

The Organisational Check-Up

An evidence-based toolkit
for assessing workforce
development in the AOD
sector

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Citation details

Skinner, N. & Roche, A. (2021). The Organisational Check-Up. An evidence-based toolkit for assessing workforce development in the AOD sector. Adelaide, South Australia: National Centre for Education and Training on Addiction (NCETA), Flinders University.

About NCETA

NCETA is based at Flinders University in South Australia and is an internationally recognised research and training centre that works as a catalyst for change in the alcohol and other drug (AOD) field. NCETA's areas of expertise include training needs analyses, the provision of training and other workforce development approaches. We have developed training curricula, programs and resources, and provided training programs, to cater for the needs of: specialist AOD workers; frontline health and welfare workers; Aboriginal and/or Torres Strait Islander workers; community groups; mental health workers; police officers; and employers and employee groups. NCETA focuses on supporting evidence-based change and specialises in change management processes, setting standards for the development of training curriculum content and delivery modes, building consensus models and making complex and disparate information readily accessible to workers and organisations.

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Contents

Overview	4
<i>What is the Organisational Check-Up Toolkit?</i>	4
<i>Toolkit structure & content</i>	5
<i>Pick-n-mix the tools that suit your organisation's needs</i>	7
<i>Why should my organisation use these tools?</i>	7
<i>Possible uses and applications</i>	7
<i>Australia's AOD National Workforce Survey</i>	9
<i>National Quality Framework for Drug and Alcohol Treatment Services</i>	10
<i>Organisational Assessment Tools Database</i>	11
<hr/>	
Section 1: Focused assessment tools for particular workforce development areas	12
<i>Staff development: professional development, clinical supervision and practice support</i>	13
Professional development	13
Clinical supervision and practice support	17
<i>Burnout and engagement</i>	20
Burnout	20
Engagement	24
<i>Job satisfaction</i>	27
<i>Retention and turnover</i>	30
<hr/>	
Section 2: Pulse survey templates for key workforce development outcomes and related job demands and resources	33
<i>Survey templates: Overview of measures</i>	34
<i>Wellbeing pulse survey templates</i>	35
Pulse survey (1-2 mins)	36
Pulse survey (5 mins)	37
<i>Flourishing pulse survey templates</i>	40
Pulse survey (1-2 mins)	40
Pulse survey (5 mins)	41
<i>Work-life balance pulse survey templates</i>	44
Pulse survey (1-2 mins)	44
Pulse survey (5 mins)	45
<i>Retention pulse survey templates</i>	48
Pulse survey (1-2 mins)	48
Pulse survey (5 mins)	49
<hr/>	
Section 3: Additional measures included in the Toolkit (beyond the AOD National Workforce Survey Protocol)	52
<hr/>	
Section 4: A useful framework – job demands and resources	55
<hr/>	
Section 5: Organisational assessment – guides and resources	57
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Overview

What is the Organisational Check-Up Toolkit?

This Organisational Check-Up Toolkit (the Toolkit) contains evidence-based assessment tools addressing key workforce development issues for AOD organisations. It is designed to support and facilitate the exploration, assessment and evaluation of workforce development issues and activities in AOD organisations.

The tools comprise survey items, discussion guides and other instruments that can be used to gain staff feedback and input on key workforce development issues in AOD organisations.

This Toolkit is designed to complement and extend existing workforce development and organisational assessment activities in AOD organisations. For example, single survey items or sets of items can be incorporated into an existing staff survey. Discussion points on particular topics can be used to guide more in-depth staff consultations within workshops or interviews. These resources can also be used to create a new and comprehensive organisational assessment.

The assessment tools in this toolkit can assist in:

- Monitoring important workforce issues (e.g. levels of job satisfaction)
- Assessing an organisational change program (e.g. a strategy to increase access to professional development)
- Developing further insight into a particular issue (e.g. burnout) and the job factors (e.g. workload) that may be contributing to this issue.

This Toolkit is based on *Australia's Alcohol and Other Drug National Workforce Survey* (the National Survey 2019 - 2020).

The National Survey addressed a range of workforce planning and workforce development issues. The assessment tools in this Toolkit include items from the National Survey and additional tools that build on and extend these measures including options for collecting qualitative data (e.g. interviews, focus groups) and group data (e.g. visual feedback maps).

Are you new to organisational assessment and evaluation, or would you like some hints & tips?

See Section 5 for some useful resources

There is a wide range of resources available that provide useful guides, ideas and protocols for conducting organisational assessments and evaluations. Section 5 outlines a selection of these online resources that may be helpful for those who are new to organisational assessment, or for those with more experience who are looking for new ideas or different approaches.

Four types of organisational assessment tools are offered in this Toolkit:

- **Organisational survey** items are more comprehensive measures of key issues and outcomes
- **Pulse survey** items are quick 'snapshot' measures of key issues and outcomes
- **Discussion points** offer guidance and inspiration for more in-depth explorations of particular topics in workshops, focus groups or interviews
- **Feedback maps** provide a visual 'snapshot' of staff views and experience on particular issues. An alternative to traditional survey approaches to staff input and feedback.

Toolkit structure & content

Section 1 provides a range of tools to assess a single workforce development issue or area, comprising organisational survey items, discussion points and feedback maps that can be combined and adapted according to your organisation's needs.

These tools are useful for assessing your organisation's progress on major workforce development issues that impact on organisational functioning and effectiveness.

The workforce development areas addressed in Section 1 are:

- Staff development (professional development, clinical supervision and practice support)
- Burnout and engagement
- Job satisfaction
- Retention and turnover.

For example, the clinical supervision and practice support tools comprise:

- 2 survey items for inclusion within a standard organisational survey
- 3 options for quick pulse surveys (1-3 items)
- A set of discussion points to guide workshops/focus groups/interviews
- 2 options for a feedback map.

Organisational systems and governance issues are not addressed in the Organisational Check-Up Toolkit. An additional resource, the [Organisational Assessment Tools Database summaries](#) a selection of publicly available organisational assessment tools that include systems and governance issues.

Section 2 contains pulse survey templates to assess particular workforce development outcomes and the job factors likely to impact an outcome.

Section 2 contains short and quick pulse survey templates. Each template contains measures of a workforce development outcome (e.g. retention) and the key job demands (e.g. workload) and resources (e.g. support) likely to affect this outcome.

These tools are useful to monitor how your organisation is progressing on important indicators of workforce effectiveness and wellbeing, and to identify job factors (demands, resources) that may be influencing these outcomes.

Thinking about job factors in terms of demands and resources can be a useful framework to guide your approach to organisational assessment. In brief, demands are job factors that require effort and attention, which can lead to overload and exhaustion if demands are too high and/or continue for long periods without a break (e.g. workload).¹ Resources are job factors that assist or support functioning and wellbeing (e.g. supportive supervision). Ideally, demands should be manageable and resources should be moderate to high, to ensure optimal levels of wellbeing and effectiveness. Section 4 provides a more detailed explanation of job demands and resources.

The demands and resources included in the Section 2 pulse survey templates are based on the best available research evidence.

The workforce development outcomes addressed in Section 2 are:

- Wellbeing
- Flourishing (engagement, confidence, meaning, satisfaction)
- Work-life balance
- Retention.

For example, the wellbeing pulse survey template contains items assessing:

- Outcomes: burnout and engagement
- Demands likely to negatively impact wellbeing: workload, role clarity
- Resources likely to support and enhance wellbeing: respect and support, clinical supervision/practice support, leadership quality.

Pick-n-mix the tools that suit your organisation's needs

This Toolkit is designed to suit your organisation's particular needs and focus. The kit is designed as a 'pick-n-mix' for you to choose:

- The issues for which you want to gather information and feedback (e.g. professional development opportunities, job satisfaction, turnover intention)
- The tools that best suit your organisation to collect this information (e.g. a pulse survey, focus group discussion)
- Any combination of issues and tools that best suits your organisation's needs.

Why should my organisation use these tools?

There are a number of advantages and benefits to using the assessment tools in this Toolkit.

High quality assessment tools that have been carefully curated and developed by NCETA researchers, in consultation with stakeholders from the AOD field.

Access to national comparative data for organisational survey items and select pulse survey items, from NCETA's Australia's Alcohol and Other Drug Workforce Survey 2019-2020. Select Comparative Data.

Evidence-based measures of key issues such as job satisfaction, burnout, engagement from well-established and validated research tools.

Flexible measurement options including quick pulse survey items, more comprehensive item sets for standard organisational surveys and discussion points to explore issues in more depth.

Visual and text-based measures to suit participants' time availability and communication preferences.

Alignment with the National Quality Framework for Drug and Alcohol Treatment Services with assessment tools to address particular quality areas related to the *Workforce, Development and Clinical Practice, Continuous Improvement and Health and Safety Guiding Principles*.

Possible uses and applications

Organisational survey items (comprehensive measures)

Organisational survey items are conventional survey measures that are familiar to most survey developers and respondents. These items offer a more in-depth assessment of particular issues than pulse survey items and can be integrated into existing surveys or used to develop new surveys. Organisational survey items are sourced from the AOD National Workforce Survey.

- *Full check-up:* Use the entire National Survey Protocol to identify the workforce development areas in which your organisation is functioning well, and the areas in which more attention is needed.
- *Focused check-up:* Select particular workforce development areas (Section 1) or outcomes (Section 2) on which to gather data and information
- Add particular survey items (Section 1), or survey templates (Section 2) to an existing organisational survey
- Create a check-up survey to track your organisation's development over time (e.g. an annual staff survey)
- Choose survey items to assess an organisational program or intervention (i.e. collect before and after data to evaluate outcomes and impact).

Pulse survey items (quick 'snapshot')

Pulse survey items are simple and quick measures that require minimal time and effort from respondents. These items provide a quick snapshot of an issue, that can indicate whether further investigation and action may be required. Pulse surveys may take a few seconds (e.g. a single item) or a few minutes and are useful for participants who may be hard to reach or engage (e.g. time poor or over-surveyed respondents).

- *Full check-up:* Use pulse items on each workforce development issue to gain a quick snapshot of your organisation's functioning across key workforce development areas
- *Focused check-up:* Select a single pulse item, or a small selection of items, to gain a quick snapshot of a particular workforce development issue in your organisation
- Add a pulse item, or items, to an existing organisational survey
- Choose pulse survey items to assess an organisational program or intervention (i.e. collect before and after data to evaluate outcomes and impact).

Discussion guides - deeper analysis and reflection in interviews, workshops or focus groups

A set of discussion points are offered for each workforce development area addressed in the Toolkit, that can be used in 1:1 interviews or group discussions and explorations. The discussion points provide cues and prompts for reflection and consideration (i.e. helps get people thinking) and are designed to reflect the survey items to create complementary sources of information and insight.

- Start your organisational check-up by discussing issues with management and/or staff to gain insight into your organisation's strengths and challenges
- Use the discussion as a follow-up from an organisational survey to gain further insight and understanding on a particular workforce development area or a set of issues
- Use the discussion to reflect on the progress and impact of an organisational change or initiative in a particular area
- Choose discussion points to assess an organisational program or intervention (i.e. collect before and after qualitative data to evaluate outcomes and impact).

Feedback map – visual charting of strengths and challenges

Each workforce development issue in the Toolkit can be explored using a visual feedback map. Participants can create a visual map of their views and experiences on a particular issue using icons that reflect a particular mood or viewpoint. Similar to pulse survey items, a feedback map can be used to gain a quick overview of organisational functioning on particular issues. A public feedback map also offers participants immediate feedback on their coworkers' views and experiences. This tool can add some lightness and fun to an organisation check-up process.

- Start your organisational check-up by inviting participants to indicate their views or feelings on your choice of issues using the feedback map
- Keep the feedback map open through an organisation change process, to track how participants are experiencing a particular initiative (or simply do a before and after comparison)
- Use the feedback map at the end of an organisational check-up to review participants' and stakeholders' experience
- Offer an opportunity for anonymous feedback (e.g. place a feedback wall in a shared kitchen or lunchroom)
- Provide an opportunity for participants to provide input in a non-verbal format (which may suit some individuals more than survey completion or verbal discussion).



How to create a feedback map:

- Use existing space – such as a blank wall or a whiteboard
- Print out the feedback statement and copies of the icons you wish participant to use to indicate their views/feelings
- Stick on the feedback statement on the blank space, and invite participants to stick on the icon that best suits their views/feelings on the statement
- Icons can include faces (e.g. happy, neutral, unhappy) or traffic lights (green, yellow, red)
- Take a photo of the final feedback map so this data can be used for future reference.

Australia's AOD National Workforce Survey

[Australia's Alcohol and Other Drug National Workforce Survey](#) forms the basis for this Toolkit, which includes many of the National Survey items.

The Survey Protocol for Australia's Alcohol and Other Drug National Workforce Survey is available from the NCETA website (nceta.flinders.edu.au/workforce/national-alcohol-other-drugs-workforce-survey). The National Survey Protocol includes measures not included in this Toolkit such as social demographics (e.g. gender, age, lived experience), employment demographics (e.g. occupation, work hours).

The AOD National Workforce Survey 2019-2020 was developed by NCETA as part of its contracted program of work for the Australian Government Department of Health. NCETA has created a range of user-friendly resources that highlight key findings from the survey and support the uptake of the survey protocol in future AOD workplace and workforce surveys.

Visit the NCETA website to download:

- The [National Report](#) summarising major trends and insights
- A series of [Infographics](#) highlighting key data on the workforce profile, employment conditions and worker wellbeing
- A comprehensive [Survey Protocol](#) including the full set of National Survey items
- [Select comparative data resource](#) providing summary data for each National Survey item that can be used to compare with findings from independent organisational assessments using these items.

http://nceta.flinders.edu.au/workforce/projects_and_research/national-alcohol-other-drugs-workforce-survey-2019/

[Australia's Alcohol and Other Drug Workforce Survey 2019-2020. Survey Protocol](#) provides:

- Background information including the development of the National Survey
- The full Survey Protocol comprising all survey items and survey logic such as question skips and filters
- Original sources for validated survey items where required.

Contained within the resource [Australia's Alcohol and Other Drug Workforce Survey 2019-2020. Select Comparative Data](#) is:

- A complete list of the survey items and original sources where required
- Comparative data for survey items
- Mean (average) scale scores where appropriate (i.e. for items with likert rating scales such as ratings of job satisfaction)
- Percentages for response options on categorical items (i.e. for items such as gender identity).

National Quality Framework for Drug and Alcohol Treatment Services

As Table 1 shows, the assessment tools in this Toolkit are designed to align with the [National Quality Framework for Drug and Alcohol Treatment Services](#), in particular the Guiding Principles *Workforce, Development and Clinical Practice, Health and Safety* and *Continuous Improvement*.

Table 1. Toolkit assessment tools addressing the National Quality Framework for Drug and Alcohol Treatment Services Guiding Principles

Guiding Principle ¹	Description ¹	Toolkit assessment tools
Workforce, Development and Clinical Practice	The organisation implements merit based recruitment and selection processes and supports ongoing staff development, through management and clinical/practice supervision and access to professional development that supports good clinical practices and the delivery of evidence-informed treatment.	Section 1: <ul style="list-style-type: none"> ▪ professional development
Health and Safety	The organisation has a system to monitor the physical, psychological and cultural safety , health and wellbeing of staff , volunteers and people accessing the service and to mitigate identified risks.	Section 1: <ul style="list-style-type: none"> ▪ burnout and engagement ▪ job satisfaction Section 2: <ul style="list-style-type: none"> ▪ wellbeing ▪ engagement/satisfaction ▪ work-life balance
Continuous Improvement	The organisation has established policies and procedures to guide its operations and monitors its compliance through internal review , client file reviews and feedback from stakeholders to continuously improves the delivery of treatment services .	Section 1: <ul style="list-style-type: none"> ▪ burnout and engagement ▪ job satisfaction Section 2: <ul style="list-style-type: none"> ▪ organisational culture

¹Text sourced from the Australian Government Department of Health (2018) '**National Quality Framework for Drug and Alcohol Treatment Services**'. **Publications Number** 12149. Accessed 28/7/2020 from www.health.gov.au/resources/publications/national-quality-framework-for-drug-and-alcohol-treatment-services.

Organisational Assessment Tools Database

The *Organisational Check-Up* is designed to meet the specific needs and context of Australian AOD organisations. There are also a wide variety of organisational assessment tools available in the public domain, mostly designed for the volunteer, community or not-for-profit sectors.

Complementing the Organisational Check-Up is the [Organisational Assessment Tools Database](#). The Database contains a carefully curated selection of 12 existing organisational assessment tools that can also be used to explore and evaluate organisational effectiveness.

The tools in this database can be used to supplement or extend the Organisational Check-Up tools, to meet the needs of your organisation. Most of the organisational assessment tools included in the Database are in the form of survey style assessments, with separate sections on key areas of organisational functioning (e.g. leadership, finance, staff development).

The assessment tools in the Database address a wide range of organisational effectiveness indicators, including quality indicators relevant to the National Quality Framework for Drug and Alcohol Treatment Services Guiding Principles that are beyond the scope of this Toolkit (e.g. organisational governance, collaboration and partnerships).

The Organisational Assessment Tools Database is available to download from the NCETA website:

<https://nceta.flinders.edu.au/workforce/alcohol-other-drugs-national-workforce-survey>

Are you new to organisational assessment and evaluation, or would you like some hints & tips?

See Section 5 for some useful resources

There are a wide range of resources available that provide useful guides, ideas and protocols for conducting organisational assessments and evaluations. Section 5 outlines a selection of these online resources that may be helpful for those who are new to organisational assessment, or for those with more experience who are looking for new ideas or different approaches.

Section 1: Focused assessment tools for particular workforce development areas

This section contains tools to explore and assess four key areas of workforce development:

- Staff development (professional development, clinical supervision and practice support)
- Burnout and engagement
- Job satisfaction
- Retention and turnover.

A set of tools is provided for each workforce development area. These tools can be combined and adapted to meet your organisation's particular needs and context. The tools are:

- Pulse survey items (very quick measures to provide an overview of an issue)
- Organisational survey items (conventional survey measures for more comprehensive measurement)
- Discussion points (questions that can be used to facilitate reflection and discussion within interviews, workshops etc)
- Feedback map statements (visual tools that provide an overview of staff views/experience on a particular issue).

Each organisation is different, and you may wish to adapt these tools to suit the particular needs and context of your organisation. For example, your organisational assessment may focus primarily on using survey measures, using group discussion and feedback maps or a particular combination of these tools.

Whilst you are free to adapt the particular wording of any of the tools, or create your own versions, please keep in mind that it is not advisable to change the wording of established survey items that have been validated by research. Original sources for validated survey items are provided in each section and are also available in the online resources [Australia's Alcohol and Other Drug National Workforce Survey 2019-2020 Survey Protocol](#) and Australia's [Alcohol and Other Drug National Workforce Survey 2019-2020. Select Comparative Data](#). Including the survey items used in the [AOD National Workforce Survey 2019-2020](#) in your own organisational survey offers the opportunity to compare your findings with summary data from the National Survey, which may provide further insight into how your organisation is progressing on particular workforce development issues. Retaining original survey item wording

is necessary to ensure such comparisons are valid. The resource [Alcohol and Other Drug National Workforce Survey 2019-2020. Select Comparative Data](#) provides comparative data from the National Survey.

How to cite item sources correctly:

- Underneath the heading 'Survey items original sources and citations' at the end of each set of survey items the full citation is provided for survey items sourced from validated survey instruments
- Some survey items were developed by NCETA for the [AOD National Workforce Survey 2019-2020](#).
- The full citation for the National Survey is provided under the heading 'Survey items original sources and citations'.
- Some tools (e.g. feedback maps) were developed for this toolkit. The full citation for the toolkit is also provided where required.

Staff development: professional development, clinical supervision and practice support

Professional development

Pulse survey items

Choose one or two pulse survey items to obtain a quick snapshot of your organisation on this issue.

Q: *This organisation supports me to access high quality professional development (education, training) that meets my professional and work practice needs*

Possible response scales:

Strongly disagree

Disagree

Neither agree nor disagree

Agree

Strongly agree

Never

Sometimes

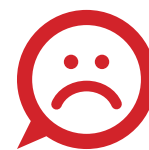
About half of the time

Most of the time

Always

Q: *How well are your professional development needs being met?*

Suggested response scale:



Q: *What is your main concern?*

[open-ended text]

Q: *What change would make the greatest impact here?*

[open-ended text]

Q: *Have you experienced challenges or difficulties in accessing sufficient professional development for your work in the AOD sector? [[AOD National Workforce Survey 2019-2020 Q4.8](#)]*

Response scale:

- *None at all*
- *A little*
- *A moderate amount*
- *A lot*
- *A great deal*

Survey items original sources and citations:

Q4.8: Skinner, N., Roche, A., Chapman, J., Fischer, J., Kostadinov, V. & McEntee, A. (2020). Australia's Alcohol and Other Drug Workforce Survey 2019-2020. Survey Protocol. Adelaide, South Australia: National Centre for Education and Training on Addiction (NCETA), Flinders University.

All other items: Skinner, N. & Roche, A. (2020). The Organisational Check-Up. An evidence-based toolkit for assessing workforce development in the AOD sector. Adelaide, South Australia: National Centre for Education and Training on Addiction (NCETA), Flinders University.

Organisational survey items

Use the whole set of items, or a subset, in a conventional organisational survey. All items were used in the [AOD National Workforce Survey 2019-2020](#).

Q: *Have you experienced challenges or difficulties in accessing sufficient professional development for your work in the AOD sector?* [[AOD National Workforce Survey 2019-2020 Q4.8](#)]

Response scale:

- None at all
- A little
- A moderate amount
- A lot
- A great deal

Q: *What has prevented you from accessing sufficient professional development? (select up to 3)* [[AOD National Workforce Survey 2019-2020 Q4.9](#)]

- Financial costs to myself
- Financial costs to my employer
- Insufficient time at work
- Insufficient time outside of work
- Staff shortages (i.e. lack of backfill availability)
- Lack of support from supervisor/manager
- Lack of support from organisation
- Geographic constraints (training locations not easily accessible)
- Difficulties finding relevant training
- Other (please specify)

Q: *Thinking about training/professional development, what are your personal training gaps?* [[AOD National Workforce Survey 2019-2020 Q4.10/4.11](#)]

Gaps related to client service (Q4.10):

- Older clients
- Clients with dual diagnoses/co-occurring mental health issues
- Children and families
- Aboriginal and Torres Strait Islander clients
- Clients from culturally & linguistically diverse backgrounds
- Clients who are lesbian/gay/bisexual/trans/queer
- Clients with current/past experience of family violence
- Clients with experiences of trauma
- Clients with gambling problems
- Forensic AOD clients
- Clients with acquired brain injury

Gaps related to professional skills (Q4.11):

- *Clinical skills for counselling, treatment or therapy*
- *Specific interventions or therapies (e.g CBT, motivational interviewing, brief interventions)*
- *Providing clinical supervision to others*
- *Leadership and management skills*
- *Service delivery / administration skills (e.g policy development, funding applications, financial planning)*
- *Training on alcohol or other drugs (e.g knowledge and skills on methamphetamine use)*
- *Managing risky behaviours (e.g aggression, suicide, self-harm)*
- *Responding to multiple and complex needs (e.g. dual diagnosis, trauma, family violence)*
- *Building and maintaining service partnerships*
- *Working with multi-disciplinary teams*
- *Skills or knowledge to support evidence-based practice*
- *Advanced clinical skills*
- *Other (please specify)*

Survey items original sources and citations:

Q4.8 - Q4.11: Skinner, N., Roche, A., Chapman, J., Fischer, J., Kostadinov, V. & McEntee, A. (2020). Australia's Alcohol and Other Drug Workforce Survey 2019-2020. Survey Protocol. Adelaide, South Australia: National Centre for Education and Training on Addiction (NCETA), Flinders University.

Discussion points

Use and adapt these discussion points to facilitate reflection and discussion in 1:1 interviews, focus groups and workshops.

Q: Thinking about your experience of professional development in your current role

- *Have you had access to professional development that supports your work?*
- *What is working well?*
- *What could be improved? For example:*
 - *Can you access education/training in the areas that are a priority for you personally?*
 - *Are there areas in which you need more training/development?*
- *Are you looking for opportunities to gain additional qualifications (e.g. Graduate Diploma) or are you seeking development on specific skills/areas of knowledge (e.g. a particular therapy, or specific client group)*
- *Is on-the-job learning a feasible option, to complement or supplement more formal training? What might this look like?*
- *What are the main barriers or challenges that make accessing professional development more difficult?*
 - *Can you identify 1 or 2 key concerns that are specific and actionable?*
 - *What actions could be taken to overcome these barriers?*
 - *For you, your supervisor/manager/your organisation?*
 - *In the short, medium and/or long term?*

Feedback map statements

Use and adapt one or both of these statements to seek quick visual feedback from staff and teams. Use the icons suggested, or develop your own.

In this organisation/unit/department/team, staff have regular access to high quality and useful professional development



Green: Consistently good (meeting target for most staff, most of the time)

Yellow: Inconsistent (meeting target for some staff and/or for some of the time)

Red: Consistently low (not meeting target for most staff, most of the time)

How well are your professional development needs being met?

Suggested response scale:



Clinical supervision and practice support

Pulse survey items

Choose one or two pulse survey items to obtain a quick snapshot of your organisation on this issue.

Q: *I have regular access to high quality clinical supervision or practice support that meets my professional development needs and goals*

Possible response scales:

Strongly disagree
Disagree
Neither agree nor disagree
Agree
Strongly agree

Never
Sometimes
About half of the time
Most of the time
Always

Q: *How well does your clinical supervision/practice support program meet your needs?*

Suggested response scales:



Q: *What is your main concern?*

[open-ended text]

Q: *What change would make the greatest impact here?*

[open-ended text]

Q: *To what extent does clinical supervision/practice support meet your needs?* [[AOD National Workforce Survey 2019-2020 Q3.18](#)]

Response scale:

- *Not at all*
- *Slightly*
- *Moderately*
- *Considerably*
- *Completely*

Survey item original source and citation:

Q3.18: Victorian Department of Health and Human Services (DHHS). (2017). 2016 Alcohol and Other Drugs Workforce Study - Worker Survey. Melbourne: DHHS.

All other items: Skinner, N. & Roche, A. (2020). The Organisational Check-Up. An evidence-based toolkit for assessing workforce development in the AOD sector. Adelaide, South Australia: National Centre for Education and Training on Addiction (NCETA), Flinders University.

Organisational survey items

Use the whole set of items, or a subset, in a conventional organisational survey. All items were used in the [AOD National Workforce Survey 2019-2020](#).

Q: *Do you have access to clinical supervision and/or practice support? (select all that apply) (Examples of practice support include mentoring and reflective practice) [AOD National Workforce Survey 2019-2020 Q3.16/3.17]*

Response scale:

- No - I do not have access
- Yes - Once a year or less
- Yes - Once every 6 months
- Yes - Once every 3 months
- Yes - Once a month
- Yes - Fortnightly or more

Q: *To what extent does clinical supervision/practice support meet your needs? [AOD National Workforce Survey 2019-2020 Q3.18]*

Response scale:

- Not at all
- Slightly
- Moderately
- Considerably
- Completely

Survey items original source and citation:

Q3.16/3.17, Q3.18: Victorian Department of Health and Human Services (DHHS). (2017). 2016 Alcohol and Other Drugs Workforce Study - Worker Survey. Melbourne: DHHS.

Discussion points

Use and adapt these discussion points to facilitate reflection and discussion in 1:1 interviews, focus groups and workshops.

Thinking about your experience of clinical supervision or practice support in your organisation

- *Do you have access to clinical supervision/practice support that supports your work?*
- *What is working well?*
- *What could be improved? For example:*
 - *Does the frequency of your access need to change?*
 - *Would you benefit from a different method? For example individual 1:1 or group supervision?*
 - *Would it be beneficial have access to supervision/practice support that is internal or external to your organisation?*
 - *Do you need access to a program that address specialised or advanced areas of practice?*
- *Do you have regular access to clinical supervision/practice support (at least once a month)?*

Feedback map statements

Use and adapt one or both of these statements to seek quick visual feedback from staff and teams.

In this organisation/unit/department/team, staff in client service roles have regular access to high quality clinical supervision or practice support



How well does your clinical supervision/practice support program meet your needs?



Burnout and engagement

What is burnout?

Burnout is a phrase that most people are familiar with, yet there are varying definitions and understandings of exactly what burnout involves, and how it differs from stress.

The World Health Organization (WHO) defines burnout as a health problem associated with employment:

'Burnout is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterised by three dimensions: 1) feelings of energy depletion or exhaustion; 2) increased mental distance from one's job, or feelings of negativism or cynicism related to one's job; and 3) a sense of ineffectiveness and lack of accomplishment. Burn-out refers specifically to phenomena in the occupational context and should not be applied to describe experiences in other areas of life.'

Source: World Health Organization (WHO) International Classification of Diseases (ICD-11) (Version: 09/2020). <https://icd.who.int/browse11/l-m/en#/http://id.who.int/icd/entity/129180281>

Burnout

Pulse survey items

Choose one or two pulse survey items to obtain a quick snapshot of your organisation on this issue.

Q: *In my workplace there are supports, resources and strategies that support my mental health and help to address or prevent burnout*

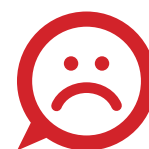
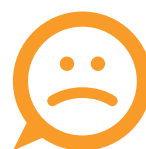
Possible response scales:

To a very low degree
To a low degree
Somewhat
To a high degree
To a very high degree

Strongly disagree
Disagree
Neither agree nor disagree
Agree
Strongly agree

Q: *How well does your workplace address risks of burnout?*

Suggested response scale:



Q: *What is your main concern?*

[open-ended text]

Q: *What change would make the greatest impact here?*

[open-ended text]

Q: *To what degree do you feel burnt out and exhausted because of your work?* [[AOD National Workforce Survey 2019-2020 Q8.6.3](#)]

Response scale:

- *To a very low degree*
- *To a low degree*
- *Somewhat*
- *To a high degree*
- *To a very high degree*

Survey items original sources and citations:

Q8.6.3: Kristensen, T., Borritz, M., Villadsen, E., & Christensen, K. (2005). The Copenhagen Burnout Inventory: A new tool for the assessment of burnout. *Work and Stress*, 19(3), 192-207.

All other items: Skinner, N. & Roche, A. (2020). *The Organisational Check-Up. An evidence-based toolkit for assessing workforce development in the AOD sector.* Adelaide, South Australia: National Centre for Education and Training on Addiction (NCETA), Flinders University.

Organisational survey items

Use the whole set of items, or a subset, in a conventional organisational survey. All items were used in the [AOD National Workforce Survey 2019-2020](#).

Thinking about your work experience, how often:

Q: *Do you feel worn out at the end of the working day?* [[AOD National Workforce Survey 2019-2020 Q8.5.1](#)]

Q: *Are you exhausted in the morning at the thought of another day at work?* [[AOD National Workforce Survey 2019-2020 Q8.5.2](#)]

Q: *Do you feel that every working hour is tiring for you?* [[AOD National Workforce Survey 2019-2020 Q8.5.3](#)]

Q: *Do you have enough energy for family and friends during leisure time?* [[AOD National Workforce Survey 2019-2020 Q8.5.4](#)]

Response scales Q8.5.1 - Q8.5.4

- *Never/almost never*
- *Seldom*
- *Sometimes*
- *Often*
- *Always*

Thinking about your work experience, to what degree:

Q: *Is your work emotionally exhausting?* [[AOD National Workforce Survey 2019-2020](#) Q8.6.1]

Q: *Does your work frustrate you?* [[AOD National Workforce Survey 2019-2020](#) Q8.6.2]

Q: *Do you feel burnt out because of your work?* [[AOD National Workforce Survey 2019-2020](#) Q8.6.3]

Response scales Q8.6.1 to 8.6.3

- To a very low degree
- To a low degree
- Somewhat
- To a high degree
- To a very high degree

Survey items original sources and citations:

Q8.5.1 - Q8.5.4, Q8.6.1- 8.6.3: *Kristensen, T., Borritz, M., Villadsen, E., & Christensen, K. (2005). The Copenhagen Burnout Inventory: A new tool for the assessment of burnout. Work and Stress, 19(3), 192-207.*

Discussion points

Use and adapt these discussion points to facilitate reflection and discussion in 1:1 interviews, focus groups and workshops.

Thinking about the experience of burnout at work – for you personally and/or your coworkers:

- *What does the experience of burnout mean to you?*
- *How often does your work leave you feeling burnt out and exhausted?*
- *How often do you feel frustrated by your work?*
- *Are there particular aspects of your work that have the most impact on your levels of energy and enthusiasm?*
- *What are the main factors at work that put you (and/or your coworkers) at risk of burnout or impede recovery from burnout?*
 - *Can you identify 1 or 2 key concerns that are specific and actionable?*
 - *What actions could be taken to overcome these issues?*
 - *For you, your supervisor/manager/your organisation?*
 - *In the short, medium and/or long term? (i.e. what could be done today/this week, over the next few weeks/months, over the next few years)*
- *What are the main factors at work that prevent or reduce burnout at work for you and/or your coworkers?*
 - *Can you identify 1 or 2 key supports that are specific and actionable?*
 - *What actions could be taken to increase the supports/resources?*
 - *For you, your supervisor/manager/your organisation? (i.e. what can you do to support your own wellbeing, what can your manager/organisation do to support staff wellbeing?)*
 - *In the short, medium and/or long term? (i.e. what could be done today/this week, over the next few weeks/months, over the next few years)*

Feedback map statements

Use and adapt one or both of these statements to seek quick visual feedback from staff and teams.

This organisation/unit/department/team uses effective strategies and supports to prevent staff burnout and assist those experiencing burnout



How well does your workplace address risks of burnout?



Engagement

Pulse survey

Choose one or two pulse survey items to obtain a quick snapshot of your organisation on this issue.

Q: *I feel engaged and motivated at work*

Possible response scales:

<i>Strongly disagree</i> <i>Disagree</i> <i>Neither agree nor disagree</i> <i>Agree</i> <i>Strongly agree</i>	<i>Never</i> <i>Sometimes</i> <i>About half of the time</i> <i>Most of the time</i> <i>Always</i>	<i>Never/almost never</i> <i>Seldom</i> <i>Sometimes</i> <i>Often</i> <i>Always</i>
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Q: *How is your motivation and enthusiasm at work right now?*

Suggested response scale:



Q: *What is your main concern?*

[open-ended text]

Q: *What change would make the greatest impact here?*

[open-ended text]

Q: *I am enthusiastic about my job* [[AOD National Workforce Survey 2019-2020 Q8.7.2](#)]

Response scale:

- *Never/almost never*
- *Seldom*
- *Sometimes*
- *Often*
- *Always*

Survey item original sources and citations:

Q8.7.2: Schaufeli, W., Shimazu, A., Hakanen, J., Salanova, M., & De Witte, H. (2019). An ultra-short measure for work engagement: The UWES-3 validation across five countries. *European Journal of Psychological Assessment*, 35, 577-591.

All other items: Skinner, N. & Roche, A. (2020). *The Organisational Check-Up. An evidence-based toolkit for assessing workforce development in the AOD sector.* Adelaide, South Australia: National Centre for Education and Training on Addiction (NCETA), Flinders University.

Organisational survey

Use the whole set of items, or a subset, in a conventional organisational survey. All items were used in the [AOD National Workforce Survey 2019-2020](#).

Q: *At my work, I feel full of energy* [[AOD National Workforce Survey 2019-2020](#) Q8.7.1]

Q: *I am enthusiastic about my job* [[AOD National Workforce Survey 2019-2020](#) Q8.7.2]

Q: *I am immersed in my work* [[AOD National Workforce Survey 2019-2020](#) Q8.7.3]

Response scales Q8.7.1 - Q8.7.3

- *Never/almost never*
- *Seldom*
- *Sometimes*
- *Often*
- *Always*

Survey items original source and citation:

Q8.7.1 - Q8.7.3: Schaufeli, W., Shimazu, A., Hakanen, J., Salanova, M., & De Witte, H. (2019). An ultra-short measure for work engagement: The UWES-3 validation across five countries. *European Journal of Psychological Assessment*, 35, 577-591.

Discussion points

Use and adapt these discussion points to facilitate reflection and discussion in 1:1 interviews, focus groups and workshops.

Thinking about feelings of motivation, engagement and inspiration at work - for you personally and/or your coworkers:

- *What does feeling engaged at work mean to you?*
- *How often do you feel enthusiastic and motivated at work?*
- *Are there particular aspects of your work that have the most impact on your levels of energy and enthusiasm?*
- *What are the main factors at work that improve and support engagement at work for you and/or your coworkers?*
 - *What actions could be taken to increase the supports/resources?*
 - *For you, your supervisor/manager/your organisation? (i.e. what can you do to support your own motivation, what can your manager/organisation do to support staff wellbeing?)*
 - *In the short, medium and/or long term? (i.e. what could be done today/this week, over the next few weeks/months, over the next few years)*
- *What are the main factors at work that negatively impact engagement at work for you and your coworkers?*
 - *Can you identify 1 or 2 key concerns that are specific and actionable?*
 - *What actions could be taken to overcome these issues?*
 - *For you, your supervisor/manager/your organisation?*
 - *In the short, medium and/or long term? (i.e. what could be done today/this week, over the next few weeks/months, over the next few years)*

Feedback map

Use and adapt one or both of these statements to seek quick visual feedback from staff and teams.

This organisation/unit/department/team uses effective strategies and supports to motivate, engage and inspire staff



How is your motivation and enthusiasm at work right now?



Job satisfaction

Pulse survey

Choose one or two pulse survey items to obtain a quick snapshot of your organisation on this issue.

Q: *I feel content and satisfied in my job*

Possible response scales:

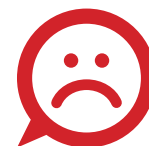
Strongly disagree
Disagree
Neither agree nor disagree
Agree
Strongly agree

Never
Sometimes
About half of the time
Most of the time
Always

Never/almost never
Seldom
Sometimes
Often
Always

Q: *How is your job satisfaction right now?*

Suggested response scale:



Q: *What is your main concern?*

[open-ended text]

Q: *What change would make the greatest impact here?*

[open-ended text]

Q: *All in all, how satisfied are you with your job?* [[AOD National Workforce Survey 2019-2020 Q8.2](#)]

Response scale:

- *Completely unsatisfied*
- *Unsatisfied*
- *Neither unsatisfied nor satisfied*
- *Satisfied*
- *Completely satisfied*

Survey items original sources and citations:

Q8.2: Taylor, J., & Bowers, D. (1972). *Survey of Organizations*. Ann Arbor: Institute for Social Research, University of Michigan.

All other items: Skinner, N. & Roche, A. (2020). *The Organisational Check-Up. An evidence-based toolkit for assessing workforce development in the AOD sector*. Adelaide, South Australia: National Centre for Education and Training on Addiction (NCETA), Flinders University.

Organisational survey

Use the whole set of items, or a subset, in a conventional organisational survey. All items were used in the [AOD National Workforce Survey 2019-2020](#).

Q: *All in all, how satisfied are you with your job?* [[AOD National Workforce Survey 2019-2020 Q8.2](#)]

Q: *Considering your skills and the effort you put into your work, how satisfied are you with your pay?* [[AOD National Workforce Survey 2019-2020 Q8.3.1](#)]

Q: *How satisfied do you feel with the progress you have made in this organisation up to now?* [[AOD National Workforce Survey 2019-2020 Q8.3.2](#)]

Q: *How satisfied do you feel with your chance for getting ahead in this organisation in the future?* [[AOD National Workforce Survey 2019-2020 Q8.3.3](#)]

Response scales Q8.2, Q8.3.1 - Q8.3.3

- *Completely unsatisfied*
- *Unsatisfied*
- *Neither unsatisfied nor satisfied*
- *Satisfied*
- *Completely satisfied*

Survey items original source and citation:

Q8.2; Q8.3.1 - Q8.3.3: Taylor, J., & Bowers, D. (1972). Survey of Organizations. Ann Arbor: Institute for Social Research, University of Michigan.

Discussion points

Use and adapt these discussion points to facilitate reflection and discussion in 1:1 interviews, focus groups and workshops.

Thinking about job satisfaction - for you personally and/or your coworkers:

- *What does job satisfaction mean to you?*
- *Do you feel satisfied with your job?*
- *Are there particular aspects of your work that have the most impact on your job satisfaction (negative or positive?)*
- *What are the main factors at work that improve and support job satisfaction for you and/or your coworkers?*
 - *What actions could be taken to increase the supports/resources?*
 - *For you, your supervisor/manager/your organisation? (i.e. what can you do to enhance your job satisfaction, what can your manager/organisation do to improve jobs satisfaction?)*
 - *In the short, medium and/or long term? (i.e. what could be done today/this week, over the next few weeks/months, over the next few years)*
- *What are the main factors at work that negatively impact job satisfaction for you and your coworkers?*
 - *Can you identify 1 or 2 key concerns that are specific and actionable?*
 - *What actions could be taken to overcome these issues?*
 - *For you, your supervisor/manager/your organisation?*
 - *In the short, medium and/or long term? (i.e. what could be done today/this week, over the next few weeks/months, over the next few years)*

Feedback map

Use and adapt one or both of these statements to seek quick visual feedback from staff and teams.

In this organisation/unit/department/team most people are satisfied with their job.



How is your job satisfaction right now?



Retention and turnover

Pulse survey

Choose one or two pulse survey items to obtain a quick snapshot of your organisation on this issue.

Q: *I intend to stay in my current job for the time being/foreseeable future/next few years*

Possible response scales:

Strongly disagree
Disagree
Neither agree nor disagree
Agree
Strongly agree

Q: *How do you feel about staying in this job for the next few years?*

[other options: *the next few months/for the time being/for the foreseeable future*]

Suggested response scale:



Q: *What is your main concern?*

[open-ended text]

Q: *What change would make the greatest impact here?*

[open-ended text]

Q: *It is likely that I will leave my current job in the next year* [[AOD National Workforce Survey 2019-2020 Q7.6.3](#)]

Response scale:

- *Strongly disagree*
- *Disagree*
- *Neither agree nor disagree*
- *Agree*
- *Strongly agree*

Survey items original sources and citations:

Q7.6.3: Rothrauff, T. C., Abraham, A. J., Bride, B. E., & Roman, P. M. (2011). Occupational turnover intentions among substance abuse counselors. *Journal of Substance Abuse Treatment*, 40(1), 67-76.

All other items: Skinner, N. & Roche, A. (2020). *The Organisational Check-Up. An evidence-based toolkit for assessing workforce development in the AOD sector.* Adelaide, South Australia: National Centre for Education and Training on Addiction (NCETA), Flinders University.

Organisational survey

Use the whole set of items, or a subset, in a conventional organisational survey. All items were used in the [AOD National Workforce Survey 2019-2020](#).

Q: *I frequently think about leaving my current job* [[AOD National Workforce Survey 2019-2020 Q7.6.1](#)]

Q: *I am exploring career opportunities outside my current job* [[AOD National Workforce Survey 2019-2020 Q7.6.2](#)]

Q: *It is likely that I will leave my current job in the next year* [[AOD National Workforce Survey 2019-2020 Q7.6.3](#)]

Response scales Q7.6.1 – Q7.6.3

- *Completely unsatisfied*
- *Unsatisfied*
- *Neither unsatisfied nor satisfied*
- *Satisfied*
- *Completely satisfied*

Survey items original source and citation:

Q7.6.1 – Q7.6.3: Rothrauff, T. C., Abraham, A. J., Bride, B. E., & Roman, P. M. (2011). Occupational turnover intentions among substance abuse counselors. *Journal of Substance Abuse Treatment*, 40(1), 67-76.

Discussion points

Use and adapt these discussion points to facilitate reflection and discussion in 1:1 interviews, focus groups and workshops.

Thinking about retention and turnover in your organisation (why people stay and why people leave)

- *Are there particular aspects of your work that have the most impact on your intention to stay in your current job/with your current organisation?*
- *What are the main factors at work that improve and support retention for you and/or your coworkers?*
 - *What actions could be taken to increase these supports?*
 - *By your supervisor/manager/your organisation?*
 - *In the short, medium and/or long term? (i.e. what could be done today/this week, over the next few weeks/months, over the next few years)*
- *What are the main factors at work that increase turnover for people working in your role/in your organisation in general?*
 - *Can you identify 1 or 2 key concerns that are specific and actionable?*
 - *What actions could be taken to overcome these issues?*
 - *For you, your supervisor/manager/your organisation?*
 - *In the short, medium and/or long term? (i.e. what could be done today/this week, over the next few weeks/months, over the next few years)*

Feedback map

Use and adapt one or both of these statements to seek quick visual feedback from staff and teams.

This organisation/unit/department/team is a place in which people want to stay working in the medium to longer term



How do you feel about staying in this job for the next few years?

[other options: the next few months/for the time being/for the foreseeable future]



Section 2: Pulse survey templates for key workforce development outcomes and related job demands and resources

This section contains pulse survey templates addressing key workforce development outcomes and the major job factors (demands and resources) that are likely to positively or negatively affect these outcomes.

Your organisational check-up can be significantly strengthened by assessing workforce development outcomes and the factors that influence these outcomes. This approach can provide insight into:

- Your organisation's progress on a particular workforce development outcome
- The demands and resources that may be impacting on workers' wellbeing and effectiveness
- The job factors (demands and resources) that may require further attention and development.

For example, if survey participants consistently report moderate or low work-life balance, it may be possible to identify a particular job factor (e.g. workload) that is contributing to challenges in this area.

This section contains pulse survey templates for the following workforce development outcomes:

- Wellbeing
- Flourishing (engagement, confidence, meaning, satisfaction)
- Work-life balance
- Retention.

Each ultra-short (1-2 minute) and short (5-8 minute) pulse survey template contains:

- Quick (single item) measures of a workforce development outcome (e.g. job satisfaction)
- Quick (single item) measures of job demands and resources relevant to a particular workforce development outcome.

The survey templates are designed to be used as stand-alone pulse surveys or incorporated into an existing survey. The survey templates are suggestions based on the best available research evidence regarding validated survey measures and the job factors that impact on particular workforce development outcomes. Each organisation is different, and you may wish to adapt these templates to suit the particular needs and context of your organisation.

How to cite item sources correctly:

- Underneath the heading 'Survey item original sources and citations' at the end of each set of survey items the full citation is provided for survey items sourced from validated survey instruments
- Some survey items were developed by NCETA for the AOD National Workforce Survey 2019-2020. The full citation for the National Survey is provided.

Survey templates: Overview of measures

Template	Workforce development outcomes	Job demands	Job resources
Wellbeing	<ul style="list-style-type: none"> ▪ Burnout/stress (select 1) ▪ Resilience 	<ul style="list-style-type: none"> ▪ Workload ▪ Role clarity 	<ul style="list-style-type: none"> ▪ Respect & support ▪ Clinical supervision / practice support ▪ Leadership
Flourishing	<ul style="list-style-type: none"> ▪ Engagement ▪ Professional confidence ▪ Work meaning ▪ Job satisfaction 		<ul style="list-style-type: none"> ▪ Respect and support ▪ Autonomy ▪ Feedback ▪ Skill use
Work-life balance	<ul style="list-style-type: none"> ▪ Work-life balance 	<ul style="list-style-type: none"> ▪ Workload ▪ Overtime/extra hours 	<ul style="list-style-type: none"> ▪ Respect and support ▪ Leadership
Retention	<ul style="list-style-type: none"> ▪ Turnover intention 	<ul style="list-style-type: none"> ▪ Job insecurity ▪ Burnout ▪ Role clarity 	<ul style="list-style-type: none"> ▪ Flexible work ▪ Leadership ▪ Job satisfaction

Wellbeing pulse survey templates

This pulse survey addresses psychological wellbeing and some of the major factors that impact on psychological health in the workplace, as summarised in the table below. The measures of wellbeing are drawn from validated research instruments with citations for original sources provided at the end of this section. The table below contains suggested items for an ultra-short (1-2 minute) and short (5 minute) pulse survey. Alternatively, you can select your own combination of items to create a pulse survey that best fits your needs and organisational context.

Measure	1-2 min pulse survey	5 min pulse survey
<i>Wellbeing</i>		
Burnout/Stress (select 1)	✓	✓
Resilience		✓
Open question	✓	✓
<i>Job demands</i>		
Workload	✓	✓
Role clarity		✓
<i>Job resources</i>		
Respect & support	✓	✓
Clinical supervision/practice support		✓
Leadership		✓

What is burnout?

Burnout is a phrase that most people are familiar with, yet there are varying definitions and understandings of exactly what burnout involves, and how it differs from stress.

The World Health Organization (WHO) defines burnout as a health problem associated with employment:

'Burnout is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterised by three dimensions: 1) feelings of energy depletion or exhaustion; 2) increased mental distance from one's job, or feelings of negativism or cynicism related to one's job; and 3) a sense of ineffectiveness and lack of accomplishment. Burn-out refers specifically to phenomena in the occupational context and should not be applied to describe experiences in other areas of life.'

Source: World Health Organization (WHO) International Classification of Diseases (ICD-11) (Version: 09/2020). <https://icd.who.int/browse11/l-m/en#/http://id.who.int/icd/entity/129180281>

Pulse survey (1-2 mins)

Burnout*

Q: *To what degree do you feel burnt out and exhausted because of your work?* [[AOD National Workforce Survey 2019-2020 Q8.6.3](#)]

Response scale:

- *To a very low degree*
- *To a low degree*
- *Somewhat*
- *To a high degree*
- *To a very high degree*

Stress*

Q: *In general, how do you find your job?*

Response scale:

- *1 = not at all stressful*
- *2 = mildly stressful*
- *3 = moderately stressful*
- *4 = very stressful*
- *5 = extremely stressful*

*Recommend measure either burnout **or** stress. The burnout measure is more appropriate to explore chronic long-term states of stress. The stress measure is more appropriate to explore short or medium term states of stress.

Open question

Q: *What change would make the greatest impact to your wellbeing at work?*

[open-ended text]

Workload

Q: *I have constant time pressure due to a heavy workload* [[AOD National Workforce Survey 2019-2020 Q5.2.4](#)]

Response scale:

- *Strongly disagree*
- *Disagree*
- *Neither agree nor disagree*
- *Agree*
- *Strongly agree*

Respect and support

Q: *Considering all my efforts and achievements, I receive the respect and prestige I deserve at work ?* [[AOD National Workforce Survey 2019-2020 Q5.3.6](#)]

Response scale:

- *Strongly disagree*
- *Disagree*
- *Neither agree nor disagree*
- *Agree*
- *Strongly agree*

Pulse survey (5 mins)

Burnout*

Q: *To what degree do you feel burnt out and exhausted because of your work?* [[AOD National Workforce Survey 2019-2020 Q8.6.3](#)]

Response scale:

- *To a very low degree*
- *To a low degree*
- *Somewhat*
- *To a high degree*
- *To a very high degree*

Stress*

Q: *In general, how do you find your job?*

Response scale:

- *1 = not at all stressful*
- *2 = mildly stressful*
- *3 = moderately stressful*
- *4 = very stressful*
- *5 = extremely stressful*

*Recommend measure either burnout **or** stress. The burnout measure is more appropriate to explore chronic long-term states of stress. The stress measure is more appropriate to explore short or medium term states of stress.

Open question

Q: *What change would make the greatest impact to your wellbeing at work?*

[open-ended text]

Resilience

Q: *I tend to bounce back quickly after hard times*

Response scale:

- *Strongly disagree*
- *Disagree*
- *Neither agree nor disagree*
- *Agree*
- *Strongly agree*

Workload

Q: *I have constant time pressure due to a heavy workload* [[AOD National Workforce Survey 2019-2020 Q5.2.4](#)]

Response scale:

- *Strongly disagree*
- *Disagree*
- *Neither agree nor disagree*
- *Agree*
- *Strongly agree*

Role clarity

Q: *I know exactly what is expected of me in my job*

Response scale:

- *Strongly disagree*
- *Disagree*
- *Neither agree nor disagree*
- *Agree*
- *Strongly agree*

Respect and support

Q: *Considering all my efforts and achievements, I receive the respect and prestige I deserve at work* [[AOD National Workforce Survey 2019-2020 Q5.3.6](#)]

Response scale:

- *Strongly disagree*
- *Disagree*
- *Neither agree nor disagree*
- *Agree*
- *Strongly agree*

Clinical supervision/practice support

Q: *Do you have access to clinical supervision and/or practice support? (select all that apply)*
(Examples of practice support include mentoring and reflective practice) [[AOD National Workforce Survey 2019-2020 Q3.16/3.17](#)]

Response scale:

- *No - I do not have access*
- *Yes - Once a year or less*
- *Yes - Once every 6 months*
- *Yes - Once every 3 months*
- *Yes - Once a month*
- *Yes - Fortnightly or more*

Leadership

Q: To what extent does your supervisor appreciate staff and shows consideration for the individual?

Response scale:

- To a very small extent
- To a small extent
- Somewhat
- To a large extent
- To a very large extent

Survey items original sources and citations:

Burnout

Kristensen, T., Borritz, M., Villadsen, E., & Christensen, K. (2005). The Copenhagen Burnout Inventory: A new tool for the assessment of burnout. *Work and Stress*, 19(3), 192-207.

Stress

Smith, A. (2000) The scale of perceived occupational stress. *Occupational Medicine*, 50, 294–298.

Resilience

Smith, B., Dalen, J., Wiggins, K., Tooley, E. Christopher, P. & Bernard, J. (2008). The Brief Resilience Scale: Assessing the Ability to Bounce Back. *International Journal of Behavioral Medicine*, 15, 194-200.

Open question

Skinner, N. & Roche, A. (2020). The Organisational Check-Up. An evidence-based toolkit for assessing workforce development in the AOD sector. Adelaide, South Australia: National Centre for Education and Training on Addiction (NCETA), Flinders University.

Workload

Siegrist, J., Starke, D., Chandola, T., Godin, I., Marmot, M., Niedhammer, I., & Peter, R. (2004). The measurement of effort–reward imbalance at work: European comparisons. *Social Science & Medicine*, 58(8), 1483-1499.

Role clarity

Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970). Role conflict and ambiguity in complex organizations. *Administrative Science Quarterly* (1970), 150-163.

Respect and support

Siegrist, J., Starke, D., Chandola, T., Godin, I., Marmot, M., Niedhammer, I., & Peter, R. (2004). The measurement of effort–reward imbalance at work: European comparisons. *Social Science & Medicine*, 58(8), 1483-1499.

Clinical supervision/practice support

Victorian Department of Health and Human Services (DHHS). (2017). 2016 Alcohol and Other Drugs Workforce Study - Worker Survey. Melbourne: DHHS.

Leadership

Burr, H., Berthelsen, H., Moncada, S., Nübling, M., Dupret, E., Demiral, Y., ... & Lincke, H. J. (2019). The third version of the Copenhagen Psychosocial Questionnaire. *Safety and Health at Work*, 10(4), 482-503.

Flourishing pulse survey templates

This pulse survey addresses the positive state of flourishing, which reflects optimal functioning in the workplace, and some of the major supports that contribute to flourishing. The measures of are drawn from validated research instruments with citations for original sources provided at the end of this section. The table below contains suggested items for an ultra-short (1-2 minute) and short (5 minute) pulse survey. Alternatively, you can select your own combination of items to create a pulse survey that best fits your needs and organisational context.

Measure	1-2 min pulse survey	5 min pulse survey
<i>Flourishing</i>		
Engagement	✓	✓
Professional confidence	✓	✓
Open question	✓	✓
Work meaning		✓
Job satisfaction		✓
<i>Job resources</i>		
Respect and support	✓	✓
Autonomy		✓
Feedback		✓
Skill use		✓

Pulse survey (1-2 mins)

Engagement

Q: *I am enthusiastic about my job* [[AOD National Workforce Survey 2019-2020 Q8.7.2](#)]

Response scale:

- *Never/almost never*
- *Seldom*
- *Sometimes*
- *Often*
- *Always*

Professional confidence

Q: *I am confident in my ability to do my job* [[AOD National Workforce Survey 2019-2020 Q5.2.10](#)]

Response scale:

- *Never/almost never*
- *Seldom*
- *Sometimes*
- *Often*
- *Always*

Open question

Q: *What do you find most *rewarding about your job?*

[*alternative phrasing: satisfying, interesting, enjoyable, fulfilling]

Respect and support

Q: *Considering all my efforts and achievements, I receive the respect and prestige I deserve at work* [[AOD National Workforce Survey 2019-2020 Q5.3.6](#)]

Response scale:

- *Never/almost never*
- *Seldom*
- *Sometimes*
- *Often*
- *Always*

Pulse survey (5 mins)

Engagement

Q: *I am enthusiastic about my job* [[AOD National Workforce Survey 2019-2020 Q8.7.2](#)]

Response scale:

- *Never/almost never*
- *Seldom*
- *Sometimes*
- *Often*
- *Always*

Professional confidence

Q: *I am confident in my ability to do my job* [[AOD National Workforce Survey 2019-2020 Q5.2.10](#)]

Response scale:

- *Never/almost never*
- *Seldom*
- *Sometimes*
- *Often*
- *Always*

Open question

Q: *What do you find most *rewarding about your job?*

[*alternative phrasing: satisfying, interesting, enjoyable, fulfilling]

Work meaning

Q: *The work I do is meaningful to me* [[AOD National Workforce Survey 2019-2020 Q5.2.3](#)]

Response scale:

- *Strongly disagree*
- *Disagree*
- *Neither agree nor disagree*
- *Agree*
- *Strongly agree*

Job satisfaction

Q: *All in all, how satisfied are you with your job?* [[AOD National Workforce Survey 2019-2020 Q8.2](#)]

Response scale:

- *Completely unsatisfied*
- *Unsatisfied*
- *Neither unsatisfied nor satisfied*
- *Satisfied*
- *Completely satisfied*

Respect and support

Q: *Considering all my efforts and achievements, I receive the respect and prestige I deserve at work* [[AOD National Workforce Survey 2019-2020 Q5.3.6](#)]

Response scale:

- *Never/almost never*
- *Seldom*
- *Sometimes*
- *Often*
- *Always*

Autonomy

Q: *This job gives me a chance to use my personal initiative and judgement in carrying out the work*

Response scale:

- *Strongly disagree*
- *Disagree*
- *Neither agree nor disagree*
- *Agree*
- *Strongly agree*

Feedback

Q: *I am given supportive feedback on the work I do*

Response scale:

- *Never/almost never*
- *Seldom*
- *Sometimes*
- *Often*
- *Always*

Skill use

Q: How much of your past work experience and/job skills can you make use of in your present job?

Response scale:

- Almost none
- A little
- A moderate amount
- A lot
- Almost all

Survey items original sources and citations:

Engagement

Schaufeli, W., Shimazu, A., Hakanen, J., Salanova, M., & De Witte, H. (2019). An ultra-short measure for work engagement: The UWES-3 validation across five countries. *European Journal of Psychological Assessment*, 35, pp. 577-591.

Professional confidence

Siegrist, J., Starke, D., Chandola, T., Godin, I., Marmot, M., Niedhammer, I., & Peter, R. (2004). The measurement of effort–reward imbalance at work: European comparisons. *Social Science & Medicine*, 58(8), 1483-1499.

Open question

Skinner, N. & Roche, A. (2020). *The Organisational Check-Up. An evidence-based toolkit for assessing workforce development in the AOD sector.* Adelaide, South Australia: National Centre for Education and Training on Addiction (NCETA), Flinders University.

Work meaning

Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of Management Journal*, 38(5), 1442-1465.

Job satisfaction

Taylor, J., & Bowers, D. (1972). *Survey of Organizations.* Ann Arbor: Institute for Social Research, University of Michigan.

Respect and support

Siegrist, J., Starke, D., Chandola, T., Godin, I., Marmot, M., Niedhammer, I., & Peter, R. (2004). The measurement of effort–reward imbalance at work: European comparisons. *Social Science & Medicine*, 58(8), 1483-1499.

Autonomy

Idaszak, J. R., & Drasgow, F. (1987). A revision of the Job Diagnostic Survey: Elimination of a measurement artifact. *Journal of applied psychology*, 72(1), 69-74.

Feedback

Cousins*, R., Mackay, C. J., Clarke, S. D., Kelly, C., Kelly, P. J., & McCaig, R. H. (2004). 'Management standards' work-related stress in the UK: Practical development. *Work & Stress*, 18(2), 113-136.

Skill use

Gibson, R., Wilson, S., Dimova, L., Pammett, J.H., Papageorgiou, B., Vecernik, J et al. (2013). International Social Survey Programme: Work Orientation III - ISSP 2005. GESIS Data Archive, Cologne. ZA4350 Data file Version 2.0.0, <https://doi.org/10.4232/1.11648>.

Work-life balance pulse survey templates

This pulse survey addresses work-life balance, a common challenge in the modern workplace with many workers juggling paid work, family, social and community activities. A single item measure of work-life balance is provided, with measures of major job factors that contribute to poor work-life balance. The measures of are drawn from validated research instruments with the citation for original sources provided at the end of this section. The table below contains suggested items for an ultra-short (1-2 minute) and short (5 minute) pulse survey. Alternatively, you can select your own combination of items to create a pulse survey that best fits your needs and organisational context.

Measure	1-2 min pulse survey	5 min pulse survey
<i>Work-life balance</i>		
Work-life balance	✓	✓
Open question	✓	✓
<i>Job demands</i>		
Workload		✓
Overtime/extra hours		✓
<i>Job resources</i>		
Flexible work	✓	✓
Respect and support		✓
Leadership		✓

Pulse survey (1-2 mins)

Work-life balance

Q: *In general, how do your working hours fit in with your family or social commitments outside work?*

Response scale:

- *Very well*
- *Reasonably well*
- *Sometimes well, sometimes not well*
- *Not well*
- *Not at all well*

Open question

Q: *What change would make the greatest impact to your work-life balance?*

[open-ended text]

Overtime/extra hours

Q: How often do you work extra hours or overtime? (i.e. beyond your contracted work hours)

[[AOD National Workforce Survey 2019-2020](#) Q3.14]

Response scale:

- *Every day or most days*
- *A few times a week*
- *A few times a month*
- *A few times a year*
- *Never or almost never*

Flexible work

Q: My working times can be flexible to meet my needs [[AOD National Workforce Survey 2019-2020](#) Q5.2.9]

Response scale:

- *Strongly disagree*
- *Disagree*
- *Neither agree nor disagree*
- *Agree*
- *Strongly agree*

Pulse survey (5 mins)

Work-life balance

Q: In general, how do your working hours fit in with your family or social commitments outside work?

Response scale:

- *Very well*
- *Reasonably well*
- *Sometimes well, sometimes not well*
- *Not well*
- *Not at all well*

Open question

Q: What change would make the greatest impact to your work-life balance?

[open-ended text]

Workload

Q: I have constant time pressure due to a heavy workload [[AOD National Workforce Survey 2019-2020](#) Q5.2.4]

Response scale:

- *Strongly disagree*
- *Disagree*
- *Neither agree nor disagree*
- *Agree*
- *Strongly agree*

Overtime/extra hours

Q: How often do you work extra hours or overtime? (i.e. beyond your contracted work hours)
[[AOD National Workforce Survey 2019-2020](#) Q3.14]

Response scale:

- Every day or most days
- A few times a week
- A few times a month
- A few times a year
- Never or almost never

Flexible work

Q: My working times can be flexible to meet my needs [[AOD National Workforce Survey 2019-2020](#) Q5.2.9]

Response scale:

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

Respect and support

Q: Considering all my efforts and achievements, I receive the respect and prestige I deserve at work
[[AOD National Workforce Survey 2019-2020](#) Q5.3.6]

Response scale:

- Never/almost never
- Seldom
- Sometimes
- Often
- Always

Leadership

Q: To what extent does your supervisor appreciate staff and shows consideration for the individual?

Response scale:

- To a very small extent
- To a small extent
- Somewhat
- To a large extent
- To a very large extent

Survey items original sources and citations:

Work-life balance

Eurofound (2015). 6th European Working Conditions Survey. European Foundation for the Improvement of Living and Working Conditions (Eurofound). Dublin.

Open question

Skinner, N. & Roche, A. (2020). The Organisational Check-Up. An evidence-based toolkit for assessing workforce development in the AOD sector. Adelaide, South Australia: National Centre for Education and Training on Addiction (NCETA), Flinders University.

Overtime/extra hours

Australian Bureau of Statistics (ABS). (2013b). Working Time Arrangements, Australia, November 2012, Cat. No. 3642.0. Canberra: ABS.

Workload

Siegrist, J., Starke, D., Chandola, T., Godin, I., Marmot, M., Niedhammer, I., & Peter, R. (2004). The measurement of effort–reward imbalance at work: European comparisons. *Social Science & Medicine*, 58(8), 1483-1499.

Flexible work

Skinner, N., & Pocock, B. (2008). Work-life conflict: Is work time or work overload more important? *Asia Pacific Journal of Human Resources*, 46(3), 303-315.

Respect and support

Siegrist, J., Starke, D., Chandola, T., Godin, I., Marmot, M., Niedhammer, I., & Peter, R. (2004). The measurement of effort–reward imbalance at work: European comparisons. *Social Science & Medicine*, 58(8), 1483-1499.

Leadership

Burr, H., Berthelsen, H., Moncada, S., Nübling, M., Dupret, E., Demiral, Y., ... & Lincke, H. J. (2019). The third version of the Copenhagen Psychosocial Questionnaire. *Safety and Health at Work*, 10(4), 482-503.

Retention pulse survey templates

This pulse survey addresses retention and turnover, including some of the major job factors that impact on workers' turnover intentions. The measures are drawn from validated research instruments with citations for original sources provided at the end of this section. The table below contains suggested items for an ultra-short (1-2 minute) and short (5 minute) pulse survey. Alternatively, you can select your own combination of items to create a pulse survey that best fits your needs and organisational context.

Measure	1-2 min pulse survey	5 min pulse survey
<i>Retention</i>		
Turnover intention	✓	✓
Open question	✓	✓
<i>Job demands</i>		
Job insecurity	✓	✓
Role clarity		✓
Burnout		✓
<i>Job resources</i>		
Leadership	✓	✓
Job satisfaction		✓

Pulse survey (1-2 mins)

Turnover intention

Q: *It is likely that I will leave my current job in the next year* [[AOD National Workforce Survey 2019-2020 Q7.6.3](#)]

Response scale:

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

Open question

Q: *What has the greatest impact on your intention to stay in this job?*

[open-ended text]

Job insecurity

Q: *I think I might lose my job in the near future* [[AOD National Workforce Survey 2019-2020 Q5.3.10](#)]

Response scale:

- *Strongly disagree*
- *Disagree*
- *Neither agree nor disagree*
- *Agree*
- *Strongly agree*

Leadership

Q: *To what extent does your supervisor appreciate staff and shows consideration for the individual?*

Response scale:

- *To a very small extent*
- *To a small extent*
- *Somewhat*
- *To a large extent*
- *To a very large extent*

Pulse survey (5 mins)

Turnover intention

Q: *It is likely that I will leave my current job in the next year* [[AOD National Workforce Survey 2019-2020 Q7.6.3](#)]

Response scale:

- *Strongly disagree*
- *Disagree*
- *Neither agree nor disagree*
- *Agree*
- *Strongly agree*

Open question

Q: *What has the greatest impact on your intention to stay in this job?*

[open-ended text]

Job insecurity

Q: *I think I might lose my job in the near future* [[AOD National Workforce Survey 2019-2020 Q5.3.10](#)]

Response scale:

- *Strongly disagree*
- *Disagree*
- *Neither agree nor disagree*
- *Agree*
- *Strongly agree*

Role clarity

Q: *I know exactly what is expected of me in my job*

Response scale:

- *Strongly disagree*
- *Disagree*
- *Neither agree nor disagree*
- *Agree*
- *Strongly agree*

Burnout

Q: *To what degree do you feel burnt out and exhausted because of your work?* [[AOD National Workforce Survey 2019-2020 Q8.6.3](#)]

Response scale:

- *To a very low degree*
- *To a low degree*
- *Somewhat*
- *To a high degree*
- *To a very high degree*

Leadership

Q: *To what extent does your supervisor appreciate staff and shows consideration for the individual?*

Response scale:

- *To a very small extent*
- *To a small extent*
- *Somewhat*
- *To a large extent*
- *To a very large extent*

Job satisfaction

Q: *All in all, how satisfied are you with your job?* [[AOD National Workforce Survey 2019-2020 Q8.2](#)]

Response scale:

- *Completely unsatisfied*
- *Unsatisfied*
- *Neither unsatisfied nor satisfied*
- *Satisfied*
- *Completely satisfied*

Survey items original sources and citations:

Turnover intention

Rothrauff, T. C., Abraham, A. J., Bride, B. E., & Roman, P. M. (2011). Occupational turnover intentions among substance abuse counselors. *Journal of Substance Abuse Treatment*, 40(1), 67-76.

Open question

Skinner, N. & Roche, A. (2020). *The Organisational Check-Up. An evidence-based toolkit for assessing workforce development in the AOD sector.* Adelaide, South Australia: National Centre for Education and Training on Addiction (NCETA), Flinders University.

Job insecurity

Vander Elst, T., De Witte, H., & De Cuyper, N. (2014). The Job Insecurity Scale: A psychometric evaluation across five European countries. *European Journal of Work and Organizational Psychology*, 23(3), 364-380.

Role clarity

Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970). Role conflict and ambiguity in complex organizations. *Administrative Science Quarterly* (1970), 150-163.

Burnout

Kristensen, T., Borritz, M., Villadsen, E., & Christensen, K. (2005). The Copenhagen Burnout Inventory: A new tool for the assessment of burnout. *Work and Stress*, 19(3), 192-207.

Leadership

Burr, H., Berthelsen, H., Moncada, S., Nübling, M., Dupret, E., Demiral, Y., ... & Lincke, H. J. (2019). The third version of the Copenhagen Psychosocial Questionnaire. *Safety and Health at Work*, 10(4), 482-503.

Job satisfaction

Taylor, J., & Bowers, D. (1972). *Survey of Organizations.* Ann Arbor: Institute for Social Research, University of Michigan.

Section 3: Additional measures included in the Toolkit (beyond the AOD National Workforce Survey Protocol)

Stress

Q: In general, how do you find your job?

Response scale:

- *Not at all stressful*
- *Mildly stressful*
- *Moderately stressful*
- *Very stressful*
- *Extremely stressful*

Resilience

Q: I tend to bounce back quickly after hard times

Response scale:

- *Strongly disagree*
- *Disagree*
- *Neither agree nor disagree*
- *Agree*
- *Strongly agree*

Role clarity

Q: I know exactly what is expected of me in my job

Response scale:

- *Strongly disagree*
- *Disagree*
- *Neither agree nor disagree*
- *Agree*
- *Strongly agree*

Leadership

Q: *To what extent does your supervisor appreciate staff and shows consideration for the individual?*

Response scale:

- *To a very small extent*
- *To a small extent*
- *Somewhat*
- *To a large extent*
- *To a very large extent*

Autonomy

Q: *This job gives me a chance to use my personal initiative and judgement in carrying out the work*

Response scale:

- *Strongly disagree*
- *Disagree*
- *Neither agree nor disagree*
- *Agree*
- *Strongly agree*

Feedback

Q: *I am given supportive feedback on the work I do*

Response scale:

- *Never/almost never*
- *Seldom*
- *Sometimes*
- *Often*
- *Always*

Skill use

Q: *How much of your past work experience and/job skills can you make use of in your present job?*

Response scale:

- *Almost none*
- *A little*
- *A moderate amount*
- *A lot*
- *Almost all*

Work-life balance

Q: *In general, how do your working hours fit in with your family or social commitments outside work?*

Response scale:

- *Very well*
- *Reasonably well*
- *Sometimes well, sometimes not well*
- *Not well*
- *Not at all well*

Survey items original sources and citations:

Stress

Smith, A. (2000) The scale of perceived occupational stress. *Occupational Medicine*, 50, 294–298.

Resilience

Smith, B., Dalen, J., Wiggins, K., Tooley, E. Christopher, P. & Bernard, J. (2008). The Brief Resilience Scale: Assessing the Ability to Bounce Back. *International Journal of Behavioral Medicine*, 15, 194-200.

Role clarity

Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970). Role conflict and ambiguity in complex organizations. *Administrative Science Quarterly* (1970), 150-163.

Leadership

Burr, H., Berthelsen, H., Moncada, S., Nübling, M., Dupret, E., Demiral, Y., ... & Lincke, H. J. (2019). The third version of the Copenhagen Psychosocial Questionnaire. *Safety and Health at Work*, 10(4), 482-503.

Autonomy

Idaszak, J. R., & Drasgow, F. (1987). A revision of the Job Diagnostic Survey: Elimination of a measurement artifact. *Journal of applied psychology*, 72(1), 69-74.

Feedback

Cousins*, R., Mackay, C. J., Clarke, S. D., Kelly, C., Kelly, P. J., & McCaig, R. H. (2004). 'Management standards' work-related stress in the UK: Practical development. *Work & Stress*, 18(2), 113-136.

Skill use

Gibson, R., Wilson, S., Dimova, L., Pammett, J.H., Papageorgiou, B., Vecernik, J et al. (2013). International Social Survey Programme: Work Orientation III - ISSP 2005. GESIS Data Archive, Cologne. ZA4350 Data file Version 2.0.0, <https://doi.org/10.4232/1.11648>.

Work-life balance

Eurofound (2015). 6th European Working Conditions Survey. European Foundation for the Improvement of Living and Working Conditions (Eurofound). Dublin.

Section 4: A useful framework – job demands and resources

One of the most widely used conceptual frameworks in workplace research is the Demand-Resources Model.¹ The idea of job demands and resources can be useful in helping to guide the focus and content of your organisational assessments, whether you are using a survey, workshops or other ways of gathering information.

Demands

Demands are factors that require effort and energy from workers.¹ In some circumstances demands can be positive – a challenging goal that requires effort and focus can be very motivating. In other situations demands can be negative – an unrealistic workload can result in exhaustion and poor functioning, a poorly defined work role can result in confusion and frustration.¹

Thinking about work demands includes questions such as:

- Are people working with manageable workloads and timelines?
- Is work overload impacting on the capacity of our team to perform well?
- Are roles, responsibilities and expectations clearly defined for our jobs?

Assessing demands can help inform:

- Prevention and support strategies for workers in very challenging or highly demanding roles (e.g. risk of vicarious trauma)
- Job re-design initiatives
- Workforce planning (e.g. ensuring there are sufficient staff to meet service demand)
- Change and renewal initiatives at the team and organisational level (e.g. creating new roles or adapting existing roles)
- Recruitment activities (e.g. ensuring clear and accurate job descriptions)

Demands assessed in this Toolkit are:

- Workload
- Overtime/extra hours
- Role clarity
- Job insecurity.

Resources

Resources are work factors that enable the highest level of functioning from your workers and teams.¹ These are the factors that provide the resources necessary for workers to perform efficiently, effectively and to realise and develop their full potential. Supports enable and motivate workers and teams to work at their best.

Thinking about resources includes questions such as:

- Are our jobs designed well to support workers effectiveness?
- Are workers engaged and motivated by their work?
- How resilient is our workforce?

Assessing resources can help inform:

- Job re-design initiatives
- Programs to enhance and enrich particular work roles
- Programs to support and enhance employee wellbeing.

Resources assessed in this toolkit are:

- Respect and support
- Clinical supervision/practice support
- Leadership
- Autonomy
- Feedback
- Skill use.

Reference

- 1 Bakker A.B., Demerouti E. (2007). The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology*, 22(3):309-28.

Section 5: Organisational assessment – guides and resources

There are a wide range of resources available that provide useful guides, ideas and protocols for conducting organisational assessments and evaluations. Listed below are a selection of online resources that may be helpful for those who are new to organisational assessment, or for those with more experience who are looking for new ideas or different approaches.

Better Evaluation

<https://www.betterevaluation.org/en>

'BetterEvaluation.org has information on more than 300 methods and processes plus approaches and thematic pages, events and resources including a Manager's Guide to Evaluation'.

Reflect and Learn

<http://www.reflectlearn.org/>

'Reflect & Learn (R&L) has been created to help organizations improve their performance by using Organizational Assessment (OA)'.

Leap of Reason

<https://leapofreason.org/>

'The Leap of Reason Initiative is aimed at inspiring and supporting great leaders and funders to build great organizations for greater societal impact'.

Many of the assessment tools in the [Organisational Assessment Tools Database](#) also contain guidelines, protocols and advice on conducting organisational assessment and evaluation activities.

