



Building A Psychologically Safe Workplace By Investing In Engagement And Manager Capability

GALLUP®



Engagement reduces the risk of psycho-social hazards in the workplace

Compared to an Actively Disengaged employee, an Engaged employee is:

37%

less likely to be diagnosed by a healthcare professional as suffering from **DEPRESSION**

65%

less likely to say they have been treated with **DISRESPECT** in the workplace

75%

less likely to report seeing **UNETHICAL BEHAVIOUR** in the workplace

84%

less likely to say they have experienced **BULLYING & HARASSMENT** at work

Source: Gallup.com



Managers
account for at least

70%

of the variance
in employee
engagement scores
across teams.

The Q¹²[®] Engagement Hierarchy



Q12. This last year, I have had opportunities at work to learn and grow.

Q11. In the last six months, someone at work has talked to me about my progress.



Q10. I have a best friend at work.

Q09. My coworkers are committed to doing quality work.

Q08. The mission or purpose of my company makes me feel my job is important.

Q07. At work, my opinions seem to count.



Q06. There is someone at work who encourages my development.

Q05. My supervisor, or someone at work, seems to care about me as a person.

Q04. In the last seven days, I have received recognition or praise for doing good work.

Q03. At work, I have the opportunity to do what I do best every day.



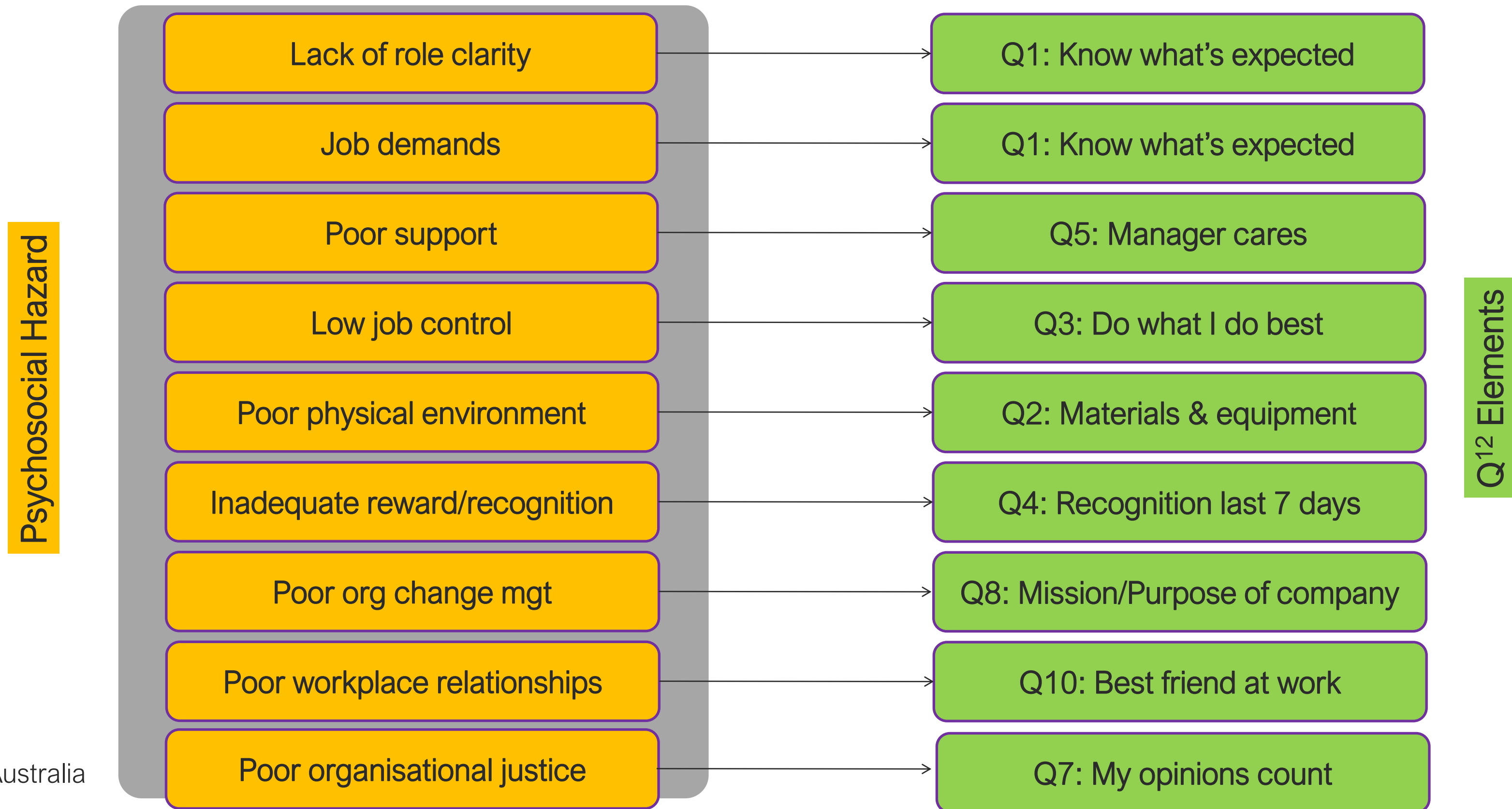
Q02. I have the materials and equipment I need to do my work right.

Q01. I know what is expected of me at work.

The Q¹² as a Leadership Framework

	Q ¹² Condition	Human Need	Manager Behaviour
 Growth	12. Opportunities at work to learn & grow	Challenge me	Highlight growth opportunities
	11. Progress in the last 6 months	Help me review my contribution	Discuss performance
 Teamwork	10. Best friend at work	Help me build trust	Create the space for connection
	09. Coworkers committed to quality	Help me feel proud	Raise the bar
	08. Mission/purpose of company	Help me see my importance	Connect the dots
 Individual	07. My opinions count	Hear me	Ask for input
	06. Encourage Development	Help me grow	Encourage development
	05. Manager/someone at work cares	Care about me	Show care
	04. Recognition last seven days	Help me see my value	Recognise regularly
 Basic Needs	03. Do what I do best every day	Know me	Aim strengths productively
	02. Materials & Equipment	Equip me	Equip the team
	01. I know what is expected of me at work	Focus me	Set clear expectations

The Q¹² elements align with many of the known psychosocial hazards*



*Safework Australia



The #1

Manager Skill:

MEANINGFUL CONVERSATIONS



CASE STUDY



Lee Gordes

Wastewater Network Coordinator

“As a manager I have moved from telling the team to working with them and coaching them”

- 1 meaningful conversation a week
- Creating learning & development opportunities for younger generations
- Providing equipment & tools to do the job

- ‘Building Better Communities Together’
- Population 100,000
- Centers of Hervey Bay & Maryborough
- 3,060kms road network
- \$154 Million Capital Works
- K’gari (Fraser Island) tourist hub



- Coming out of Covid
- Sentiment of high workloads, increased stress, fatigue
- Leadership development taken back seat
- No employee measurement since 2019
- Managing the risk of psychosocial hazards in the workplace Code of Practice 2022 (effective 1 April 2023)



We needed to **REFOCUS**



Trust **Respect** **Accountability** Initiative **Teamwork** **Service**

OUR AIM



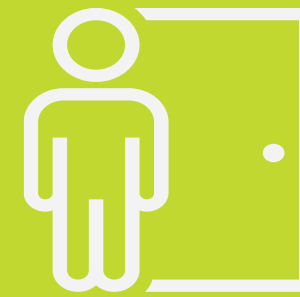
Increased
employee
engagement



Psychologically
safe workplace



Reduced
absenteeism &
workplace injuries



Reduced
turnover



Delivery of
operational
outcomes



Improved
customer
satisfaction

THE MANAGER ACCOUNTS FOR **70%** OF VARIANCE IN TEAM ENGAGEMENT

Gallup



Employee Engagement Q¹² Insights

Mean



Percentile Rank

26th

The mean is Government

[VIEW DETAILS](#)

Highest Q¹² Items ?

Q01. Know What's Expected



[GET ADVICE](#)

[CREATE ACTION PLAN](#)

Q02. Materials and



[GET ADVICE](#)

[CREATE ACTION PLAN](#)

SHORT, SHARP, ACTIONABLE

- Survey & Action Planning
- Resource Platform
- CEO & Director team visits
- Q12 framework for ongoing meaningful conversations
- Reducing risk of psychosocial hazards



WATER REUSE TEAM

Developed a matrix specific to the specialist skills and training required for the job

Q01 - Low role clarity

Q02 - Poor support

Q06 - Low reward and recognition



Executive Leaders

CEO, Directors, Executive Managers



Boss to Coach

Managers, Coordinators, Supervisors



creating great leaders

Mate to Manager

Team Leaders, new/upcoming people managers



Psychosocial Risk | Bullying & Harassment – Speak up Culture



Building Capability Modules

HR Fundamentals

Managing Performance

Recruitment & Selection

Managing Remote Teams

Procurement Essentials

Governance Essentials

Finance Essentials

Crucial Conversations

Meeting Facilitation/ Preparedness

Code of Conduct & TRAITS

Emotional Intelligence

Wellbeing at Work (Mental & Physical)

Responding to difficult situations/ behaviours

Work Efficiency

Safety Leadership & Culture

Understanding & Leading Change

Team Building

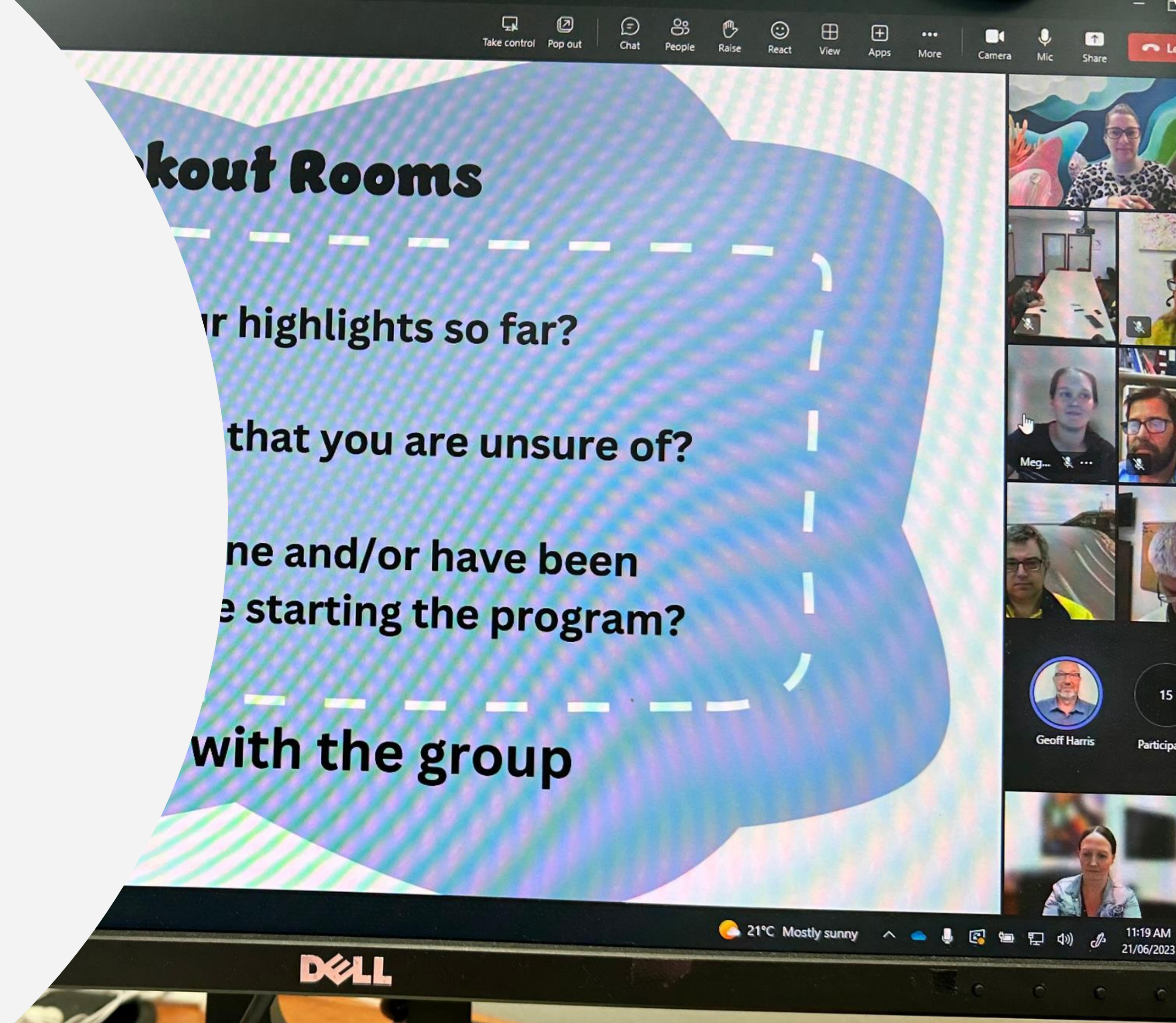
Strategy & Performance

Corporate Training | Mandatory Training | Study Assistance

**Meaningful,
Strengths- Based
Conversations That
Drive Wellbeing And
Performance**



- **Connect**
- **Share**
- **Learn**
- **Take Action**



Strengths



Communication - Discipline
Arranger - Consistency
GALLUP



GALLUP JOHN KNIGHT | 05-30-2023

Your CliftonStrengths® 34 Results

You are uniquely powerful. Your distinct CliftonStrengths 34 profile sets you apart from everyone else. This is your talent DNA, shown in rank order based on your responses to the assessment.

Use this report to make the most of your strongest CliftonStrengths themes, navigate the rest and maximize your infinite potential:

- **Read and reflect on your results** to understand what you naturally do best.
- **Learn how to apply** your strongest CliftonStrengths every day.
- **Share your results with others** to create stronger relationships and improve teamwork.



STRENGTHEN

- 1. Communication
- 2. Discipline
- 3. Self-Assurance
- 4. Arranger
- 5. Consistency
- 6. Strategic
- 7. Futuristic
- 8. Woo
- 9. Relator
- 10. Responsibility

NAVIGATE

- 11. Includer
- 12. Maximizer
- 13. Restorative
- 14. Positivity
- 15. Harmony
- 16. Focus
- 17. Competition
- 18. Analytical
- 19. Deliberative
- 20. Connectedness
- 21. Individualization
- 22. Achiever
- 23. Command
- 24. Activator
- 25. Developer
- 26. Adaptability
- 27. Belief
- 28. Significance
- 29. Empathy
- 30. Ideation
- 31. Context
- 32. Learner
- 33. Intellection
- 34. Input

You lead with **Influencing** CliftonStrengths themes.

EXECUTING themes help you make things happen.

INFLUENCING themes help you take charge, speak up and make sure others are heard.

RELATIONSHIP BUILDING themes help you build strong relationships that hold a team together.

STRATEGIC THINKING themes help you absorb and analyze information that informs better decisions.

READ "IDENTIFY YOUR UNIQUE CONTRIBUTION: THE CLIFTONSTRENGTHS DOMAINS" SECTION TO [LEARN MORE >](#)



The Vibe so far

- Organic interest in strengths
- Requests for Refocus & Connect to expand for Team Leaders
- Turnover reduced, absenteeism stabilised
- People at Work survey (psychosocial risk assessment) results – minimal concern



Increased Engagement



+ 0.39

Org Engagement Rating

Participation: 2022 71%, 2023 75%

- 2022 3.59/5
- 2023 3.98/5



FCRC Engagement Index



2023

46%
ENGAGED
(Thriving)

43%
NOT ENGAGED
(Quietly Quitting)

11%
ACTIVELY DISENGAGED
(Loudly Quitting)

2022

24%

56%

20%

1.20 : 1

Government
Australia & New
Zealand Local

34%

52%

14%

2.4 : 1

Engagement Ratio

4.18 : 1

1.20 : 1

2.4 : 1

Our 2023 result means we now have, 4.18 engaged employees for every actively disengaged employee. Compared to the 2022 result, which was a ratio of 1.20:1.

And now . . .

Refreshing our Action Plans

- “Can be hard to get people talking - using the questions from the platform to get conversation started helps”
- “Talk about our action plans every 3-4 team meeting and hold a separate 1-2hr meeting to focus on some and get some traction”
- “Talking about materials and equipment (Q02) we have realised the problem wasn't not having equipment it was timing and flow to access it, so have spoken with Stores and other groups to work on a solution – this wouldn't have happened before”





Thank you

GALLUP®