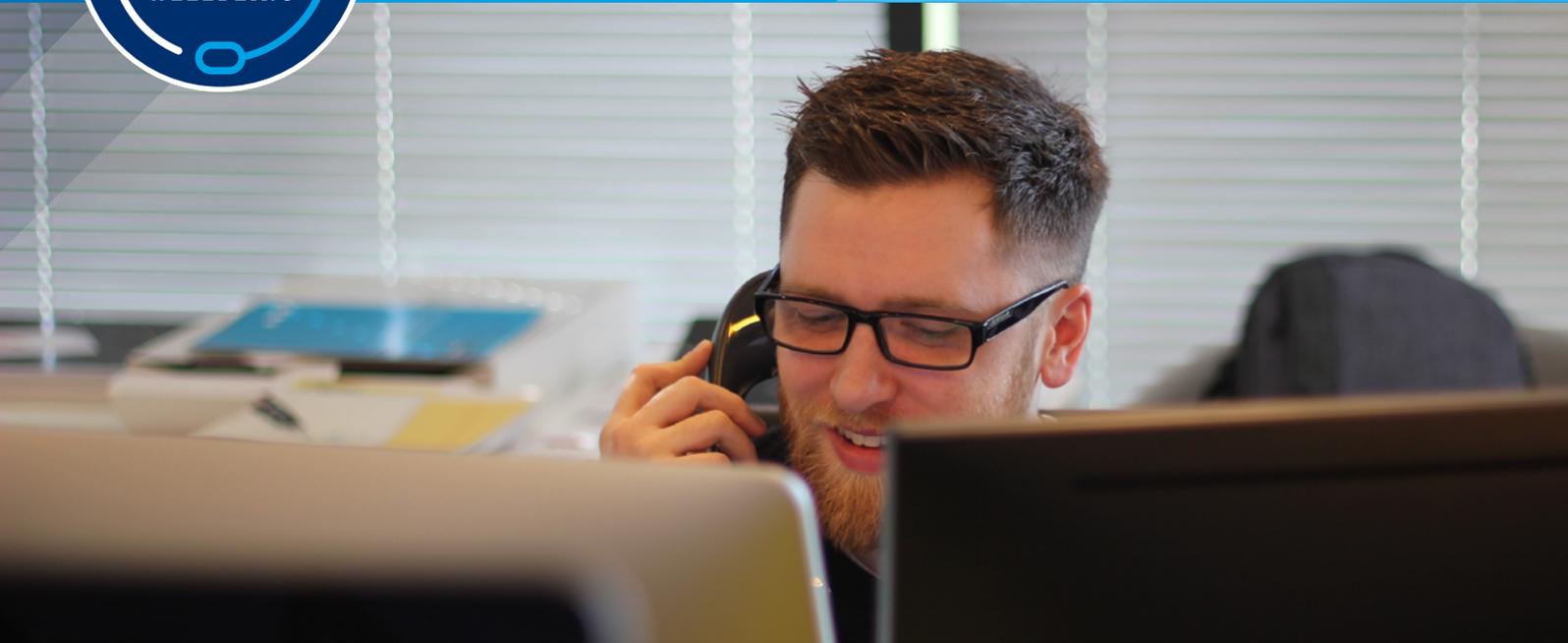




OVERVIEW OF BENCHMARK RESULTS

Supported by



| A SUMMARY OF THE CONTACT CENTRE WELLBEING (CCW) PROGRAM BENCHMARK RESULTS

Project overview

SuperFriend's Contact Centre Wellbeing: Creating Thriving Contact Centres Project is a pilot project designed to protect and promote the mental health and wellbeing of Victorian contact centre workers with the aim of improving their job satisfaction and job engagement.

The intervention

SuperFriend have engaged five Partner organisations using a co-design framework to design a program of training, coaching and initiatives for Contact Centre Team Members, their Team Leaders and HR-level Employees in each of the five organisations.

The project is funded through WorkSafe's WorkWell Mental Health Improvement Fund.

The evaluation

The evaluation will involve an assessment of impacts and outcomes at three time points – before the intervention (baseline), immediately after, and five months after to evaluate the sustainability of the changes.

This report

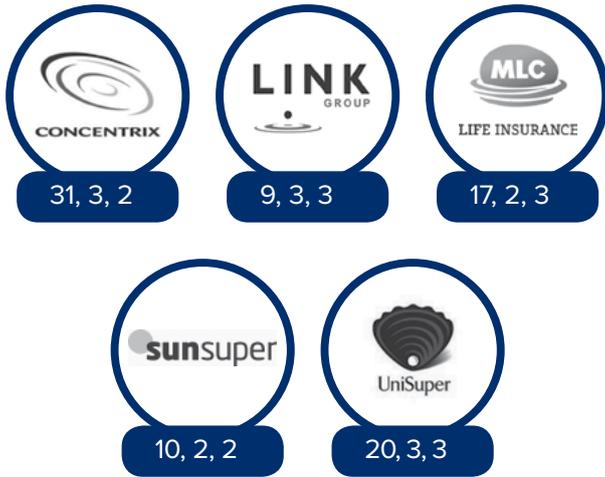
Baseline data collection took place in April and May 2019. Online surveys were sent out to all Team Members involved in the program, in addition to control teams within each organisation who will not be participating in training.

Interviews were conducted with Team Leaders and HR-level Employees from each organisation.

This report contains results for the Team Member survey (n = 87) and selected quotes from the Team Leader and HR-level Employee interviews.

THE SAMPLE

Number from each organisation
(Team Members, Team Leaders, HR Employees)

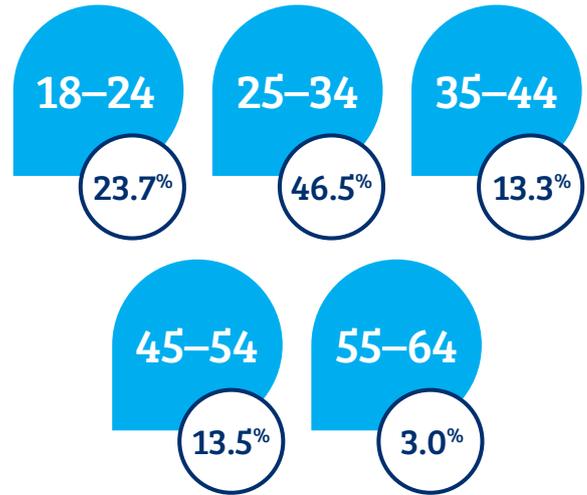


Note: Responses have been weighted to ensure equal voice of all five participating organisations in the overall results.

OVERALL SURVEY RESPONSE RATE

83.7%

Age groups (overall)



TIME IN ROLE

All Team Members



EMPLOYMENT TYPES

All Team Members



TOPLINE RESULTS

ITW Scores

	CCW Score	Norms* Industry	Norms* Aust.
Leadership – Setting a good example, providing recognition and creating meaningful work	67.3	63.7	61.5
Connectedness – Work feels like a community, workers involved in work planning	68.6	67.4	67.3
Policy – Mental health, return to work and bullying and harassment programs exist and are applied	62.1	64.0	58.2
Capability – Leaders and staff are trained in mental health	61.8	63.6	62.4
Culture – People are supported through change, open discussion around mental health	61.1	63.0	63.8
Overall	64.3	64.3	62.7

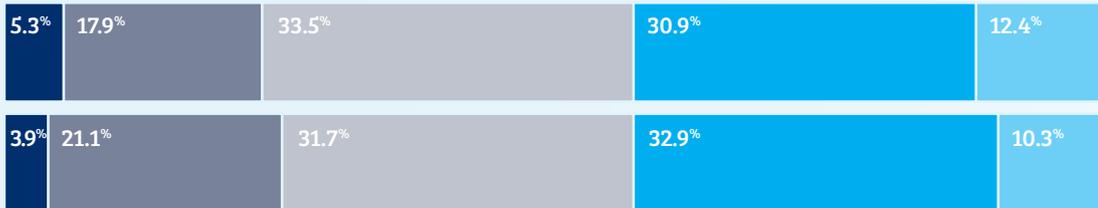
*Norms taken from the 2018 Indicators of a Thriving Workplace survey (n = 5047). Industry results refer to workplaces in the super and insurance industries only (n = 96).

SATISFACTION

In general, satisfaction is moderate among the participating organisations. The overall satisfaction is negatively impacted by a lower score for intrinsic satisfaction (i.e. satisfaction with the kind of work they do) as opposed to extrinsic satisfaction (i.e. their working conditions and benefits).



ENGAGEMENT



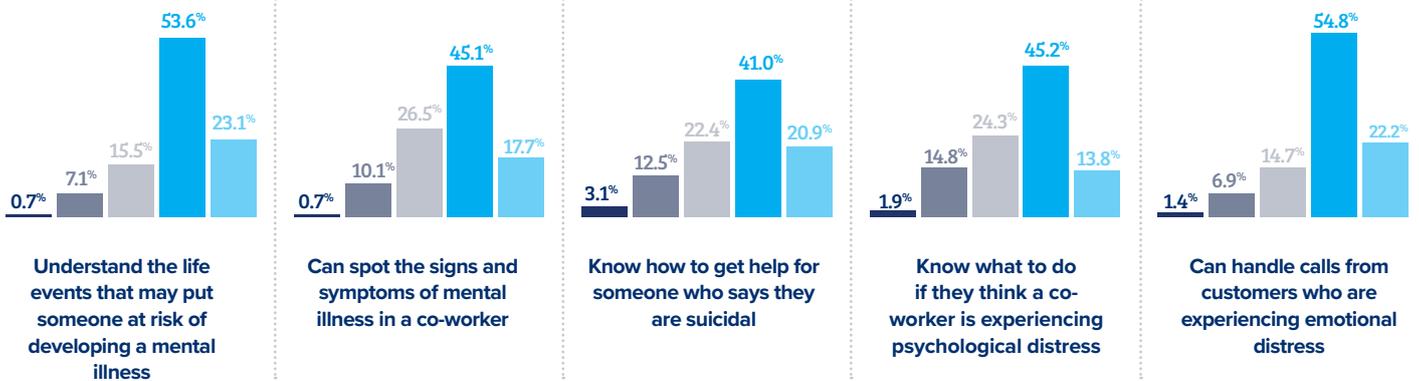
When I am doing work, I rarely feel bored or disengaged

Generally speaking, I am totally into my work

KNOWLEDGE OF COMMON MENTAL HEALTH ISSUES

Whilst the majority of Team Members report having some knowledge of common mental health issues, knowledge gaps exist, particularly around how to take action – getting help for someone who is suicidal and helping a co-worker experiencing psychological distress.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree



"I'm very careful to make sure that I bring in whatever help I need, because I'm not an expert. I'm not a counsellor, I'm not. The main thing is just being there and making sure that people feel comfortable to talk to you." – HR-level Employee

"I feel like I have a decent number of conversations with people that may be struggling for one reason or the other about their mental health, so I think our demographic does allow us to have, you know, awareness and to be able to open up those conversations." – Team Leader

PREVALENCE OF MENTAL HEALTH CONDITIONS

	CCW	Industry*
I am currently experiencing a mental health condition	25.6%	14.5%
I am not currently experiencing a mental health condition	30.2%	23.8%
I have never experienced a mental health condition	26.5%	56.0%
Prefer not to say/no response	17.6%	5.6%

The prevalence of self-reported mental health conditions is higher than the Australian norm.

This may be in part due to the younger demographic present in many teams and the nature of the job.

“It’s been quite interesting to watch, in recent years, how mental health issues have come to light a little bit more, and personal issues and things would take up a fair chunk of time, to be honest. That feels a little more prevalent than it used to be, and I think maybe that people feel more comfortable talking about these issues, and especially males.” – HR-level Employee

“I think we’re good at culture, but if someone has a mental health problem or a concern or whatever, yeah we probably don’t have enough training on how exactly we’re supposed to deal with it, we’re sort of just dealing with it the best way we know how I would say.” – Team Leader

MENTAL HEALTH ISSUES EXPERIENCED AT WORK

	CCW	Industry*
Lack of flexible working conditions	29.8%	20.7%
Work-related insomnia	28.1%	19.0%
Job insecurity	22.9%	34.9%
Stigma around mental health issues	9.5%	10.3%
Other	8.4%	3.4%
Discrimination	8.0%	16.5%
Bullying	4.2%	21.0%
None of the above	31.9%	38.0%

A third of participants reported a lack of flexible working conditions, mostly related to the need to consistently meet service requirements during operating hours.

Some Team Leaders reported trying to reduce the impact through rostering and also creating a team culture accepting of the need to prioritise home issues.

“There’s no expectation of long hours. I think probably the challenge then is in their ability to be flexible around rostering. We do allow staff to work amongst themselves, to swap shifts so on and so forth. But we found that pretty tricky to facilitate.” – HR-level Employee

“I do try and encourage an attitude of work is really important, but your kids and family kind of have to come first.” – Team Leader

PREVALENCE OF SELF-CARE ACTIVITIES

	CCW
Spend time with family and friends	78.9%
Take a lunch break away from my desk	73.9%
Go for a walk outside	49.6%
Eat a healthy diet	41.5%
Exercise at least three times a week	39.6%
Meditate/mindfulness	31.4%
Reflect on success in my day	20.6%
Keep a journal	12.3%
Volunteer	9.4%

96% of Team Members practice some form of self-care on a weekly basis, with the most popular options being those that are easier to integrate with everyday work and home life.

"We've also got a wellbeing wall initiative, which is something recently we've introduced. We've asked the staff what they want, what they want to do as part of their wellbeing and the leaders and the staff together will support them to make that happen. So some of the things that came out of it is having therapy dogs for example, or massages." – **Team Leader**

"I think one of the key things that you know, we need to do is just make sure that work issues stay at work. So that if they had a rough call I'll certainly make sure that I spend some time to have a chat with them." – **Team Leader**

WHAT IS PREVENTING EMPLOYERS FROM TAKING ACTION TO IMPROVE MENTAL HEALTH AND WELLBEING

	CCW	Industry*
Lack of time, everyone's so busy	58.3%	36.8%
More important business issues to address	41.8%	22.5%
Lack of understanding around mental health and wellbeing issues	32.1%	20.2%
Not knowing where to start in taking practical steps	28.1%	12.8%
Lack of appropriate skills held by managers	25.0%	28.6%
Compliance culture so employers only do what they have to do	22.5%	21.5%
The focus tends to be on physical health not mental health	21.1%	17.0%
The stigma of mental illness	19.8%	19.3%
The costs associated with taking action	16.2%	17.6%

Despite many Team Members expressing the need for more action around mental health and wellbeing, most also reported their organisations are not prioritising this.

Lack of knowledge and skills around mental health issues and interventions was also mentioned as a common barrier to employers taking action.

"There's always a stigma to mental health, whether or not they feel comfortable in themselves, in the workplace to actually talk about it." – **Team Leader**