

BETTER WORK-LIFE BALANCE SURVEY

MANUAL



THE UNIVERSITY OF QUEENSLAND



Queensland
Government
Department of
Industrial Relations

TABLE OF CONTENTS

INTRODUCTION TO THE MANUAL.....	5
Who should read the manual?	5
Ethical responsibilities.....	5
Copyright.....	5
WHY BOTHER WITH THIS SURVEY?	5
DECIDING TO CONDUCT THE SURVEY.....	6
Appropriateness of the survey for your organisation.....	6
Commitment from senior management.....	6
BACKGROUND TO THE BETTER WORK-LIFE BALANCE SURVEY	6
Development of the survey	6
Purpose.....	7
Employee and employer survey.....	7
Benchmarking your organisation's results	9
FORMAT OF THE SURVEY.....	9
Hardcopy/paper version	9
Downloadable version.....	9
PLANNING THE SURVEY	10
Key groups involved.....	10
Survey timing	10
Informing employees about the survey	11
Using the downloadable version of the survey at 100+ organisations	11
Project management plan	11
ADMINISTERING THE HARDCOPY VERSION	11
Distributing the employee survey.....	11
Completing and collecting the employee survey.....	12

Follow-up with employees.....	12
Response rate.....	12
DATA PREPARATION FOR THE HARDCOPY VERSION	12
Downloading the survey.....	13
Completing the employer survey.....	13
Entering the employee responses.....	13
Reporting the data.....	15
Storing data.....	15
ADMINISTERING THE DOWNLOADABLE VERSION.....	16
Downloading the survey.....	16
Opening the survey	16
The survey administration menu.....	19
Completing the employee survey – employee information	21
Collecting the survey data.....	21
Follow-up with employees.....	22
Response rate.....	22
DATA PREPARATION FOR THE DOWNLOADABLE VERSION.....	22
Reporting the data.....	22
Storing data.....	23
INTERPRETATION OF SURVEY DATA.....	23
Compare your results with the normative data.....	23
Importance of policies versus availability	25
Formality of policies	25
General patterns of importance and awareness	26
PRESENTING THE DATA	26
The first question is: To whom will the results be presented?.....	27
The second question is: What results will be presented?	27

The final question is: how will the results be presented?	27
WHAT TO DO WITH THE RESULTS?.....	28
Take Action	28
Improving workplace culture	28
Create awareness of policies.....	30
Importance of policies	31
Formality of policies	32
APPENDIX 1.....	33
APPENDIX 2.....	40
APPENDIX 3.....	46
APPENDIX 4.....	47
APPENDIX 5.....	48
APPENDIX 6.....	49

Introduction to the Manual

Who should read the manual?

This manual is aimed at the people responsible for coordinating and promoting the use of the survey in your organisation. The people generally most appropriate for this role are your Human Resource managers or people with substantial knowledge of the policies available in your organisation.

The manual is designed to help you implement the survey and make practical use of its results. **The manual should be carefully read before conducting the survey.**

Ethical responsibilities

Success of the survey depends on employees having confidence in the survey process. Employees are more likely to falsify their responses if they believe that their identity will be known from their responses. To promote the highest level of honesty in employee responses on the survey it is essential that you take steps to ensure the confidentiality of individual survey responses to preclude invasion of privacy.

It is therefore important to ensure confidentiality of surveys by taking every reasonable attempt to protect access to the survey responses. Care must be exercised in obtaining, handling, and storing the data.

Copyright

© The State of Queensland (Department of Industrial Relations) 2005.

Copyright protects this publication. The State of Queensland has no objection to this material being reproduced but asserts its right to be recognised as author of its original material and the right to have its material remain unaltered.

Why Bother With This Survey?

The *Better Work-Life Balance Survey* can help your organisation improve and promote work-life balance in the workplace by:

- identifying areas of policy development and implementation where change may be required (e.g. improve awareness; change workplace culture);
- monitoring the effectiveness of organisational changes by readministering the survey after changes have been made;
- responding to the changing needs of your employees and ensuring employees are aware of existing and changed policies by readministering the survey periodically.

Deciding to conduct the Survey

Appropriateness of the survey for your organisation

The survey allows organisations to evaluate the effectiveness of their 'work-life balance' policies. So, for the survey to be relevant your organisation should have at least some of these policies available. 'Work-life balance' policies are policies that help people manage the needs of their 'work life' and their 'personal life' effectively. The survey provided in [Appendix 1](#) outlines the types of policies that are considered work-life balance policies.

The survey was initially tested in ten Queensland organisations across a variety of industries, geographical areas and sizes. These organisations included a community health organisation, two law firms, a bank, two hospitals, an indigenous community organisation, a research institute, a tertiary institute, and a manufacturing company. Two of these organisations were located in regional areas and one organisation had some offices in regional areas. Organisations ranged in size from 10 employees to 5100 employees. The initial testing of the survey has indicated that it can be used in a wide variety of organisations.

Commitment from senior management

The main requirement for an organisation to use the survey is to be committed to the development and improvement of their work-life balance policies.

The survey has been developed to provide organisations with a tool to measure how well current work-life balance policies are working, and what new policies may be worthwhile introducing based on the importance employees allocate to them. The survey aims to help organisations accommodate their employees' work-life balance in a more efficient manner. Therefore, management must be willing to seriously consider the survey results in future policy development, or conducting the survey will not be a worthwhile exercise.

Background to the Better Work-Life Balance Survey

Development of the survey

The survey was developed as part of a research project, called the *Work and Family Project – Pilot Program*, which involved conducting pilot programs with ten workplaces to evaluate the effectiveness of their work-life balance policies. The project was a collaboration between the then Department of Industrial Relations (DIR) and the University of Queensland with an Australian Research Council funding grant and funding from DIR. The *Better Work-Life Balance Survey* (or *BWLB Survey* for short) was developed as a self-assessment measure to evaluate the work-life balance policies of workplaces. Between 2002 and 2004 ten Queensland organisations participated in the project and around 3,000 employees in both rural and urban areas in Queensland completed the survey.

The design of the *BWLB Survey* is structured around the three basics an organisation needs to have in place to effectively accommodate employees' work-life balance:

1. it must have institutionalised work-life balance policies;
2. its employees must be aware of the existence of these policies; and
3. employees must be able to fairly and appropriately access these policies.

Based on these three main themes, the survey items examine:

1. current organisational policies (in the form of a separate survey for the employer);
2. dissemination and awareness of policy information; and
3. prevailing workplace culture with regards to work-life balance issues.

In addition, the survey examines how important work-life balance policies are to employees. The survey examines four types of policies:

- leave arrangements (e.g. carers leave, purchased leave);
- policies relevant to parenting and pregnancy (e.g. parental leave, breastfeeding facilities);
- flexible work arrangements (e.g. job sharing, flexi-time); and
- additional work provisions (e.g. counselling services, health programs).

Purpose

The *Better Work-Life Balance Survey* was designed to be a diagnostic tool allowing organisations to reference themselves against a checklist.

Organisations can utilise the survey to self-assess the extent to which they are accommodating employees' work-life balance and to learn ways of improving their workplace policies and practices.

Employee and employer survey

The survey consists of two parts; the employee survey and the employer survey.

Employee survey

The survey for employees examines four major concepts:

- the workplace culture;
- employees' awareness of work-life balance policies available at their workplace;
- the importance of these policies to employees; and
- the formality of the policies

Work-Life Balance Culture

The 'work-life balance' culture of an organisation could be defined as the shared assumptions, beliefs and values regarding the extent to which an organisation supports and values the integration of employees' work and personal lives (based on Thompson, Beauvais & Lyness (1999) definition of work-family culture). This component of the survey provides an indication as to how comfortable employees feel using the available work-life balance policies.

Awareness of policies

The aim of this component of the survey is to measure how aware employees are of the work-life balance policies in their organisation. The emphasis is on the awareness of policies, rather than the actual existence of policies. Awareness is defined by the accuracy of people's knowledge about the existence of policies. If employees can accurately identify which policies are available in their organisation their awareness is considered high. If employees don't know whether policies are available or if they wrongly identify a policy as available or unavailable, their awareness is considered low.

Importance of policies

The aim of this component of the survey is to assess how important work-life balance policies are for employees. The importance of a policy is measured by asking how important a policy is to an employee personally. This can be interpreted in two ways: how important is the policy to a person's personal life, and how important is the policy to a person in general, regardless of whether the person will ever use it him or herself. The interpretation was kept broad as the way the question is interpreted reflects how the people employed in a specific organisation allocate importance to the policies. Some employees may only be interested in policies they can use themselves, while others do consider the needs of others and value policies accommodating those needs.

IMPORTANT NOTE: Employees may ask what "personally" means in the survey question "how important is this policy to you personally". Although it is important that employees complete the survey without too much prior knowledge of the exact concepts it measures to avoid bias in their answers, the following information can be provided if the above question emerges:

"The term "personally" is open to interpretation and it is up to you how you want to interpret it. Your interpretation may vary depending on the policy under consideration. Some policies you may perceive as important because you have used, are using or are likely to use them in the future, while other policies might be important to you because they provide certain protections or provide opportunities for employees that you find valuable even though you may not use them yourself. There is no right or wrong way in answering the question"

Formality of policies

This component refers to the way an organisation makes its policies available. That is, does the organisation provide the policy on a formal or informal basis? This is measured by three items indicating whether policies and procedures are properly documented. This means that if policies are written down somewhere, do employees know where to look and does it make sense to them?

A copy of the employee survey can be found at [Appendix 1](#)

Employer survey

The employer survey examines which policies are available in the organisation and whether these policies are available on an informal or formal basis.

The information of the employer survey is matched with the employee survey to assess employees' level of awareness of the availability of work-life balance policies in the organisation.

A copy of the employer survey can be found at [Appendix 2](#)

Benchmarking your organisation's results

Benchmark over time

The primary use of this survey is to assess policy awareness, importance and the culture in your organisation, and use this information to help you set goals for changes to enhance employees' work-life balance, as well as monitor the effectiveness of any changes by readministering the survey following these changes.

So, the survey allows organisations to identify areas that may require further attention (e.g. improve awareness, change workplace culture), and monitor any changes in these areas by conducting the survey at regular intervals (e.g. yearly).

Benchmark against other organisations

This survey can also be used to help you get an idea of how your organisation compares to other organisations. Almost 3000 employees from ten organisations completed the survey before you to provide normative data.

Format of the Survey

The employee survey is available in two formats: a hardcopy/paper version and a downloadable version.

Hardcopy/paper version

When using the hardcopy version of the employee survey, the survey administrator needs to gather the hardcopies completed by employees and enter the data into the downloadable version of the survey.

This method is best for smaller organisations where the majority of employees do not have access to a computer. Of course, you can always make a computer available at a central location and invite employees to come and complete the survey at a certain time if you would like to use the downloadable application to complete the employee survey.

Downloadable version

In order to use the downloadable version, the survey administrator and employees need to have access to Microsoft Excel version 5 and above.

PLEASE NOTE: You can choose to use both the hardcopy version and downloadable version of the survey if some of your employees don't have access to a computer while others do. Employees who have access to a computer can use the downloadable survey to enter their responses, while at the same time employees without a computer can use the hardcopy version.

Afterwards, the survey administrator needs to enter the responses from the hardcopy surveys into the [downloadable version](#).

IMPORTANT NOTE: It is essential that the Excel spreadsheet containing the survey is put in a place on the organisation's computer network, which is accessible to all employees. To complete the survey, employees and the survey administrator need to use the same Excel spreadsheet every time. **This means that the survey should never be forwarded via e-mail**, and should only be accessed by going to the dedicated location on the organisation's network.

Planning the Survey

Key groups involved

There are a number of people in your organisation whose involvement in the survey process is crucial to the success of the survey.

Dedicated survey administrator

The survey administrator is responsible for coordinating and promoting the use of the survey. This person also has to complete the employer survey and should therefore have full knowledge of the organisation's work-life balance policies.

Human resources personnel

If your organisation has HR personnel they should be informed about the survey, particularly since they would carry responsibility for the implementation of any changes that may follow on from the survey report.

Line managers and supervisors

To ensure that employees complete the survey, line managers and supervisors should be asked to encourage their employees to complete the survey and allow them to do so during work time.

Senior management

The support of senior management is vital to the success of the survey so that employees can be assured that the process and their efforts in completing the survey will be taken seriously. This support can be demonstrated by senior management providing the necessary resources to implement the survey and by providing a commitment to respond to the results of the survey. In particular, senior management can put their signature to the information sheet and letter promoting the survey and ensure that supervisors are informed that employees can complete the survey in work time.

Survey timing

It is important to carefully consider when to conduct the survey. It is recommended that you do not plan to run the survey around a holiday break or other seasonal events, such as end of financial year, which may interfere with the scheduling of the survey.

Informing employees about the survey

Approximately a week before the survey will actually be conducted, an information sheet should be distributed to employees. This information sheet should not only inform employees about the upcoming survey, but also convince employees about its usefulness. The information sheet could be distributed via various communication channels including payslips, newsletters, electronic memos, staff meetings, notice boards, and company magazines. It is important for employees to know that the survey is supported by senior management. Therefore, the information sheet should be endorsed and signed by someone from senior management. [Appendix 3](#) provides an example of an information sheet.

Using the downloadable version of the survey at 100+ organisations

When your organisation has 100 or more employees it is recommended that you conduct the survey in smaller entities of the organisation (e.g. departments, units, divisions, teams). This means that instead of allocating one survey administrator to coordinate the survey for the whole of the organisation, a number of survey administrators are chosen to run the survey in different sections of the organisation. Each survey administrator stores the survey in a location suitable for that particular section. There are two reasons for this approach:

1. Different sections in an organisation often have their own culture, which means that outcomes of the survey could differ significantly between sections. Consequently, different actions may be required for different sections;
2. Because the survey application has been developed in Excel, only one employee at a time can complete the survey. In large organisations this can become problematic if a lot of employees try to complete the survey at the same time. Breaking up the organisation's employees into smaller groups will help alleviate this problem.

Project management plan

To assist in the implementation of the survey, a project management plan is provided at [Appendix 4](#)

IMPORTANT NOTE If employees in your organisation are covered by different agreements which give them significantly different access to work-life balance policies, it is recommended to conduct the employer and employee survey for each of these groups separately.

Administering the hardcopy version

PLEASE NOTE: If employees will be completing the downloadable version of the survey, please go to the section "[Administering the downloadable version](#)" on page 16 of the manual.

Distributing the employee survey

The employee survey (see [Appendix 1](#)) should be accompanied by a letter outlining the purpose of the survey and providing information on the time the survey will take to complete, confidentiality of the information and how the

information will be used. It is important that such a letter is endorsed and signed by someone from senior management. [Appendix 5](#) provides an example of a letter that could be used.

The hardcopy survey and the information letter could be distributed to employees by attaching it to their payslips, or by asking managers to distribute them during staff meetings.

Completing and collecting the employee survey

It is important that time during the working day is made available to employees to complete the survey. This ensures not only that employees have adequate time to complete the survey, but also indicates that responding to the survey is valued by the organisation.

Employees need to be assured that the collected data will be treated with confidentiality and stored in a safe location. A locked return box should be made available in a specified location. Alternatively, the survey could be returned in a pre-printed self-addressed envelope to the survey administrator.

Follow-up with employees

For many reasons, (e.g., illness, workload, procrastination) some employees will not complete the survey within the arranged time period. It is important to give employees at least two weeks to complete and return the survey and extend this period if necessary.

Your project plan should include time and procedures to follow up the initial administration of the survey. Employees should be reminded to complete and return the survey. Reminders can be distributed in a variety of ways, including via e-mail, a letter attached to payslips, or during staff meetings.

Response rate

It is suggested to obtain a response rate from employees of at least 30% to ensure that the results are representative of employees of your organisation. If the response rate is less than 30% it is best to consider the results as exploratory rather than as representative.

Data preparation for the hardcopy version

The survey administrator can use the downloadable version of the survey to complete the employer survey and process the employee responses collected with the hardcopy version of the employee survey.

Downloading the survey

Click the “Better Work-Life Balance Survey” icon (figure 1) to download.

Figure 1

How to conduct the survey

The survey can be conducted in just about any workplace and is designed to be completed by both employers and employees. It is provided in a Microsoft Excel format and requires Microsoft Excel to view and use.

The survey is available online and in hardcopy format, however, all data needs to be entered into the online survey to enable information to be analysed and interpreted.

The Better Work-Life Balance Manual provides detailed information on how to conduct the survey. **It is important to read the manual carefully before conducting the survey.**

[Download the Better Work-Life Balance manual](#) (PDF 824 KB)

[Download appendix 1](#)

[Download appendix 2](#)

[Download appendix 3](#)

[Download appendix 4](#)

[Download appendix 5](#)

[Download appendix 6](#)

[Download the Better Work-Life Survey](#) (ZIP 308 KB)

[Complete feedback form](#)

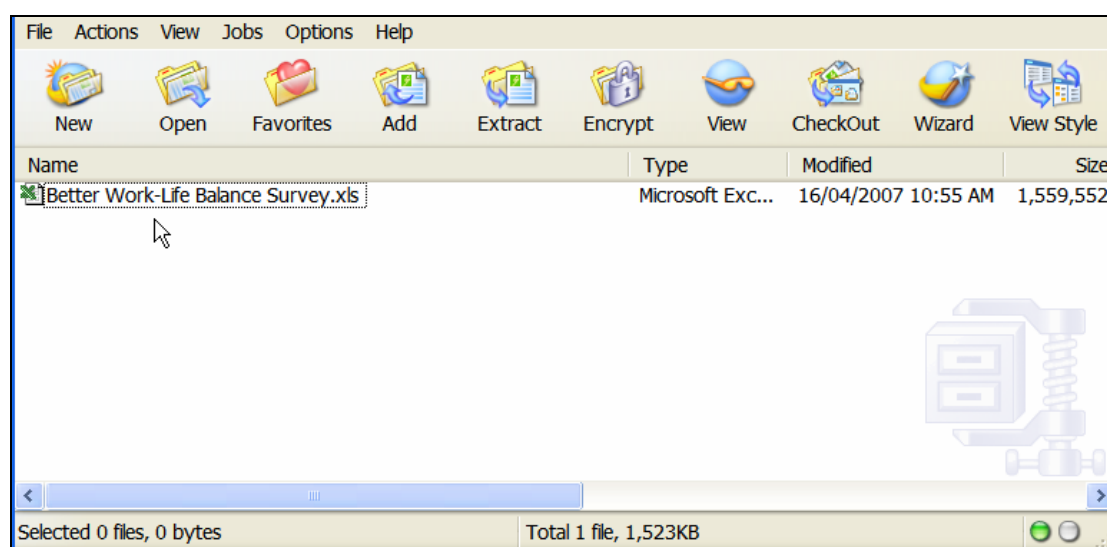


Figure 2

Double click the Excel document “Better Work-Life Balance Survey.xls” (figure 2) to download the survey.

Once you have downloaded the survey you can rename it and store it in a location suitable for your workplace. Employees need to be able to access the survey, so it is necessary to put the survey on a shared network drive.

Completing the employer survey

To complete the employer survey, please read the sub-sections “[Opening the Survey](#)” on page 16 and “[The Survey Administration Menu](#)” on page 19 of the manual.

Entering the employee responses

To enter the employee responses collected with the hardcopy version of the survey go to the Main Menu of the downloadable version and click on the “Employee Survey” button (figure 3).

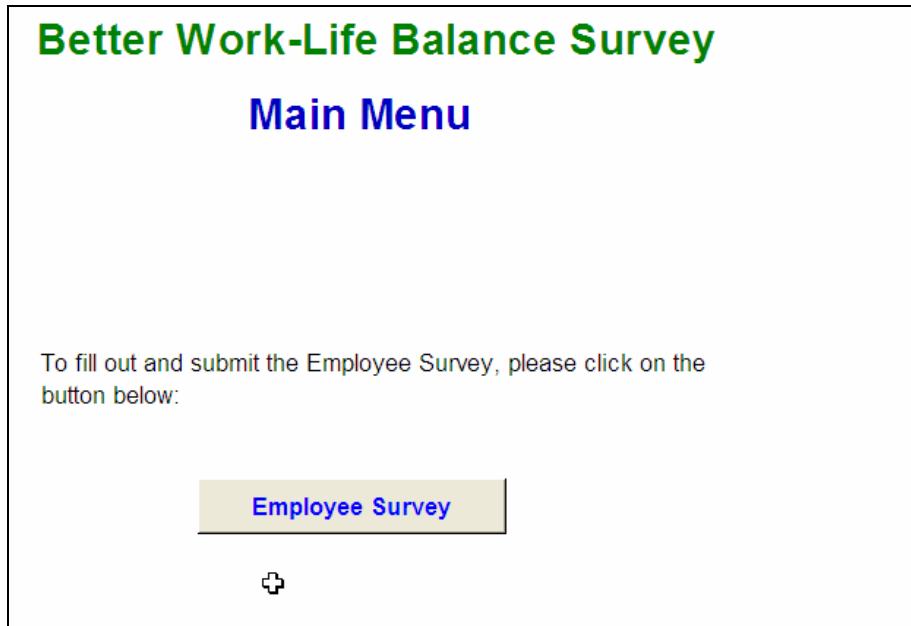


Figure 3

Before the survey opens the following message will appear (figure 4). Click "OK".

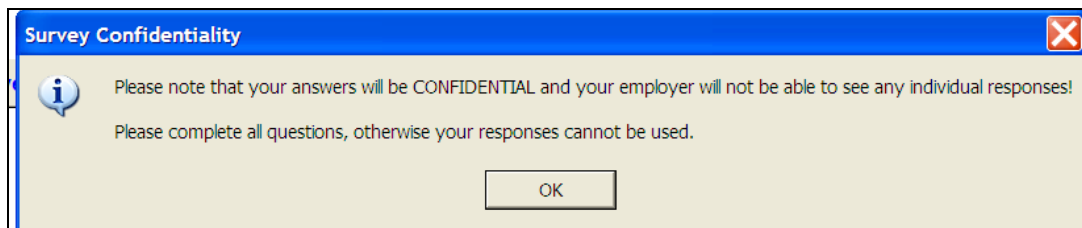


Figure 4

The employee survey is now open and the employee responses from the hardcopy version can be entered. All questions must be answered before being submitted. Incomplete surveys can not be used. **It is therefore of the greatest importance that you urge employees to complete all the questions, or their surveys will be useless.**

Once you have finished a survey click on the "Submit" button at the top of the page. The "Submit Employee Survey" message will appear (figure 5). If you wish to proceed click "OK".

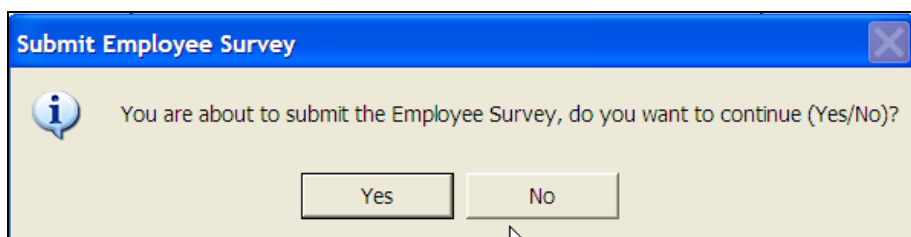


Figure 5

Once the survey responses have been accepted you will receive the following confirmation message (figure 6). Click on “OK” and you will return automatically to the Main Menu.

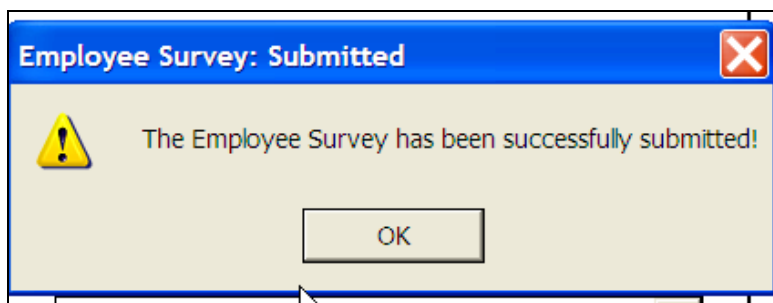


Figure 6

Repeat the actions described above, until all the employee surveys have been entered.

Reporting the data

To obtain a report outlining the results of the survey, go to the Administration Menu of the downloadable version of the survey and click on the “View Report” button (figure 7). A summary report will be automatically generated.

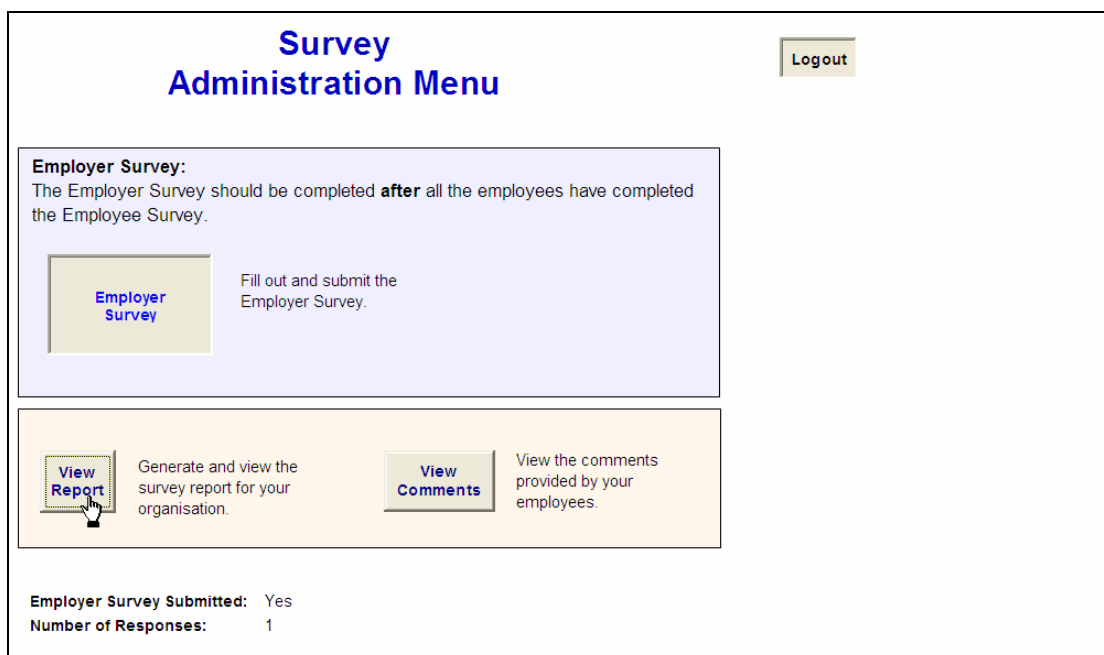


Figure 7

Storing data

Data should always be stored in a way that will prevent unauthorised or inappropriate access to the data. If your organisation decides to use the hard-copy survey the actual hardcopies should be shredded after the data has been entered electronically and secured.

Once the employee responses have been entered into the downloadable version and the survey administrator has completed his/her survey, the Excel

spreadsheet containing the survey responses should be saved to a secure location.

Administering the downloadable version

Downloading the survey

Click the “Better Work-Life Balance Survey” icon (figure 8) to download.

How to conduct the survey

The survey can be conducted in just about any workplace and is designed to be completed by both employers and employees. It is provided in a Microsoft Excel format and requires Microsoft Excel to view and use.

The survey is available online and in hardcopy format, however, all data needs to be entered into the online survey to enable information to be analysed and interpreted.

The Better Work-Life Balance Manual provides detailed information on how to conduct the survey. **It is important to read the manual carefully before conducting the survey.**

[Download the Better Work-Life Balance manual](#) (PDF 824 KB)
[Download the Better Work-Life Survey](#) (ZIP 308 KB)
[Complete feedback form](#)

Figure 8

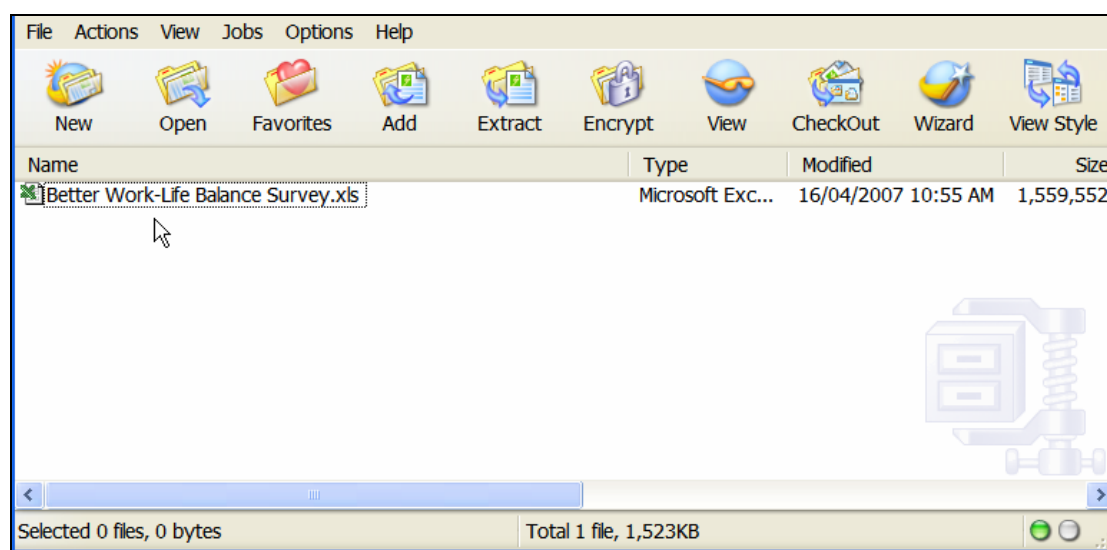


Figure 9

Double click the Excel document “Better Work-Life Balance Survey.xls” (figure 9) to download the survey.

Once you have downloaded the survey you can rename it and store it in a location suitable for your workplace. Employees need to be able to access the survey, so it is necessary to put the survey on a shared network drive.

Opening the survey

When you open the survey you will need to click on “Enable Macros” (figure 10). You will need to repeat this action each time the survey application is opened. The Macros are harmless and are an integral part of the survey’s operational process.

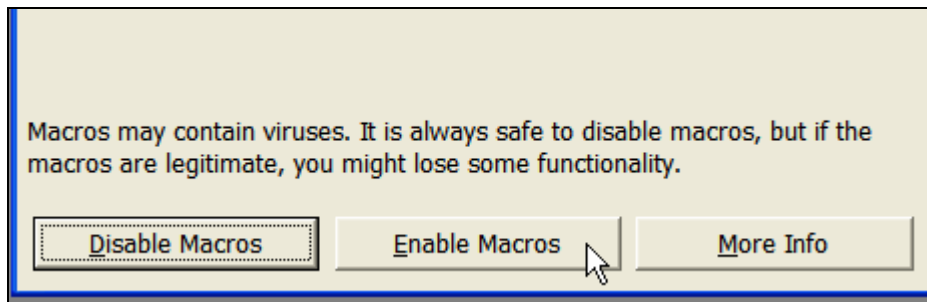


Figure 10

IMPORTANT NOTE If the “Enable Macros” message box (figure 10) does not appear, and you see the following message within the spreadsheet (figure 11), you will need to change your Excel Macro Security Settings.

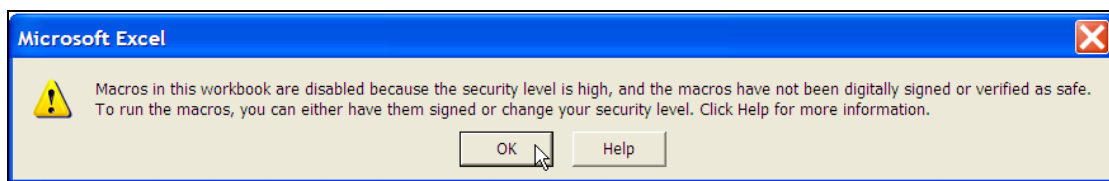


Figure 11

Changing Excel Macro Security Settings

To change your Excel Macro Security Settings go to “Tools”, then click on “Macro”, and click on “Security” (figure 12).

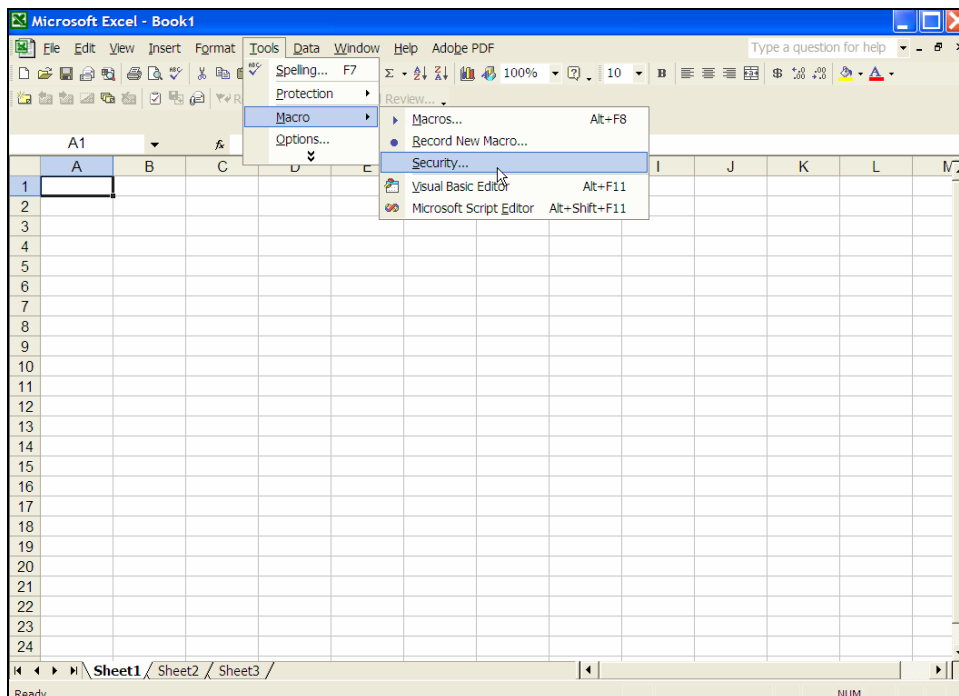


Figure 12

Select the medium security level and click “OK” (figure 13).

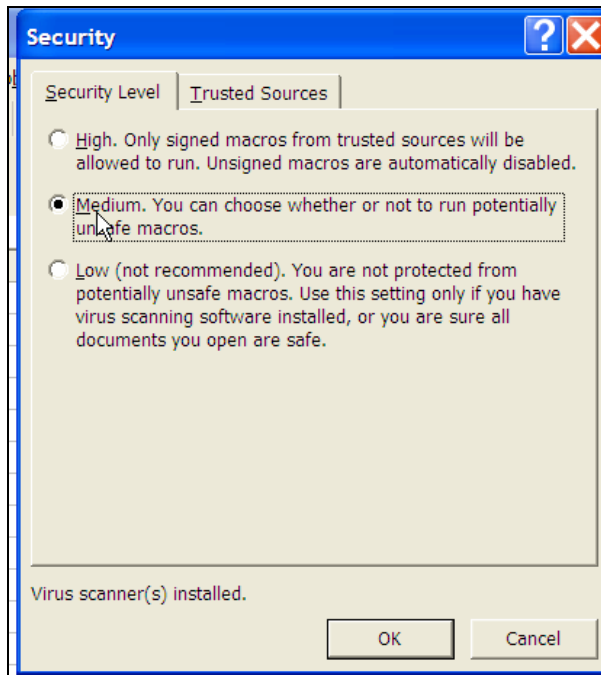


Figure 13

Then close the Excel program without saving any changes and open the survey again. You should now see the Enable Macros window as shown in Figure 10.

The survey administration menu

The survey administration menu is activated by clicking on the “Survey Administration Menu” button in the main menu (figure 14).

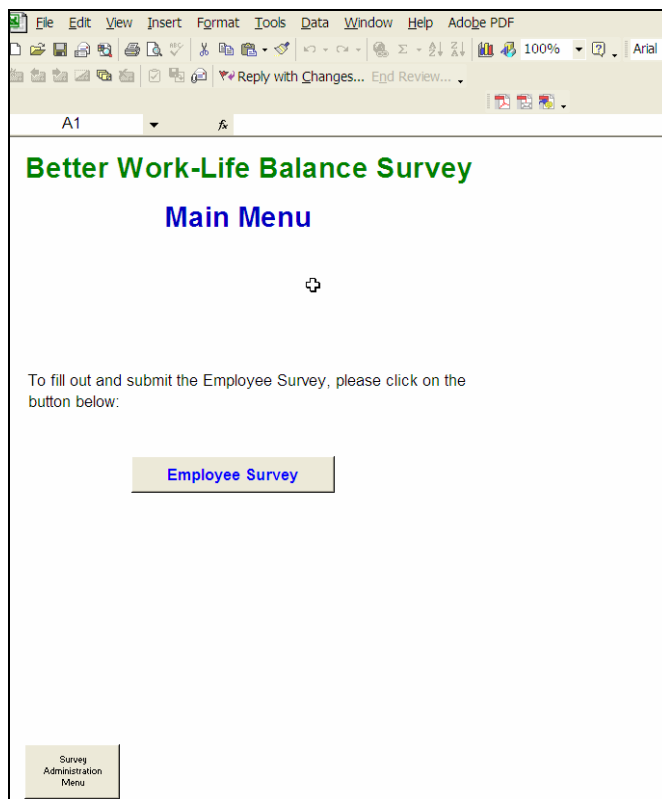


Figure 14

After activating the survey administration menu you will be asked to enter the administrator password (figure 15). The password is “survey” all in lower case. The password cannot be changed. Then click “OK”.

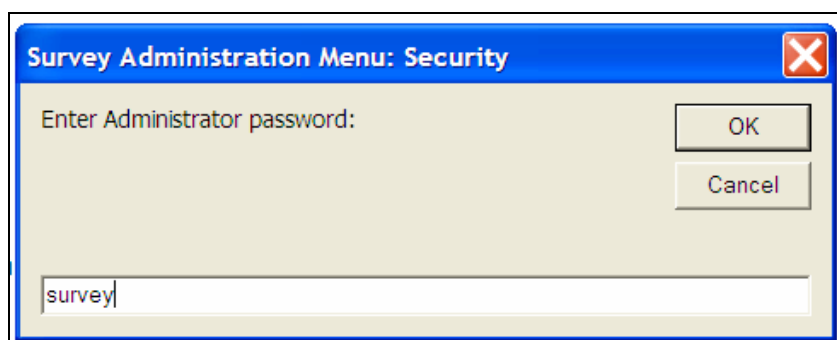


Figure 15

The survey administration menu will now appear (figure 16).

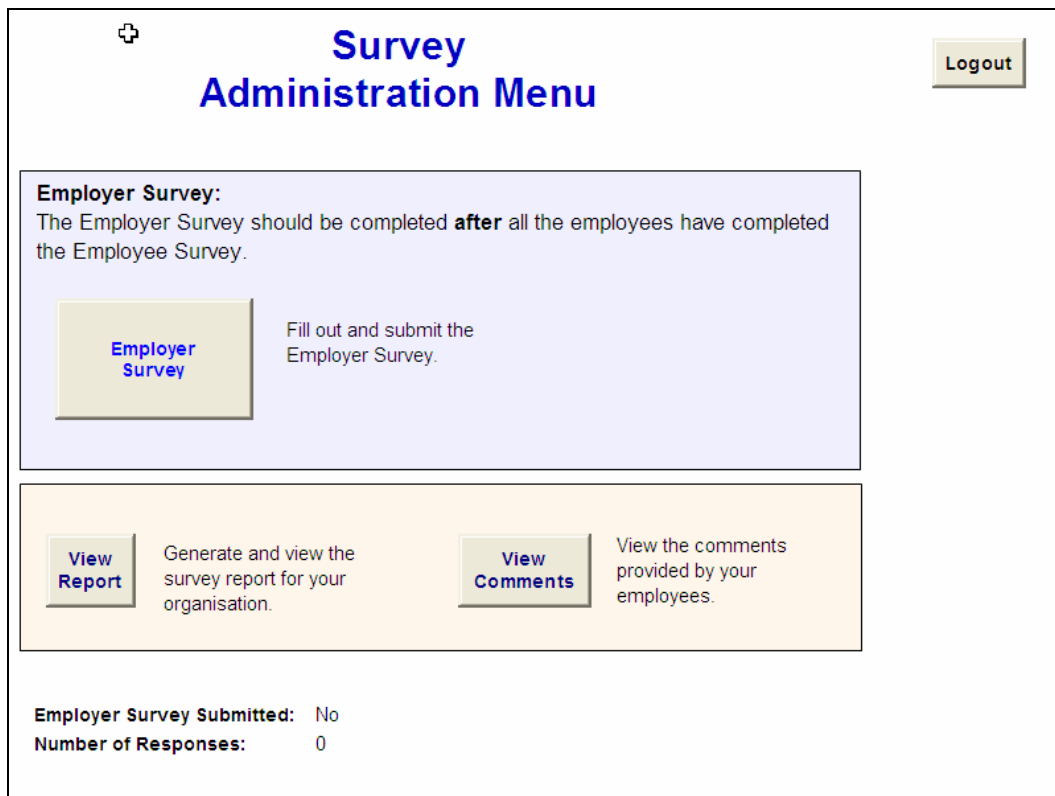


Figure 16

From the survey administration menu the dedicated administrator can complete their part of the survey, view and print the survey report, and view and print the employee comments.

It is advised that the survey administrator completes the survey **after** all the employees have completed their surveys. This will safeguard the employer survey against any accidental changing by an employee. Once the employer survey has been completed, “yes” will appear beside the text “Employer Survey Submitted” at the bottom left corner of the administration menu. The employer survey must be submitted in order to get a valid survey report.

If an incomplete survey is submitted the following message will appear (figure 17). You will need to complete the listed questions before the survey responses can be submitted.

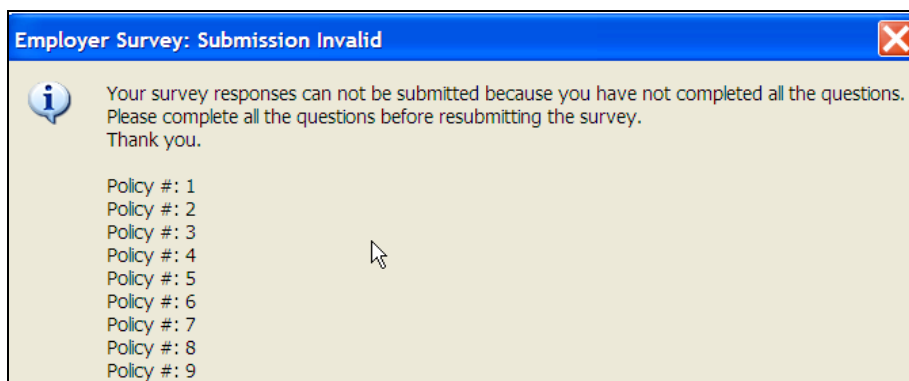


Figure 17

Once the employer survey is completed you will be asked if you wish to continue with submitting the survey (figure 18).

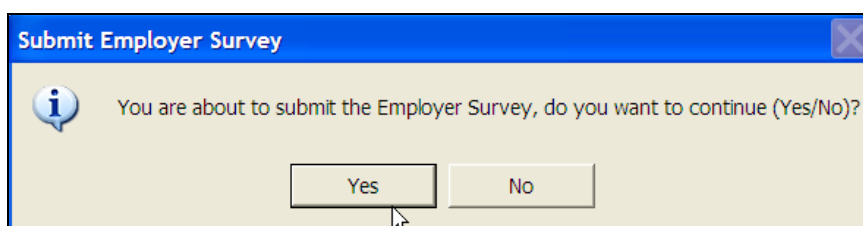


Figure 18

After the survey is successfully submitted a confirmation message will appear (figure 19).

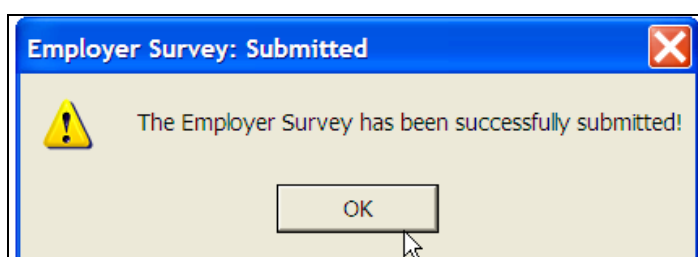


Figure 19

IMPORTANT NOTE The employer survey is submitted once. If changes are made and the survey is submitted again the new changes will be recorded and reflected in the survey report.

Completing the employee survey – employee information

Employees should be sent an information sheet per e-mail outlining the purpose of the survey and providing information on how to complete the survey, the time it will take to complete, confidentiality of the information and how the information will be used. Again it is important that such an information sheet comes from someone from senior management. [Appendix 6](#) provides an information sheet that could be used.

IMPORTANT NOTE The survey administrator needs to replace the highlighted text in [Appendix 6](#) with organisation specific details.

It is important that time during the working day is made available to complete the survey. This ensures not only that employees have adequate time to complete the survey, but also indicates that responding to the survey is valued by the organisation.

Collecting the survey data

Employees need to be assured that the collected data will be treated as confidential and no individuals can be identified. To safeguard employees' responses, the database with their responses can not be directly accessed. The necessary information can be found in the report which is generated based on the employees' responses.

Follow-up with employees

For many reasons, (e.g., illness, workload, procrastination) some employees will not complete the survey within the arranged time period. It is important to give employees at least two weeks to complete and return the survey and extend this period if necessary.

Your project plan should include time and procedures to follow up the initial administration of the survey. Employees should be reminded to complete and return the survey. Reminders can be distributed in a variety of ways, including via e-mail, a letter attached to payslips, or during staff meetings.

Response rate

It is suggested to obtain a response rate from employees of at least 30% to ensure that the results are representative of employees of your organisation. If the response rate is less than 30% it is best to consider the results as exploratory rather than as representative.

Data preparation for the downloadable version

Reporting the data

When using the downloadable version of the survey, data entry and scoring of the data are automated processes. To obtain a report outlining the results of the survey, go to the survey administration menu of the downloadable version of the survey and click on the “View Report” button (figure 20). A summary report will be automatically generated.

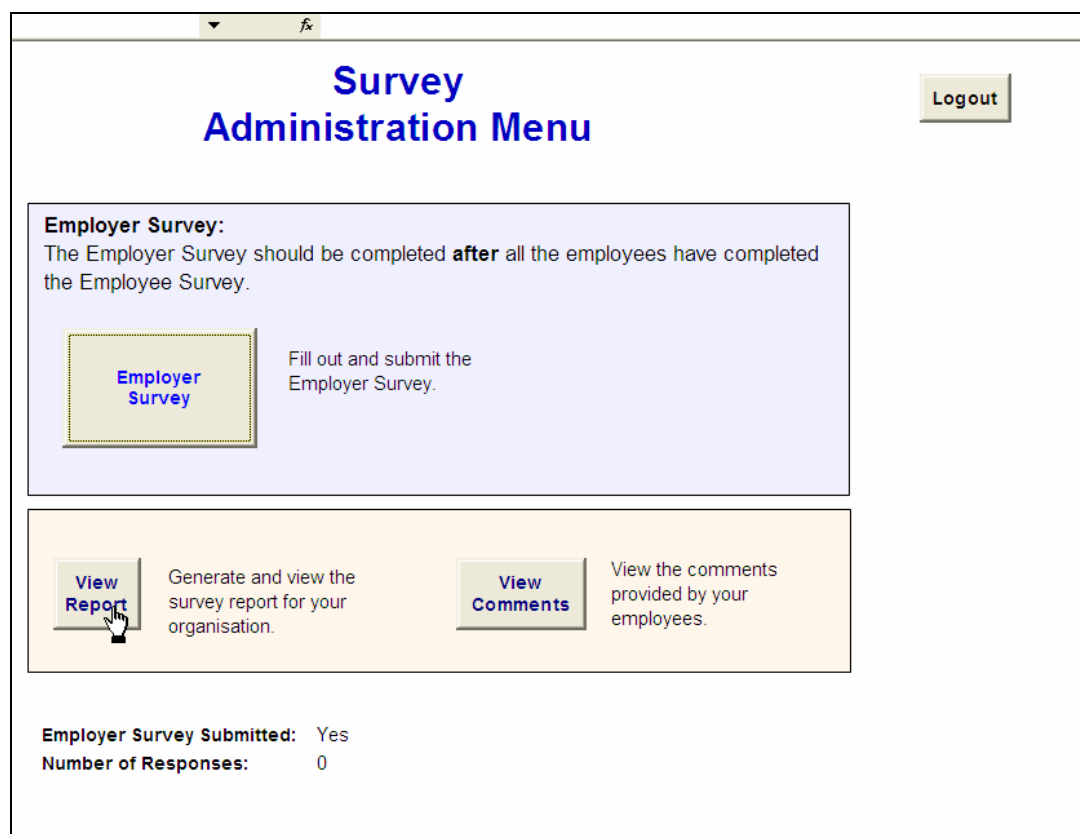


Figure 20

Storing data

If your organisation decides to use the downloadable version of the survey, the data can not be directly viewed by either the employer or employees. However, once the employee responses have been entered into the downloadable version and the survey administrator has completed his/her survey, the Excel spreadsheet containing the survey report should be saved to a secure location.

Interpretation of survey data

Compare your results with the normative data

To investigate how effectively your organisation accommodates employees' work-life balance compared to organisations in general, you need to compare your results with the data of the "normative sample". The normative sample comprises all employees ($N = 2978$) who completed the survey in the pilot study. These employees were taken from nine Queensland organisations in the private sector.

Normative data is available for the average 'workplace culture' and 'awareness' scores. Normative data is not available for 'importance' and 'formality' scores, because for the purposes of the survey these results should only reflect the situation in your organisation.

Workplace Culture

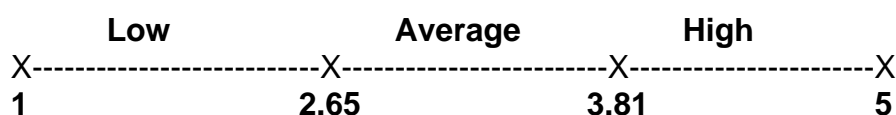
To find out how your organisation compares to the normative sample, take your organisation's mean culture score and check where this score falls in relation to the range of scores provided below (i.e. low, average, or high). These figures are also provided in the survey report.

Culture – normative data

below 2.65 = low (not supportive)

2.65 – 3.81 (inclusive) = average

larger than 3.81 = high (highly supportive)



Scores between 3.81 and 5 indicate that employees consider the workplace culture as being highly accommodating and supportive of their work and personal lives. Scores between 2.65 and 3.81 indicate that employees view the workplace culture as moderately accommodating and supportive of their work and personal lives. Scores between 0 and 2.65 indicate that employees consider the workplace culture as not very accommodating or supportive of their work and personal lives.

If employees rate the workplace culture as not very supportive of their work and personal lives, the organisation may want to consider undertaking some

action. Information on improving workplace culture is outlined under the section "[Take Action – Improving workplace culture](#)" on page 28 of the manual.

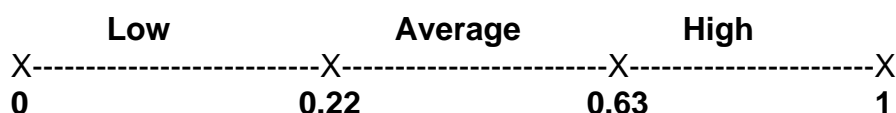
Awareness of policies

To find out how your organisation compares to the normative sample, take your organisation's mean awareness score for each category of policies and check where this score falls in relation to the range of scores provided below (i.e. low, average, or high). These figures are also provided in the survey report.

For example, if your organisation's average awareness score for leave arrangements is 0.65 it means that, compared to the normative sample, employees at your organisation have a high awareness of the leave arrangements available at your organisation. If the average awareness score was 0.20, employees at your organisation would have a low awareness of the leave arrangements compared to employees in general, indicating that communication and education about the organisation's policies may need to be improved.

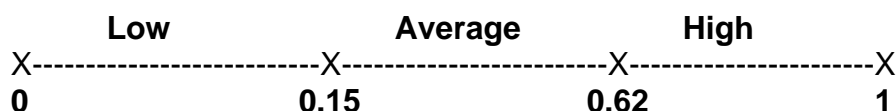
Awareness leave arrangements – normative data

below 0.22 = low awareness:
0.22 - 0.63 (inclusive) = average awareness
larger than 0.63 = high awareness



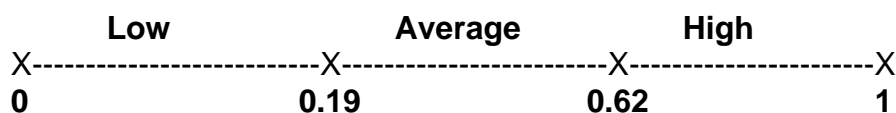
Awareness parenting and pregnancy policies– normative data

below 0.15 = low awareness
0.15 – 0.62 (inclusive) = average awareness
larger than 0.62 = high awareness



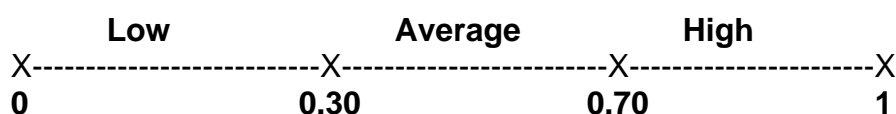
Awareness flexible work arrangements – normative data

below 0.19 = low awareness
0.19 – 0.62 (inclusive) = average awareness
larger than 0.62 = high awareness



Awareness additional work provisions – normative data

below 0.30 = low awareness
 0.30 – 0.70 (inclusive) = average awareness
 larger than 0.70 = high awareness



If there is low awareness among employees in relation to a certain category of policies (i.e. leave arrangements, policies relevant to parenting and pregnancy, flexible work arrangements, additional work provisions) the organisation may want to consider undertaking some action. Information on improving employee awareness is outlined under the section [“Take Action – Create Awareness of Policies”](#) on page 30 of the manual.

Importance of policies versus availability

If an organisation finds that a large number of policies, which are rated by the majority of their employees as important or very important are not currently available, the organisation may want to consider introducing some of these policies. Policies might be rated as important when they fulfil important work-life balance needs of employees. Lack of such policies may represent an unmet need for work-life balance. The section [“Take Action – Importance of Policies”](#) on page 31 of the manual provides further information on this issue.

Formality of policies

If the following applies to your organisation it is recommended to take action as described under [“Take Action – Formality of Policies”](#) on page 32 of the manual:

- The organisation does NOT have a handbook or internet site available outlining the current work-life balance policies;

OR if the organisation does have a handbook or internet site available, BUT a low percentage of employees indicate:

- they know the organisation has written copies (hardcopy/internet) of the organisation’s work-life balance policies; and/or
- they had seen or been given a copy of the organisation’s work-life balance policies; and/or
- that it was easy to understand when and how these ‘work-life balance’ policies could be used by employees.

These figures are provided in the survey report.

It is recommended to limit the number of informal policies in an organisation. Informal policies are generally made available as one-off arrangements to accommodate unexpected situations for employees. While this could be helpful to a particular employee in the short term, there are some problems associated with informal policies, including:

- the informality of policies means that such arrangements are not publicised and many employees are not aware that they could negotiate such arrangements;
- staff can not plan ahead for the balancing of their work and personal lives;
- the ability of employees to negotiate certain arrangements can differ greatly depending on which manager they are negotiating with (e.g. willingness of manager to accommodate employee's needs); and
- when managers are willing to accommodate such needs, the absence of appropriate information on how to implement certain policies might create an obstacle for managers to implement them consistently.

General patterns of importance and awareness

Data from the normative sample showed that employees with caring responsibilities for children (*carers*) rate leave arrangements; policies relevant to parenting and pregnancy; flexible work arrangements; and additional work provisions as significantly more important than employees without childcare responsibilities (*non-carers*). While there might be variations in importance allocated by *carers* and *non-carers* across organisations, the data from the normative sample indicates that where an organisation has a large number of employees with childcare responsibilities, work-life balance policies might be more important to enable employees to meet their responsibilities at home and work.

Similarly, data from the normative sample showed that women rate leave arrangements, policies relevant to parenting and pregnancy, flexible work arrangements and additional work provisions as significantly more important than men. Thus, in organisations that have large numbers of female employees, work-life balance policies might be more important.

Finally, data from the normative sample showed that employees who have been working at an organisation less than one year are often less aware of the availability of different work-life balance policies. To ensure that new employees are aware of the work-life balance policies available in your organisation, information to increase awareness should be presented during their induction. These policies should ideally be published in a brochure to provide new employees with ready and easy access to the information as required.

Presenting the data

For the survey results to be used to improve work-life balance policies, they need to be presented in a way that is useful and meaningful to the people in

the organisation who will be involved in making such improvements and those who are affected by them.

The first question is: To whom will the results be presented?

CEO and senior management: As previously indicated, this survey tool has been developed to assist organisations improve their work-life balance policies, and senior management should be committed to using the results in future policy development. The survey results should thus be presented to the CEO and senior management, as they will be making the decisions about improving or introducing new policies.

Staff: Results should be presented to staff for a number of reasons. First, to gain cooperation for any future surveys it is necessary to inform staff about the outcomes of the survey to which they personally contributed. Second, any policy changes that may occur as a result of the survey will directly affect staff.

The second question is: What results will be presented?

CEO and senior management: The survey will provide a summary report of the survey results which is appropriate to present to management. In particular, the summary report will highlight the organisation's performance with respect to other organisations and will highlight areas where action is recommended to be taken. In addition, the comments that can be provided by employees throughout the survey may be useful in providing senior management with further information and a clearer understanding of the relevant issues.

Staff: The summary report is also appropriate to present to staff. This is important in providing feedback on the process to employees and also to allow employees to gain a greater appreciation of where their views may sit in relation to those of other employees in the organisation. It is not necessary to present individual comments to employers as this information is not relevant and may be seen to compromise the confidentiality of the process.

It may also be useful to provide information on the organisation's work-life balance policies as part of the presentation. After all, the survey may have made them wonder what policies are actually available to them. This is a perfect time to inform them.

The final question is: how will the results be presented?

Ensure that people receive the information in a way that is useful for discussion, learning, and decision making. Consider how results are to be presented to make communication most effective.

For example, the survey administrator could organise a meeting with senior management to present and discuss the report, in particular in terms of possible actions that could be taken. Similarly, supervisors could table the report during a staff meeting and allow employees to comment on its findings.

What to do with the results?

Take action

The information below is useful for any organisation interested in improving their work-life balance policies, but is particularly important for organisations which have scored relatively low in any of the areas assessed in the survey.

Improving workplace culture

Making 'work-life balance' policies available is an important step in helping employees balance their work and personal lives. However, these policies will be ineffective when employees feel inhibited or are prevented from using these policies.

When introducing policies aimed at helping employees balance their work and personal lives, it is important to ensure that the workplace culture supports employees' use of these policies.

The importance of a supportive work-life balance culture

A supportive workplace culture has been associated with a variety of benefits for both employees and employers, including higher levels of affective commitment to the organisation; lower intention to leave the organisation, higher levels of job satisfaction; lower levels of stress; and the experience of less conflict between work and family responsibilities.

In addition to the direct positive effects of a supportive workplace culture, perceptions of a supportive workplace culture are associated with greater utilisation rates of work-life balance policies. The culture in the organisation is crucial for determining whether employees will use the policies and their general attitudes towards the organisation. For employees and employers to enjoy the benefits of work-life balance policies, the work culture and environment need to be addressed when implementing such policies.

So, just offering the policies is not sufficient as employees need to feel comfortable using the policies. Both managers and colleagues can make employees feel uncomfortable accessing available options. Work-life balance policies will be useless or even counterproductive if the work culture does not support them.

How can you change workplace culture?

The development and implementation of policies is a gradual process, which requires dealing with certain behaviours, attitudes and expectations held by employees and management within the organisation. Alignment between policy, culture and leadership is essential for policies to succeed. If the culture is not supportive of the policies, they are likely to fail.

Education and communication

Changing the workplace culture does not happen overnight and requires commitment from both employers and employees. It is important to build consensus for culture change from the top down as well as the bottom up. Education about the importance of work-life balance, the benefits provided by

work-life balance policies and the role of workplace culture might be necessary to convince managers and front-line employees of the importance of a supportive 'work-life balance' culture.

Discussions between management and staff may increase understanding of mutual expectations and develop solutions to work-life balance issues. Discussions between team members on how they can help each other with work-life balance should be encouraged, as it provides employees with a feeling of ownership of the problem solving process.

Getting management behind the culture change

It is vitally important that both senior and middle management get behind the culture change. Active and visible support from senior management is crucial to the effective introduction of work-life balance policies. Managers supporting a traditional organisational culture, which emphasizes the pursuit of work goals and ignores employees' personal lives, undermine the success of work-life balance policies.

Managers should act as role models for their employees by using work-life balance policies themselves. It is very important that managers use policies in an appropriate way, so employees are given accurate information on how the policy is supposed to work. For example, under the *Industrial Relations Act 1999*, employees have a right to use up to 10 days paid sick leave per year to care and support family or household members who are ill. If a manager then stays at home to care for a sick child, but uses annual leave, he/she sends out a wrong message that while it is OK to stay at home due to caring responsibilities, it should be at the detriment of your own recreational leave. The manager has a right to 10 days paid carer's leave and should set the right example, by using the right type of leave.

Attitudes and resistance of middle management and line managers can create significant barriers to employees' use and effectiveness of policies. Middle and line managers are particularly important in the change process as they are more directly in touch with the work environment of the employees. Implementation of policies will be more effective if line managers are convinced of the need to implement the policies. Line managers need to know why policies are introduced and how they will improve organisational performance.

Changing key values and norms

An important issue that should be addressed when trying to change the workplace culture are the characteristics of an organisation that reflect and support its workplace culture; the most important one being the organisation's key values and norms.

One of the most persistent beliefs likely to undermine work-life balance policies is the idea that work and personal lives should be completely separated. With the increase in dual-earner families, as opposed to the more traditional single-earner families where generally the men work, this is a rather unrealistic expectation. Employees' roles these days are not restricted to either the work or family domain, but they have roles in both these domains which they need to balance. This is a reality for both employers and

employees and old traditional values and norms about separating these roles need to be adjusted.

When trying to change the workplace culture, it is most critical to address the key values and norms. It is important for organisations to think about the key values and norms the existing organisational structures and practices communicate to employees. For example, some organisations may send out messages about the organisation's key values and norms through its reward system. Organisations may discourage using work-life balance policies when they provide rewards purely based on the number of hours worked, instead of employees' outputs and performance. Employees may feel pressured to work long hours out of fear that their career will suffer, making it more difficult to attend to responsibilities in their personal lives. The organisation could change its reward system by putting a greater focus on output and performance instead of work hours. The organisation could also consider including a statement on the organisation's commitment to work and life balance in the organisation's Value Statements, which outlines the core values, as this may help reinforce work-life balance as a key value of the organisation.

Changing key values and norms may prove very difficult. However, there are things organisations can do which may assist in this process, including:

- Change common myths about work-life balance through education. For example, a common myth about work-life balance issues is that it is only relevant to women. Educating people about the benefits of these policies for both women and men may help change this common myth.
- Give profile to people in the organisation who are high performers and who also use the policies to create a view that success and work-life balance can go hand in hand.
- Organise some social functions at times suitable for children as well as adults and specifically invite the employees' family members.
- Introduce awards for managers or supervisors nominated by employees for having provided an environment where both employees' work productivity as well as their personal needs are addressed and enhanced.
- Organise award ceremonies for those employees who are playing an important role in changing the workplace culture.
- Allow people to have pictures or other personal objects in their work area.

A final important note for organisations is that culture change requires a tailored approach using processes that are right for the organisation. Also, different customer needs should be taken into account when planning for a cultural change.

Create awareness of policies

When an organisation implements new policies it is important that employees are made aware of the existence of these policies. Policies need to be effectively and appropriately communicated to the workforce and be well-articulated, in order to be adopted by employees.

A formal communication strategy is essential when introducing work-life balance policies. Communication is best achieved through a variety of channels, including staff meetings; e-mail; newsletters; fact sheets; brochures; posters; articles in any in-house magazines; and information packages. It is

often necessary to use a variety of channels, because employees may not always be accessible via certain channels. For example, not all employees have access to e-mail, and the use of staff meetings to distribute information will be inefficient in departments or organisations where staff meetings are held at irregular and infrequent intervals. In addition to these more practical issues of effective communication, research has shown that different people have different preferences for presentation of information. Some people absorb information better when presented orally, such as during staff meetings, while other employees absorb information better if presented in a colourful brochure. In addition, a formal communication of policies should be implemented in the human resources, or other relevant, handbook held by an organisation, outlining the details of the policy and the responsibilities of both staff and managers. New employees should be made aware of employment policies during their induction. These policies should ideally be published in a brochure to provide new employees with ready and easy access to the information.

It is recommended that new or changed policies are reinforced by training managers in how to apply the policies. This would include explaining the possible results of not adhering to the policy; responsibilities of managers, employees and human resources staff; circumstances in which the policy applies; possible deviations; and related policies for reference.

Importance of policies

Employees' views on what policies are more or less important to them provide important information that can assist in the development and implementation of new workplace policies and practices. If certain individual policies are rated as important or very important by the majority of people, organisations could further investigate the possibility of developing and implementing such a policy.

However, organisations should be cautious in developing and implementing only the workplace policies that are considered important by a majority of employees, because there is a risk that the needs of important minority groups might be overlooked that way. For example, in organisations where men or employees in their post-childbearing years form the majority and women in their childbearing years the minority, the average importance allocated to maternity leave provisions may be rather low. However, when specifically looking at the group of women in their childbearing years, the average importance allocated to these policies is likely to be high to very high and may be an important determinant in job retention. Overlooking the needs of a minority group could have adverse effects not only for the employees involved, but also for employers who stand to lose valuable skills and knowledge as people move on to workplaces that do accommodate their needs.

Recognising the needs of all groups of employees, instead of only taking into account those of the majority, is essential to these policies being beneficial for both employees and employers. Focus groups can be used to obtain more detailed information on the importance of certain policies among specific minority groups of employees.

Formality of policies

When introducing new or changing old policies it is important to formalise the policies and document them in the organisation's human resources handbook. Formalising a policy removes doubt about what provisions are available to employees, while documentation in a central place (e.g. in a handbook or a dedicated website) allows employees to have ready access to the policy information.

Apart from formalising and documenting policies, employees should have ready access to the handbook or website containing the policies. In addition, the guidelines about the policies should be concise and clear, so all employees can easily understand their rights and responsibilities in relation to the available policies.

If an organisation does NOT have a handbook or internet site available outlining the policies, it is highly recommended to develop such a handbook/website. Consultation with employees may help in promoting the handbook/website and getting feedback on how easy it is to understand the contents of the handbook/website at the same time.

If an organisation does have a handbook or internet site available outlining the available workplace policies, they should check whether the majority of their employees are:

1. aware that such a handbook/website is available;
2. they have access to the handbook/website; and
3. they find the content of the handbook/website easy to understand.

If only a small portion of employees in the organisation indicated they knew the organisation had written copies of its work-life balance policies and had seen or been given a copy of these policies, it is recommended to promote the handbook/website to alert employees to its existence, and make it more readily available. If only a small portion of employees indicated that it was easy to understand when and how the organisation's work-life balance policies could be used, it is recommended to consider revision of the handbook/website so it easier for people to understand. Consultation with employees is recommended when considering changes to the content of the handbook/website.

Better Work-Life Balance Survey - Employees

What is this survey?

The **Better Work-Life Balance Survey** contains questions about your organisation's work-life balance policies and your personal experiences using these policies. The purpose of the survey is to give an indication of how your organisation's 'work-life balance' policies assist employees in balancing their work and life responsibilities and it will also provide an indication of how your organisation's policies could be improved. 'Work-life balance' policies are any policies which help you meet the needs of your 'work life' and your 'personal life' effectively. As you complete the survey feel free to make any comments at the end of each section.

How long will it take?

The survey usually takes around 10 minutes to complete. Remember though, it is important to take as long as you need and please complete it during work time.

What will happen to my answers?

Your individual responses are CONFIDENTIAL. The information collected will be aggregated and reported in a way that is intended not to identify any individual. Survey participation is voluntary. We are interested in your opinion and current knowledge of your organisation's work-life balance policies which means there are no right or wrong answers. Survey information will be collated and presented in a generalised format for research and reporting purposes to inform and help improve the quality of work-life balance policies and practices that are available to you and your colleagues.

If you have any concerns about this survey, please contact **[Insert contact details survey coordinator]**:



THE UNIVERSITY OF QUEENSLAND



**Queensland
Government**
Department of
Industrial Relations

Policies in Your Organisation – Leave Arrangements

<p>For each statement below please circle a number to indicate whether your organisation has that policy AND a number to indicate your feelings about the importance of that policy.</p>	<p>Does your organisation have this policy? (please circle a number against each statement)</p>			<p>How important is this policy to you personally? (please circle a number against each statement)</p>				
	Don't know	No	Yes	Very Unimportant	Unimportant	Don't know	Important	Very Important
1. Carers leave (e.g. allows employees to take time off to care for and support a sick family or household member)	1	2	3	1	2	3	4	5
2. Opportunity for leave if care arrangements for children or other dependants break down (e.g. if day-care mother gets sick the employee is allowed to take leave to care for his/her child)	1	2	3	1	2	3	4	5
3. Study/training leave (allows employees to take time off for study or training)	1	2	3	1	2	3	4	5
4. Career breaks (e.g. allows employees to negotiate a fixed period of up to several years away from work to undertake study, while keeping a job at the end of the term)	1	2	3	1	2	3	4	5
5. Cultural/religious leave (allows employees to take time off for cultural/religious reasons; public holidays excluded)	1	2	3	1	2	3	4	5
6. 48/52 pay averaging for purchasing additional annual leave (allows employees to take extra leave each year by pay averaging so that an employee has more leave but is paid at a corresponding lower amount of pay across the year)	1	2	3	1	2	3	4	5
7. Bereavement leave (e.g. allows employees to take a minimum leave of 2 days after the death of a family or household member)	1	2	3	1	2	3	4	5
8. Pooling of leave entitlements (e.g. ability to pool all leave entitlements (i.e. sick leave, carer's leave etc.) giving employees a larger number of days if they need it for family reasons)	1	2	3	1	2	3	4	5

Other Comments:

Policies in Your Organisation (con't) – Parenting and Pregnancy Policies

<p>For each statement below please circle a number to indicate whether your organisation has that policy AND a number to indicate your feelings about the importance of that policy.</p>	<p>Does your organisation have this policy? (please circle a number against each statement)</p>			<p>How important is this policy to you personally? (please circle a number against each statement)</p>				
	Don't know	No	Yes	Very Unimportant	Unimportant	Don't know	Important	Very Important
9. Unpaid maternity/paternity and adoption leave	1	2	3	1	2	3	4	5
10. Paid maternity leave	1	2	3	1	2	3	4	5
11. Paid paternity leave	1	2	3	1	2	3	4	5
12. Paid adoption leave	1	2	3	1	2	3	4	5
13. Opportunity to return to the same job after maternity/paternity and adoption leave	1	2	3	1	2	3	4	5
14. Safety at work during pregnancy (e.g. changing the work of a pregnant worker to avoid long periods of standing or lifting heavy objects)	1	2	3	1	2	3	4	5
15. Pre-natal leave (e.g. time for pregnant women or their partners to attend medical appointments during working hours, either using additional leave or sick leave)	1	2	3	1	2	3	4	5
16. Staggered return to work after pregnancy (allows employees to negotiate a temporary reduction in hours of work when they return to work)	1	2	3	1	2	3	4	5
17. Private expressing/breastfeeding room (space at work offering privacy for an employee to breastfeed and providing refrigeration facilities)	1	2	3	1	2	3	4	5
18. Lactation breaks (time off to express milk or breastfeed babies if needed)	1	2	3	1	2	3	4	5
19. A carers room or bringing children to work in emergencies (e.g. provision of a safe location where staff can carry out their regular work duties while caring for dependents until other arrangements can be made)	1	2	3	1	2	3	4	5
20. Employer assistance with childcare (e.g. employers paying for or reserving places in an existing or on-site child care centre)	1	2	3	1	2	3	4	5

Other Comments:

Policies in Your Organisation (con't) – Flexible Work Arrangements

<p>For each statement below please circle a number to indicate whether your organisation has that policy AND a number to indicate your feelings about the importance of that policy.</p>	<p>Does your organisation have this policy? (please circle a number against each statement)</p>			<p>How important is this policy to you personally? (please circle a number against each statement)</p>				
	<p>Don't know</p>	<p>No</p>	<p>Yes</p>	<p>Very Unimportant</p>	<p>Unimportant</p>	<p>Don't know</p>	<p>Important</p>	<p>Very Important</p>
<p>21. Job sharing (two or more people share one full-time job)</p>	1	2	3	1	2	3	4	5
<p>22. Telecommuting (e.g. where an employee can work from home or outside of the central workplace using his/her own or the organisation's equipment)</p>	1	2	3	1	2	3	4	5
<p>23. Cap on overtime (a limit on the number of hours overtime that can be worked)</p>	1	2	3	1	2	3	4	5
<p>24. Opportunity to negotiate part-time work for full-time employees (e.g. allows employees to work part-time if a family situation changes dramatically)</p>	1	2	3	1	2	3	4	5
<p>25. Time off in lieu, rostered days off (allows employees to take time off for overtime they worked, instead of payment)</p>	1	2	3	1	2	3	4	5
<p>26. Self-rostering and/or staggered start and finish times (picking your own start and finish times and/or days as long as you work an agreed number of hours)</p>	1	2	3	1	2	3	4	5
<p>27. Gradual retirement (allows employees to gradually reduce the number of working hours or duties over an extended period of time, up to several years, prior to retirement)</p>	1	2	3	1	2	3	4	5

Other Comments:

Policies in Your Organisation (con't) – Additional Work Provisions

<p>For each statement below please circle a number to indicate whether your organisation has that policy AND a number to indicate your feelings about the importance of that policy.</p>	<p>Does your organisation have this policy? (please circle a number against each statement)</p>			<p>How important is this policy to you personally? (please circle a number against each statement)</p>				
	<p>Don't know</p>	<p>No</p>	<p>Yes</p>	<p>Very Unimportant</p>	<p>Unimportant</p>	<p>Don't know</p>	<p>Important</p>	<p>Very Important</p>
<p>28. Telephone for personal use (e.g. allowing employees to contact family members if needed)</p>	1	2	3	1	2	3	4	5
<p>29. Counselling services for employees (the organisation pays for counselling services for employees experiencing, among other things, work/family stress)</p>	1	2	3	1	2	3	4	5
<p>30. Referral services for employees' personal needs (the organisation provides a referral service – a telephone service that you can use for assistance with personal matters)</p>	1	2	3	1	2	3	4	5
<p>31. Health programs (e.g. Quit Smoking programs, flu vaccinations on site, Dietary Advice programs)</p>	1	2	3	1	2	3	4	5
<p>32. Parenting or family support program (the organisation provides a formal educational program on parenting)</p>	1	2	3	1	2	3	4	5
<p>33. Exercise facilities (the organisation provides on site or subsidises exercise facilities/gym membership)</p>	1	2	3	1	2	3	4	5
<p>34. Relocation or placement assistance (where an employee has to move for work purposes, the organisation helps the whole family adapt to the new environment)</p>	1	2	3	1	2	3	4	5
<p>35. Equal access to promotion, training and development (Providing equal access to promotion, training and development by providing encouragement and assistance to those employees with family responsibilities)</p>	1	2	3	1	2	3	4	5

Other Comments:

Formality of Policies

Please read each statement below and circle a number, either 1 (Don't Know), 2 (No) or 3 (Yes), to indicate your level of agreement with each statement (circle one number only for each statement).	Don't know	No	Yes
36. Does this organisation have written copies of their 'work-life balance' policies?	1	2	3
37. Have you seen or been given a copy of this organisation's 'work-life balance' policies?	1	2	3
38. Is it easy to understand when and how these 'work-life balance' policies can be used by employees?	1	2	3

Your experiences at the organisation

Please read each statement below and circle a number from 1 'Strongly Disagree' to 5 'Strongly Agree' to indicate your level of agreement with each statement (please circle one number only for each statement).	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
39. All levels of management apply the 'work-life balance' policies in the same way	1	2	3	4	5
40. All employees are treated the same way when using this organisation's 'work-life balance' policies	1	2	3	4	5
41. This organisation gives male and female employees the same level of access to 'work-life balance' policies	1	2	3	4	5
42. This organisation treats part-time and full-time employees similarly	1	2	3	4	5
43. In this organisation it is frowned upon by management to take leave for family related matters	1	2	3	4	5
44. The management of this organisation seem to put their job ahead of their family and personal life	1	2	3	4	5
45. Employees are encouraged to use 'work-life balance' policies at this organisation	1	2	3	4	5
46. This organisation encourages the involvement of employees' family members in work celebrations	1	2	3	4	5
47. This organisation has social functions at times suitable for families	1	2	3	4	5
48. In this organisation, employees can combine career and family	1	2	3	4	5
49. The management of this organisation is accommodating of family-related needs	1	2	3	4	5
50. In this organisation, it is acceptable to talk about one's family or personal life at work	1	2	3	4	5

Please read each statement below and circle a number from 1 'Strongly Disagree' to 5 'Strongly Agree' to indicate your level of agreement with each statement (please circle one number only for each statement).	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
51. To turn down a promotion or transfer for family-related reasons is like the 'kiss of death'	1	2	3	4	5
52. Many employees here resent people who take time off for family reasons (e.g. maternity leave)	1	2	3	4	5
53. In order to get 'noticed' in this organisation, employees must constantly put work ahead of their family or personal life	1	2	3	4	5
54. Employees are often expected to take work home at night or on weekends	1	2	3	4	5
55. Employees are expected to put their jobs before their family or personal life	1	2	3	4	5
56. To get ahead employees are expected to work more than 50 hours a week	1	2	3	4	5
57. In practice, it is made difficult by this organisation to use the 'work-life-balance' policies	1	2	3	4	5
58. When trying to balance work and family responsibilities, it is easier to work things out among colleagues than to get management involved	1	2	3	4	5
59. This organisation is serious about equal opportunity and anti-discrimination	1	2	3	4	5

Other Comments:

Thank you for your participation

Better Work-Life Balance Survey - Employer

The **Better Work-Life Balance Survey** contains questions about your organisation's work-life balance policies.

It is important that the questions are answered accurately as the purpose of this survey is to give an indication of the policies and practices available in your organisation that may assist employees in balancing their work and personal lives. Work-life balance policies are any policies that help people meet the needs of their work life and personal life effectively.



THE UNIVERSITY OF QUEENSLAND



Queensland
Government
Department of
Industrial Relations

For each policy below, please circle a number to indicate whether your organisation/department has that policy available on a formal basis, an informal basis, or whether that policy is not available. A policy is considered “available on a formal basis” when that policy is formalised in writing and officially introduced in the organisation/department.

Leave arrangements

Does your organisation have –	Does your organisation have this policy?		
	Yes available on <u>formal</u> basis	Yes available on <u>informal</u> basis	No not available
	Please circle a number		
1 Carers leave (e.g. allows employees to take time off to care for and support a sick family or household member)	2	1	0
2 Opportunity for leave if care arrangements for children or other dependants break down (e.g. if day-care person gets sick the employee is allowed to take leave to take care of his/her child)	2	1	0
3 Study/training leave (allows employees to take time off for study or training)	2	1	0
4 Career breaks (e.g. allows employees to negotiate a fixed period of up to several years away from work to undertake study, while keeping a job at the end of the term)	2	1	0
5 Cultural/religious leave (allows employees to take time off for cultural/religious reasons; public holidays excluded)	2	1	0
6 48/52 pay averaging for purchasing additional annual leave (allows employees to take extra leave each year by pay averaging so that an employee has more leave but is paid at a corresponding lower amount of pay across the year)	2	1	0
7 Bereavement leave (e.g. allows employees to take a minimum leave of 2 days after the death of a family or household member)	2	1	0
8 Pooling of leave entitlements (e.g. ability to pool all leave entitlements (i.e. sick leave, carer’s leave etc.) giving employees a larger number of days if they need it for family reasons)	2	1	0

Pregnancy and Parenting Policies

Does your organisation have –	Does your organisation have this policy?		
	Yes available on <u>formal</u> basis	Yes available on <u>informal</u> basis	No not available
	Please circle a number		
9 Unpaid maternity/paternity and adoption leave	2	1	0
10 Paid maternity leave	2	1	0
11 Paid paternity leave	2	1	0
12 Paid adoption leave	2	1	0
13 Opportunity to return to the same job after maternity/paternity and adoption leave	2	1	0
14 Safety at work during pregnancy (e.g. changing the work of a pregnant worker to avoid long periods of standing or lifting heavy objects)	2	1	0
15 Pre-natal leave (e.g. time for pregnant women or their partners to attend medical appointments during working hours, either using additional leave or sick leave)	2	1	0
16 Staggered return to work after pregnancy (employees being able to negotiate a temporary reduction in hours of work when they return to work)	2	1	0
17 Private expressing/breastfeeding room (space at work offering privacy for an employee to breastfeed and providing refrigeration facilities)	2	1	0
18 Lactation breaks (time off to express milk or breastfeed babies if needed)	2	1	0
19 A carers room for bringing children to work in emergencies (e.g. provision of a safe location where staff can carry out their regular work duties while caring for dependents until other arrangements can be made)	2	1	0
20 Employer assistance with childcare (e.g. employers paying for or reserving places in an existing child care centre or an on-site child care centre)	2	1	0

Does your organisation have –	Does your organisation have this policy?		
	Yes available on <u>formal</u> basis	Yes available on <u>informal</u> basis	No not available
	Please circle a number		
21 Job sharing (<i>two or more people share one full-time job</i>)	2	1	0
22 Telecommuting (<i>e.g. where an employee can work from home or outside of the central workplace using his/her own or the organisation's equipment</i>)	2	1	0
23 Cap on overtime (<i>a limit on the number of hours overtime that can be worked</i>)	2	1	0
24 Opportunity to negotiate part-time work for full-time employees (<i>e.g. allows employees to work part-time if a family situation changes dramatically</i>)	2	1	0
25 Time off in lieu and rostered days off (<i>allows employees to take time off for overtime they worked, instead of payment</i>)	2	1	0
26 Self-rostering and/or staggered start and finish times (<i>picking your own start and finish times and/or days as long as you work an agreed number of hours</i>)	2	1	0
27 Gradual retirement (<i>allows employees to gradually reduce the number of hours or duties they work over an extended period of time, up to several years, prior to retirement</i>)	2	1	0

Additional Work Provisions

Does your organisation have –		Does your organisation have this policy?		
		Yes available on <u>formal</u> basis	Yes available on <u>informal</u> basis	No not available
		Please circle a number		
28	Telephone for personal use (e.g. allowing employees to contact family members if needed)	2	1	0
29	Counselling services for employees (the organisation pays for counselling services for employees experiencing, among other things, work/family stress)	2	1	0
30	Referral services for employees' personal needs (the organisation provides a referral service - a telephone service that you can use for assistance with personal matters)	2	1	0
31	Health programs (e.g. the organisation provides Quit Smoking programs, flu vaccinations on site, Dietary Advice programs etc)	2	1	0
32	Parenting or family support program (the organisation provides an educational program on parenting)	2	1	0
33	Exercise facilities (the organisation provides on site or subsidises exercise facilities/gym membership)	2	1	0
34	Relocation or placement assistance (where an employee has to move for work purposes, the organisation helps the whole family adapt to the new environment)	2	1	0
35	Equal access to promotion, training and development (providing equal access to promotion, training and development by providing encouragement and assistance to those employees with family responsibilities)	2	1	0

Availability of policies

Does your organisation have –	Yes	No
Please circle a number		
36 Written copies (e.g. hard copy manual, Intranet site) of their 'work-life balance' policies?	2	0

Appendix 3

Ever feel that work has taken over your personal life OR that your personal life is making work difficult?

[Insert name of your organisation] has an interest in helping its employees achieving a better balance between their work and personal lives. While we have aimed to develop and implement policies that help all employees achieve such a balance, we feel there is always room for improvement.

Therefore, we would like to give you an opportunity to HAVE YOUR SAY about 'work-life balance' policies and practices - what you know about them at the moment, how they may assist you, and how they could be improved.

To make this possible we will be shortly conducting a survey. The survey measure that will be used is called the **Better Work-Life Balance Survey** (BWLBS Survey), which has been developed by the Queensland Department of Employee and Industrial Relations in collaboration with the University of Queensland.

Although the survey is completely voluntary, we strongly encourage you to participate as it will help us improve the quality of the work-life balance policies and practices that are available to you and your colleagues.

STAY TUNED FOR MORE INFORMATION!

[Insert a signature from senior management]

Project Management Plan

The following table lists the key steps necessary in implementing the **Better Work-Life Balance Survey**. The steps are sequential and you, as the administrator of the survey, should ensure that each step has been completed successfully before moving on to the next step.

Step	Timing	Check
1. Gain senior management support and commitment to the survey tool and to taking action on the results of the survey.		
2. Appoint a dedicated survey administrator to supervise the implementation and promotion of the survey.		
3. Determine the best time to conduct the survey allowing for 1 week notice of survey and 2 – 3 weeks for return of survey.		
3. Provide employees with information sheet (Appendix 3) providing notice of the upcoming survey and its importance.	1 week prior to survey	
4. If using the hardcopy version, distribute the survey with the information letter (Appendix 5) to all employees. If using the downloadable version, notify employees per e-mail that the survey is now available to be completed (Appendix 6); allow 2 weeks for survey to be completed.	Week 1	
5. If using hardcopy version, ensure that a locked return box is made available in a specified location or that pre-printed self-addressed envelopes to the survey administrator are provided.	Week 1	
6. Send reminders to all employees requesting that those who have not completed the survey to please do so (by email, letters, or through staff meetings).	Week 3	
7. If using hardcopy version, the survey administrator can use the downloadable version to process employee responses collected with the hardcopy survey. If using downloadable version, this process is automatic.	Week 4	
8. Ensure safe and secure storage of data.		
9. Generate report by simply clicking on the “View report” button in the “Survey Administration Menu” of the downloadable version of the survey.		
10. Present findings to senior management and employees.		
11. Take action where necessary		

Ever feel that work has taken over your personal life OR that your personal life is making work difficult?

This is an opportunity to HAVE YOUR SAY about 'work-life balance' policies and practices - what you know about them at the moment, how they may assist you, and how they could be improved.

We would like to ask you to complete the **Better Work-Life Balance Survey**, which has been developed by the Queensland Department of Industrial Relations in collaboration with the University of Queensland. The survey contains questions about work-life balance policies and your personal experiences using these policies. 'Work-life balance' policies are policies that help you meet the needs of your 'work life' and your 'personal life' effectively.

Although survey participation is voluntary, we strongly encourage you to complete it.

How long will it take?

The survey takes around 10 minutes to complete, however, it is important for you to take as long as you need. Please complete it during work time.

What will happen to my answers?

Your individual responses are CONFIDENTIAL and will be reported in a way that can not identify you. The information will be entered into a secure database and will only be used for the purpose for which it is collected.

Remember there are no right or wrong answers - this is about your current knowledge and opinion of 'work-life balance' policies and practices in the organisation. Survey information will be used to help us improve the quality of work-life balance policies and practices that are available to you and your colleagues.

What do I need to do?

Please complete the attached survey and return it to **[Insert location/person where surveys are collected]**

If you have any queries please contact **[Insert contact details of person handling the survey in your organisation]**.

Thank you for your participation.

Appendix 6

Ever feel that work has taken over your personal life OR that your personal life is making work difficult?

This is an opportunity to HAVE YOUR SAY about 'work-life balance' policies and practices - what you know about them at the moment, how they may assist you, and how they could be improved.

We would like to ask you to complete the **Better Work-Life Balance Survey**, which has been developed by the Queensland Department of Industrial Relations in collaboration with the University of Queensland. The survey contains questions about work-life balance policies and your personal experiences using these policies. 'Work-life balance' policies are policies that help you meet the needs of your 'work life' and your 'personal life' effectively.

Although survey participation is voluntary, we strongly encourage you to complete it.

How long will it take?

The survey takes around 10 minutes to complete, however, it is important for you to take as long as you need. Please complete it during work time.

What will happen to my answers?

Your individual responses are CONFIDENTIAL and will be reported in a way that can not identify you. The information will be entered into a secure database and will only be used for the purpose for which it is collected.

Remember there are no right or wrong answers - this is about your current knowledge and opinion of 'work-life balance' policies and practices in the organisation. Survey information will be used to help us improve the quality of work-life balance policies and practices that are available to you and your colleagues.

What do I need to do?

The survey is located at **Insert location of survey on computer network – to be advised by survey administrator**.

IMPORTANT NOTE: To complete the survey, employees need to use the same Excel spreadsheet every time. This means that **the survey should never be forwarded per e-mail**, and should only be accessed by going to the dedicated location on the organisation's network.

To access the survey you will need to click on "Enable Macros" (figure 1). The Macros are harmless and are an integral part of the survey's operational process.

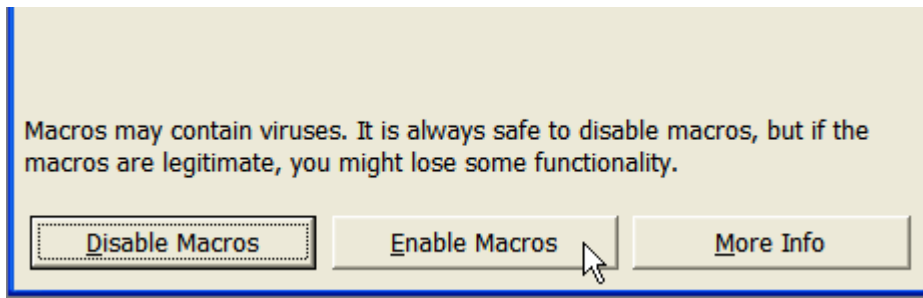


Figure 1

When the Main Menu (figure 2) is opened, click on the Employee Survey button.

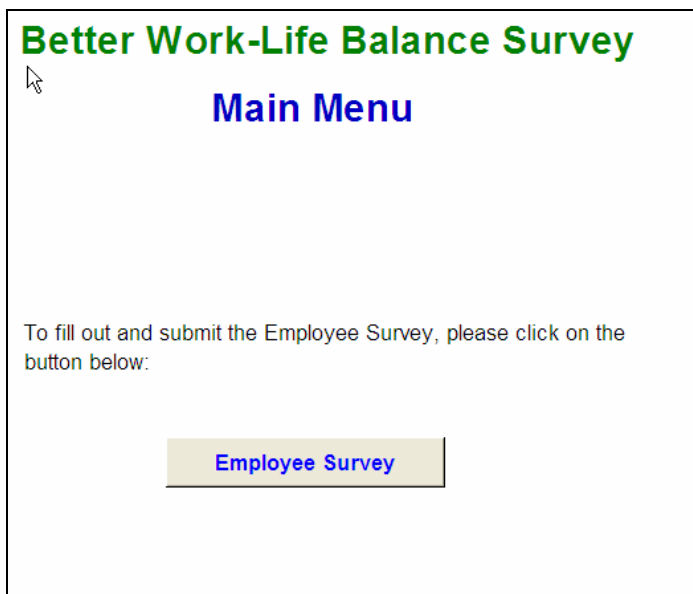


Figure 2

Before the survey opens the following message will appear (figure 3). Read the message carefully and “click OK”.

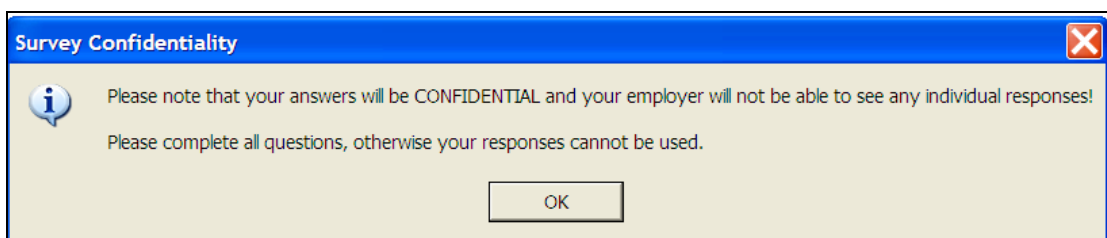


Figure 3

Once you have finished the survey click on the “Submit” button at the top of the page. The “Submit Employee Survey” message will appear (figure 4). If you wish to proceed click “OK”.

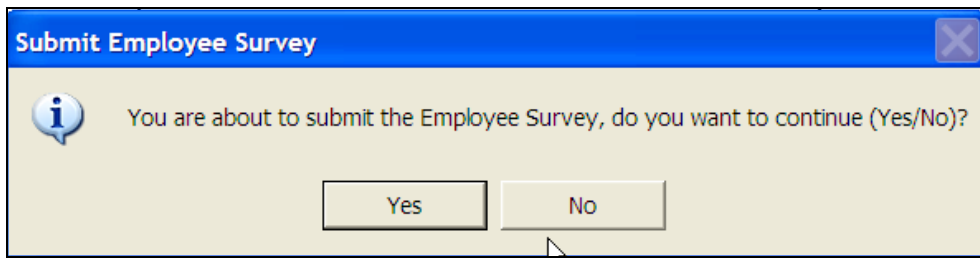


Figure 4

Once your survey responses have been accepted you will receive the following confirmation message (figure 5). Click on “OK” and you will return automatically to the Survey Main Menu.

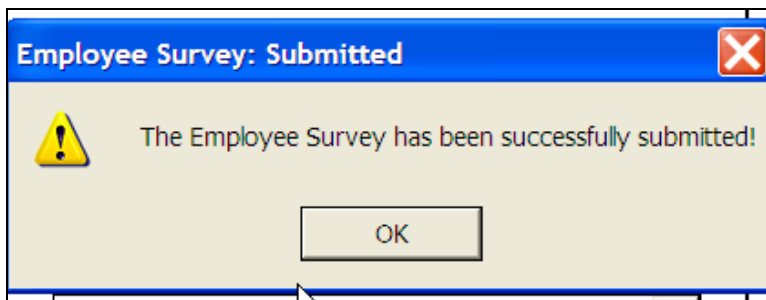


Figure 5

Please close the Excel application, so the next employee can complete the survey.

IMPORTANT NOTE If you click on the “Submit” button after completing your survey and the “Employee Survey: Submission Invalid” message appears (figure 6) you will need to answer the highlighted questions before the survey can be submitted. All questions must be answered or your responses can not be used.

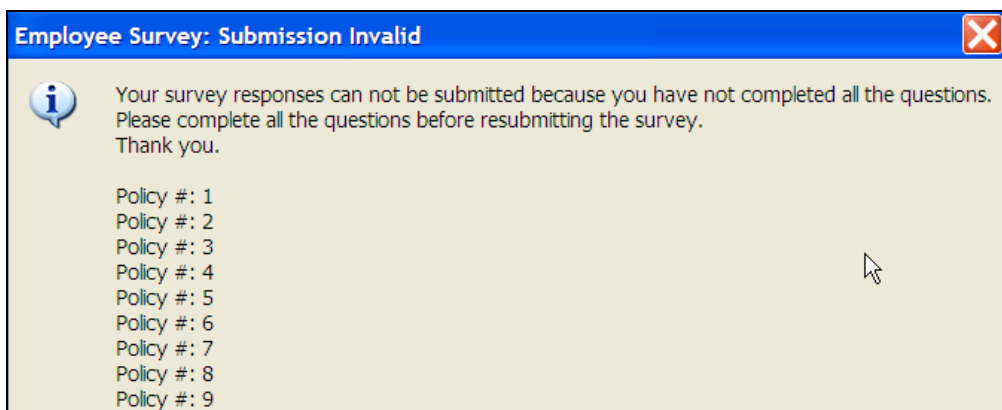


Figure 6

IMPORTANT NOTE Only one person at a time can complete the survey. If another person is already completing the survey you will get the following message (figure 7).

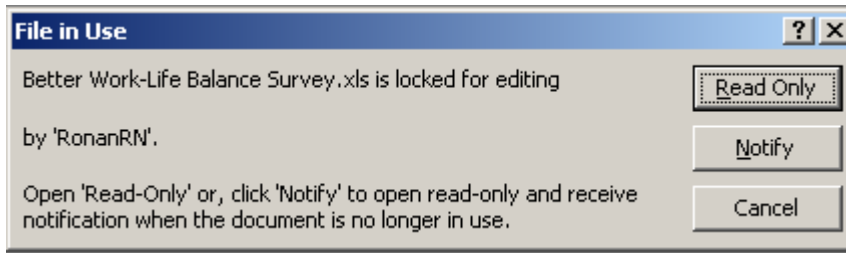


Figure 7

Click on either “Cancel” or “Notify”. If you select “Notify” the survey will open as a “read only” document and you should not enter any data or submit the survey until you receive notification that the document is ready for editing (figure 8).

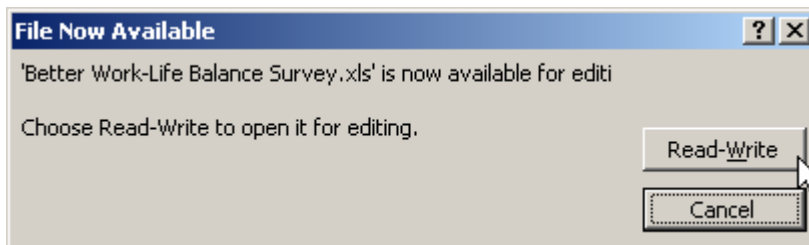


Figure 8

Once you have received notification that the document is ready for editing, click on “Read-Write” and you can enter data and submit the survey.

If you have any queries please contact **[Insert contact details of person handling the survey in your organisation]**.

Thank you for your participation.