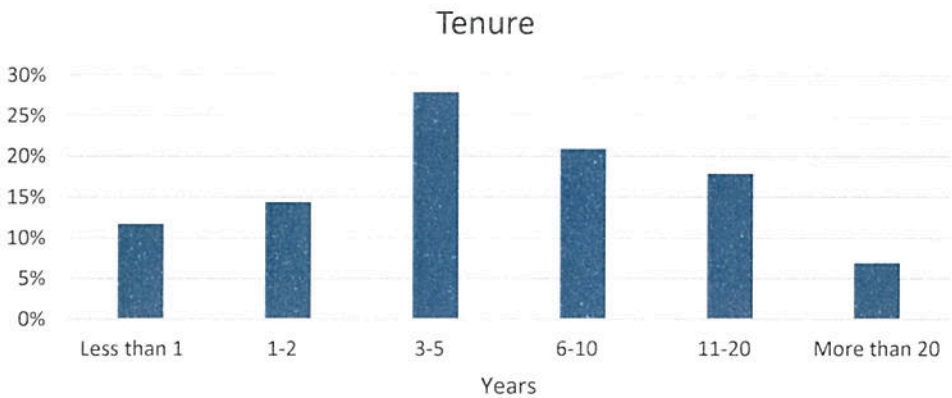


■ Non-Managerial ■ Team Leader/Supervisor
■ Manager/Coordinator ■ Executive

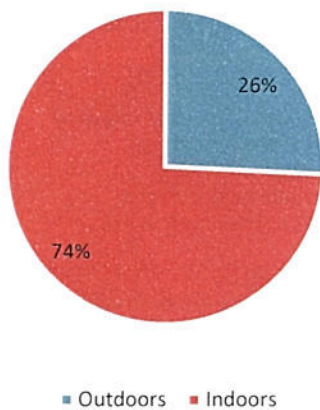
Employment Type



■ Permanent Full-Time ■ Permanent Part-Time
■ Casual ■ Contract



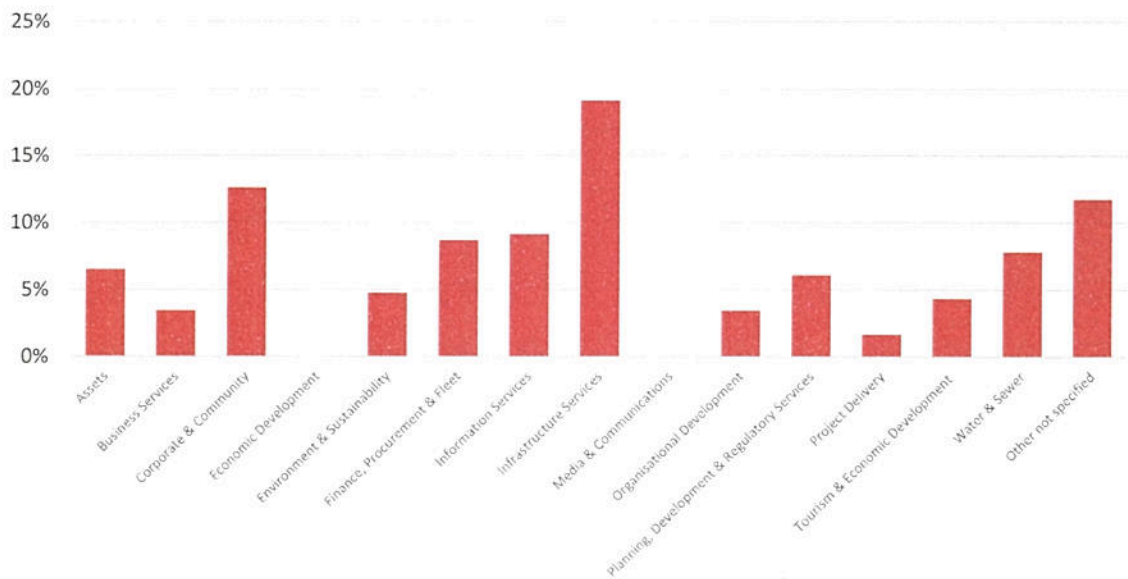
Primary Work Environment



Division



Branch



Top & Bottom 10 WWI Survey Results

Top 10 (Comparison Between 2016 to 2019)

2016 Survey		2019 Survey	
Survey Item	Level of Agreement	Survey item	Level of Agreement
14. I believe this organisation will undergo significant changes in the next 12 months	88%	39. My colleagues are willing to provide each other with help to get work done during busy times	83%
39. My colleagues are willing to provide each other with help to get work done during busy times	83%	42. If I had an issue that impacted my ability to complete my work (e.g. personal or work related issues) I would discuss this with my manager	82%
37. I am able to prioritise my tasks so I can better manage my workload	82%	37. I am able to prioritise my tasks so I can better manage my workload	80%
42. If I had an issue that impacted my ability to complete my work (e.g. personal or work related issues) I would discuss this with my manager	82%	41. I am motivated to do my job well	80%
1. I am personally aligned to this organisation's stated mission and values	80%	10. My managers/supervisors regularly attend staff/or team meetings	77%
41. I am motivated to do my job well	78%	1. I am personally aligned to this organisation's stated mission and values	75%
10. My managers/supervisors regularly attend staff/or team meetings	77%	50. I regularly take my holidays every year (i.e. annual leave)	75%
51. I regularly participate in social events held by the organisation (e.g., BBQs, picnics, drinks functions)	77%	6. My direct managers are readily available and approachable if I have any workplace concerns	74%
38. I am able to suggest to my manager or colleagues new ways of doing work tasks to make better use of my own or my team's resources (time, materials, equipment, budget etc)	73%	38. I am able to suggest to my manager or colleagues new ways of doing work tasks to make better use of my own or my team's resources (time, materials, equipment, budget etc)	74%
13. I believe my work area will restructure within the next 12 months	69%	35. My manager gives me reasonable time to properly complete my allocated tasks	71%

Bottom 10 (Comparison Between 2016 to 2019)

2016 Survey		2019 Survey	
Survey Item	Level of Agreement	Survey Item	Level of Agreement
16. I would describe this organisation's culture as characterized by trust, honesty and fairness	16%	15. I believe this organisation finds it easy to fill positions	7%
20. I believe this organisation has an effective employee performance review and appraisal system	16%	28. I believe that employee feedback is documented, considered and acted upon in this organisation (e.g., employee suggestions, exit interviews, complaints/grievances)	20%
28. I believe that employee feedback is documented, considered and acted upon in this organisation (e.g., employee suggestions, exit interviews, complaints/grievances)	17%	29. This organisation has and uses informal mechanisms for soliciting employee input and feedback (e.g., suggestion box, email)	20%
30. I believe all staff are held equally accountable for their actions in this organisation	21%	20. I believe this organisation has an effective employee performance review and appraisal system	23%
29. This organisation has and uses informal mechanisms for soliciting employee input and feedback (e.g., suggestion box, email)	22%	16. I would describe this organisation's culture as characterized by trust, honesty and fairness	25%
55. Psychological well-being is actively encouraged within the organisation (e.g. stressful tasks are changed to assist staff, breaks are regularly provided from stressful tasks)	24%	19. I believe that this organisation effectively fills vacancies through internal promotions	25%
12. I believe promotion decisions consider employees' interpersonal/emotional abilities not just their technical skills	26%	23. This organisation celebrates achieving milestones	25%
26. I believe that training and development opportunities are equally available for all staff within this organisation	30%	55. Psychological well-being is actively encouraged within the organisation (e.g. stressful tasks are changed to assist staff, breaks are regularly provided from stressful tasks)	25%
9. My direct managers/supervisors receive the support they need from the organisational leadership in order to do their job effectively	32%	22. I believe this organisation provides employees with effective non-monetary rewards (e.g., time off, better shifts, preferred task selection)	26%
43. I feel comfortable using our organisation's Employee Assistance Program	32%	12. I believe promotion decisions consider employees' interpersonal/emotional abilities not just their technical skills	28%

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Appendix C: Wingecarribee Shire Council Wellbeing Action Planning session 27 May 2016

Participants:

Anne Prendergast General Manager

Mark Pepping, Deputy General Manager, Corporate Strategy & Development Services

Barry W Paull, Deputy General Manager, Operations Finance & Risk

John Burgess, Group Manager Organisational Development

Facilitators:

Mark Oostergo, General Manager and Psychologist, Communicorp

Sharon Bent, Organisational Psychologist and Executive Coach, Communicorp

Objective

Develop Priority Actions to support a psychologically safe and healthy workplace

Pre-reading: Workplace Well-being Index (WWI) Wellbeing Survey Preliminary report 8 May 2019

Key outcomes: See over-page



Hazard	Proposed Mitigation Strategy	Who & Time-frame
<p>People Leadership, specifically the consistent and effective management of underperformance and counter-productive workplace behaviour throughout all levels of people management. Key principles: Clear expectations, ongoing communication and coaching, and consequences;</p> <p>Consistent role-modelling of effective People and Performance management behaviours.</p>	<p>Continue to develop, support and coach all people managers, from front-line Team Leaders through to middle and senior managers, to fulfil the people management requirements of their role e.g. holding staff to account to fulfil the full requirements of their role, managing underperformance, calling out counter-productive and incivil behaviours, ensuring effective transfer of communication and feedback up and down the organisation, promoting collaboration across the organisation, providing regular positive and developmental feedback, and rewarding and recognising high performance through indicative activities such as:-</p> <p>Participation in leadership development training'</p> <p>Managers holding monthly catch-ups with their people managers to support and coach them in applying their people management skills with their staff and documenting evidence of this in their Performance Management Plan</p> <p>Inserting a performance outcome around people management into every People Manager's performance plan as people believe 'What's measured is what matters!'. One measurable outcome would be whether People Managers are having monthly catch-ups with their own staff and reviewing the notes from these. The purpose of these conversations is to share mutual needs and expectations around the role and its requirements, address gaps and celebrate/recognise strong performance. (Cornerstone could be used to capture these)</p> <p>Providing mentoring support to people leaders, especially at the Team Leader level, to implement consequences to shape desired behaviour change, both recognition and reward for positive performance and behaviours, as well as averse for unhelpful behaviour and poor performance</p> <p>Enlisting union support to replace underperformance and counter-productive behaviours with behaviours and performance that contribute towards a psychologically safe and healthy workplace</p> <p>Use 'Acting Up' opportunities to encourage aspiring People Leaders to test out their capability and appetite for working in a People Leader role, to remove some of the risk to those wishing to apply for these roles. Providing Acting Up opportunities across departments could also boost collaboration across traditional 'silos' and remove the need for those 'Acting Up' to transition from 'Mate to Manager' then back to 'Mate' in a short period of time.</p> <p>Encourage peer learning and mentoring by co-locating high performing people leaders with emerging people leaders</p> <p>Consider 360 degree reporting and coaching for the senior leadership team and executive leadership team.</p>	

	<p>This leadership training should be reviewed to ensure that it builds participants' competency and confidence to:-</p> <p>Manage under-performance and counter-productive behaviours</p> <p>Provide effective day-to-day recognition and feedback, including noticing more helpful and high-performance behaviours</p> <p>Transitioning from 'Mate to Manager' so managers learn to set appropriate boundaries with mates</p> <p>Performance coaching to switch on thinking, motivation to change and personal accountability. (Please also see Action 2)</p>	
Hazard	Proposed Mitigation Strategy	Who & Time-frame
<p>Job strain through high job demands as a result of difficulties recruiting to vacant positions. Under-staffing effects both psychological and physical health and safety.</p>	<p>It was recognised that whilst other Councils in the region experience similar challenges with recruitment and that Wingecarribee Shire Council's remuneration appears to be competitive (e.g. when compared with Camden City Council's), the situation is likely to worsen with the development of the airtropolis to the north-west of the council's catchment area and Snowy Hydro 2. It was recognised that whilst council already has some initiatives in place to promote Council's employment proposition (e.g. a video of current employees promoting Council's value as an employer, discounted child-care fees for children attending Council-run facilities), there is potential for these to be better promoted, coordinated and given higher priority, given that job strain caused by unfilled positions is a growing hazard. It was suggested that Council should consider the development of a strategic plan to attract and retain talent and that this should be based on a careful analysis of Council's capability needs over the next 5 years, and should bring together a suite of coordinated initiatives designed to promote the employee value proposition in a targeted way; one that is based on the various job types it is trying to fill and people it is keen to attract. Initiatives worth serious consideration include:-</p> <ul style="list-style-type: none"> Development of guidelines to implement flexible work practices (e.g. remote working, job-sharing, part-time hours) with a view to attracting a more diverse applicant pool. These guidelines would need to include criteria to ensure operational and WHS requirements were met, perceived equity was managed and should incorporate a requirement of people leaders to regularly review any agreements made to ensure they are continuing to work for the individual employee, their team-mates and Council. The implementation of more flexible work practices should enhance rather than threaten Council's operational needs being met, especially if implemented in partnership with People 	

	<p>Leaders managing employee performance based on progress against agreed deliverables as captured in the employee's Performance plan, rather than relying on visual over-sight.</p> <ul style="list-style-type: none"> • Packaging and promotion of the benefits of working with Council e.g. discounted child-care at Council-run facilities, discounted access to gyms, <p>In addition, where filling positions remains problematic, the concerns about workload and stress-related complaints associated with high job demands can be reduced by improving leadership and work-team climate, without changing the objective level of work demands. For this reason, ensuring people leaders demonstrate effective leadership behaviours and create a positive work-team climate, as outlined in Action 1, become even more critical. The specific leader behaviours most critical to buffering staff against high job demands are as follows, and as such it is important that these are developed in the current suite of Leadership training on offer:-</p> <ul style="list-style-type: none"> • Fostering genuine 2-way feedback • Modelling integrity by doing what one says one will do, modelling Council's values, standing up for what is right • Facilitating staff discussion and professional debate to address operational challenges instead of telling and directing • Proactively clarifying values and behavioural expectations • Increased level of informal and development-oriented feedback • Empowering staff to drive business improvement initiatives • Promoting Clarity i.e. via clear goals and objectives, limit-setting, behavioural expectations • Encouraging Learning i.e. Providing Feedback, coaching and development • Fostering Engagement i.e. Empowering, building ownership and teamwork • Demonstrating Empathy i.e. Support, genuine role-modelling and proactive communication with staff to address mental health and performance concerns <p>These behaviours promote more positive emotional states (e.g. morale) and have a significant impact on employee well-being and a range of other people and performance-related outcomes such as greater discretionary effort, engagement and safer performance, as well as reducing counter-productive behaviours.</p>
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<p>Critical Incidents e.g. Aggressive behaviour, abuse and criticism from customers, media</p>	<p>It was identified that Council staff can be on the receiving end of abuse and criticism from customers and the media and whilst the Council is mostly unable to avoid this risk, it currently does provide front-line staff with training in how to manage challenging behaviours and supports them in setting limits with customer behaviours and with a communication strategy to manage adverse media events, when there is advanced notice of this. These provide some protection to staff by reducing the cognitive and emotional demands of these events.</p> <p>In addition to maintaining these efforts, it is recommended that:-</p> <ol style="list-style-type: none"> 1 a systems-based approach be implemented to manage critical incidents through:- <ul style="list-style-type: none"> - Identifying risks - Growing staff capability to protect themselves against these during the incident - Promoting organisational policies and procedures to set behavioural expectations e.g. Dignity and Respect, Code of Conduct, Council values - Implementing effective debrief initiatives and follow-up by people leaders post critical incidents 2 People Leaders, Councillors and all staff be held to the behavioural standards outlined in the Code of Conduct and in Council's values and that a zero-tolerance approach be taken to behavioural drifts from these 3 Councillors be enrolled in minimising staff exposure to risks associated with critical incidents and adverse media events by modelling civility, including the responsible, respectful, restrained and principled raising of concerns over Council matters with staff and the media
Hazard	Proposed Mitigation Strategy
<p>Poor visibility of Senior Leadership team and Executive Leadership Team leading to</p>	<p>Who & Time-frame</p> <ul style="list-style-type: none"> • Executive Leadership 'Road shows' to celebrate accomplishments • Inviting all staff, both new and long-standing, on a random basis to a BBQ or lunch at the Civic Centre to get to know the leadership team and other staff • Circulation of quarterly GM newsletter/report to all staff acknowledging achievements, providing 'potent praise' for extra effort, challenges overcome to achieve these, to thank people, promote positive behaviours (those that Council would like to see more of), invite to participate in some type of social, charitable, success-building initiative

less follower engagement		
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Appendix D: WSC Council Meeting Briefing

Hazard	Proposed Mitigation Strategy
<p>People Leadership, specifically the consistent and effective management of underperformance and counter-productive workplace behaviour throughout all levels of people management.</p> <p>Key principles: Clear expectations, ongoing communication and coaching, and consequences; Consistent role-modelling of effective People and Performance management behaviours.</p>	<p>Continue to develop, support and coach all people managers, from front-line Team Leaders through to middle and senior managers, to fulfil the people management requirements of their role e.g. holding staff to account to fulfil the full requirements of their role, managing underperformance, calling out counter-productive and incivil behaviours, ensuring effective transfer of communication and feedback up and down the organisation, promoting collaboration across the organisation, providing regular positive and developmental feedback, and rewarding and recognising high performance through effective leadership training.</p> <p>This leadership training should be reviewed to ensure that it builds participants' competency and confidence to:-</p> <ul style="list-style-type: none"> • Manage under-performance and counter-productive behaviours • Provide effective day-to-day recognition and feedback, including noticing more helpful and high-performance behaviours • Transitioning from 'Mate to Manager' so managers learn to set appropriate boundaries with mates • Performance coaching to switch on thinking, motivation to change and personal accountability. (Please also see Action 2)

Hazard	Proposed Mitigation Strategy
<p>Job strain through high job demands as a result of difficulties recruiting to vacant positions. Under-staffing effects both psychological and physical health and safety.</p>	<p>It was recognised that whilst other Councils in the region experience similar challenges with recruitment and that Wingecarribee Shire Council's remuneration appears to be competitive (e.g. when compared with Camden City Council's), the situation is likely to worsen with the development of the airtropolis to the north-west of the council's catchment area and Snowy Hydro 2. It was recognised that whilst council already has some initiatives in place to promote Council's employment proposition (e.g. a video of current employees promoting Council's value as an employer, discounted child-care fees for children attending Council-run facilities), there is potential for these to be better promoted, coordinated and given higher priority, given that job strain caused by unfilled positions is a growing hazard. It was suggested that Council should consider the development of a strategic plan to attract and retain talent and that this should be based on a careful analysis of Council's capability needs over the next 5 years, and should bring together a suite of coordinated initiatives designed to promote the employee value proposition in a targeted way: one that is based on the various job types it is trying to fill and people it is keen to attract.</p> <p>In addition, where filling positions remains problematic, the concerns about workload and stress-related complaints associated with high job demands can be reduced by improving leadership and work-team climate, without changing the objective level of work demands. For this reason, ensuring people leaders demonstrate effective leadership behaviours and create a positive work-team climate, as outlined in Action 1, become even more critical.</p>
<p>Critical Incidents e.g. Aggressive behaviour, abuse and criticism from customers, media</p>	<p>It was identified that Council staff can be on the receiving end of aggressive customer behaviour and criticism from customers and the media and whilst the Council is mostly unable to avoid this risk, it currently does provide front-line staff with training in how to manage challenging behaviours and supports them in setting limits with customer behaviours and with a communication strategy to manage adverse media events, when there is advanced notice of this. These provide some protection to staff by reducing the cognitive and emotional demands of these events.</p> <p>In addition to maintaining these efforts, it is recommended that:</p> <ul style="list-style-type: none"> 1 a systems-based approach be implemented to manage critical incidents through: <ul style="list-style-type: none"> - Identifying risks - Growing staff capability to protect themselves against these during the incident

	<ul style="list-style-type: none"> - Promoting organisational policies and procedures to set behavioural expectations e.g. Dignity and Respect, Code of Conduct, Council values - Implementing effective debrief initiatives and follow-up by people leaders post critical incidents <p>2 People Leaders, Councillors and all staff be held to the behavioural standards outlined in the Code of Conduct and in Council's values and that a zero-tolerance approach be taken to behavioural drifts from these</p> <p>3 Councillors be enrolled in minimising staff exposure to risks associated with critical incidents and adverse media events by modelling civility, including the responsible, respectful, restrained and principled raising of concerns over Council matters with staff and the media</p>
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**Communicorp Psychologically Safe
& Healthy Workplaces Framework**

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