The Educational Institute of Scotland

Stress at Work

Background

1.1 The following resolution was approved by the 2012 Annual General Meeting:

"*This AGM instructs Council to:*
(a) *Highlight the impact of work-related stress in schools and colleges;*
(b) *Promote and support the use of the HSE Stress Management Standards via Local Association Secretaries and school representatives;*
(c) *Campaign through the STUC for regulations or a code of practice to prevent work-related stress.*"

1.2 The 2012 Annual General Meeting approved a paper which reported on levels of stress. This paper is appended (Appendix A). The incidences of work related stress reported was surprisingly low. The EIS concluded that this may have arisen from the fact that stress itself is not a medical condition and in the past it may have arisen from a reluctance to set out work related stress when self-certifying or submitting medical lines. It was also clear that a number of employers do not record work related stress as a separate category.

1.3 The managing of work related stress is a major issue not only for trade unions, but for employers.

Evidence

2.1 In 2011 the Chartered Institute of Personnel and Development reported that, although overall statistics across the economy had remained static, since 2010 stress was recorded as the most common cause of long-term sickness, replacing acute medical conditions. Over a fifth of respondents indicated that work related stress was the most common cause of long term absence.

2.2 The incidence of work related stress is higher in the public sector than in the private sector. The average level of employee absence across the whole economy is 7.7 days, or 3.4% of working days, but extending to 9.1 days in the public sector.

2.3 The survey also noted that 69% of public sector employers are more likely to be seeking to proactively manage stress (69% as opposed to 49% of private sector employers). However, the ability of employers to provide proactive solutions can be affected by cuts in budgets. It is worth noting that 43% of public sector employers reported that redundancies were being contemplated compared to 17% in the private sector. Job insecurity and uncertainty adds to employee stress.

2.4 It was also reported that more than a quarter of all employers were reporting an increase of "presenteeism" in the twelve months of the survey, that is people reporting for work when ill.

2.5 As far back as 2007, the Sainsbury Centre for General Health estimated that the total cost to UK employers of mental health problems among their employees was nearly £26 billion each year: this included the cost of mental health – related absenteeism, presenteeism and employee turnover.

2.6 Evidence from HSE is appended (Appendix B) setting out evidence from the Labour Force Survey on Stress and Psychological Disorders.

2.7 Dr Jill Miller, CIPD, advised, when commenting on the CIPD evidence referred to the rise in stress absences, that "highlighting the heightened pressure many people feel under in the workplace as a result of the prolonged economic downturn. Stress is a particular challenge in the public sector where the sheer amount of major change and restructuring would appear to be the root cause."

2.8 The HSE evidence cited above places health professionals, teaching and educational professionals and caring personal services staff as occupations reporting the highest rates of cases with work related stress. In August the Scottish Labour Party following a FOISA request, stated that psychological issues accounted for 22 per cent of teacher absence in Scotland, rising to 26% of sick days in Glasgow and 33% in Falkirk.

Legal Duty

3.1 Employers have a duty to identify potential causes of stress and reduce these before they have an impact on employees. This is set out in the Management of Health and Safety at Work Regulations 1999 which requires employers to undertake suitable and sufficient risk assessments on all risks to employers including the risk of stress-related ill health arising from work. These regulations built upon the Health and Safety at Work Act etc. 1974.

Managing Standards

4.1 The Health and Safety Executive Managing Standards is not a legal requirement on employment but it does provide a framework which can be used by employers to assist in meeting legal requirements.

4.2 The six Management Standards cover:

Demands – includes workloads, work patterns and the work environment

Control – how much say a person has in the way they do their work.

Support – includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues.

<u>Role</u> – whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles.

<u>Change</u> – how organisational change (large and small) is managed and communicated in the organisation.

<u>Relationships</u> – promoting positive working to avoid conflicts and dealing with unacceptable behaviour.

4.3   The Management Standards toolkit set out in Appendix C.   The HSE website sets out how to use the toolkit and analyse the results.

Other Support Measures

5.1   There are a number of other tools which can be used to support the management of stress in the workplace.

5.2   A number of organisations have developed their own toolkits. An example is appended from an English County Council which is based on the Management Standards but adapted locally. (Appendix D).

5.3   One advantage of an "in-house" toolkit is that it can be devised to cover particular posts, or grades of post.

5.4   Robertson Cooper, a business psychology company, has developed a six essentials approach to guide the process of workplace well-being and employee engagement.   Robertson Cooper argue that a clear structure creates the best psychological working environment.   The process is appended (Appendix E).

The Case for Stress Management

6.1   The need for effective stress management does not relate solely to employee well-being.

6.2   However, for employers the costs of absence arising from work related mental health requires management time and effort, the recruitment of temporary staff and can lead to higher levels of staff turnover.   A proactive and supportive stress management policy can encourage commitment and loyalty and encourages employees to think positively of the employer, thereby improving job satisfaction.

6.3   Stress management is a key element of EIS HASAW training. This paper will inform a rewrite of the paperwork.

Conclusion

7.1   The art critic and social commentator, John Ruskin stated, as far back as 1851 that there are three conditions under which people may be happy with their work: "They must be fit for it, they must not do too much of it, and they must have a sense of success in it."

7.2　　All these years later this encapsulates the approach needed to address stress in the workplace.

7.3　　This paper should be forwarded to Executive Committee as part of a trade union campaign to ensure regulations or a code of practice are provided to prevent work-related stress.

7.4　　This paper should be copied to LA Secretaries and school representatives.

The Educational Institute of Scotland

Stress at Work

Introduction

1.1 The following resolution was approved by the 2011 Annual General Meeting:

"This AGM instructs Council to investigate and report on levels of work related stress amongst Scottish teachers and lecturers and to monitor support measures put in place by Local Authorities and Colleges."

1.2 The Committee <u>decided</u> to write to Scottish Councils and Scottish Colleges in the first instance. The entitlement of the EIS to receive this information was reinforced with reference to the Freedom of Information (Scotland) Act.

Responses

2.1 In order to provide assistance in addressing the issues, a pro forma was provided to the employers. This is shown as Appendix 1. To date, 22 responses were received from Scottish Councils (Appendix 2) and 30 responses were received from Scottish Colleges (Appendix 3).

2.2 The appendices give a current summary of the size of teaching/lecturing workforce per employer for 2009-2010 and 2010-2011 expressed in FTE and the number of teaching/lecturing staff with certificated absence to workplace or work related stress for these sessions again expressed in FTE.

2.3 A number of employers do not record work related stress as a separate category. For some the issue was covered by a more general description. For example one Scottish Council referred to the World Health Organisation (WHO) standard descriptions. One description refers to absence arising from stress, anxiety, depression, schizophrenia, manic depression and drug and alcohol related absences. Others do not make a distinction between stress which is work related and stress which arises from factors outwith the workplace. It is also accepted that some employees who have stress related absences arising from both work related and personal circumstances.

2.4 The level of workplace stress recorded is surprisingly low. In part this may arise from the fact that stress itself is not a medical condition. In part this may be due to a reluctance to set out work related stress when self certifying or when medical lines are submitted.

Internal Policies

3.1   All employers referred to explicit policies on work related stress. Most of these policies take account of HSE's Management Standards (Appendix 4) and HSE's stress management toolkit. While this is helpful to ensure that all staff understand the factors which can lead to work related stress relatively few employers referred to systemic training for managers and staff on stress management.   While "Health Living" inservice was a feature of the approach taken by a number of employers it appears that there is a gap between written policies and training on the application of such policies. It also appears that training is largely directed at managers (e.g. stress management, risk assessment procedures, managing absence or attendance) rather than at employees on stress awareness strategies.

3.2   Where staff have been absent some employers use risk assessment to manage the risk.   Risk assessments can be conducted for individual staff, across groups of staff or within an establishment or within Scottish Councils, a generic risk assessment across all establishments.

3.3   Following a stress related absence one Council developed a staff well-being action plan called SMART.   The action plan devised by staff at all levels would set out a format to set out targets under the following headings: S-Specific, M-Measurable, A-Achievable, R-Realistic, T-Time Based.

3.4   A number of employers provide access to in-house counselling services.

External Policies

4.1   The most common feature of the employers management of stress is the use of occupational health services.   Following OH referrals adjustments can be made to working hours and workload demand.

4.2   A number of employers also referred to the provision of external counselling services, including helpline services.

4.3   Mediation was also used to revolve stress arising from relationship difficulties.

Monitoring

5.1   Absence Management was the common means of monitoring work related stress.

5.2   Some employers used exit interviews to consider institutional stress levels.   While exit interviews are too late to help individuals who leave, the evidence collated in that interview may assist the management with work related issues, if the exit interview is accorded sufficient weight.

5.3 National statistics have been appended (Appendix 5).

Conclusion

6.1 It is clear that the levels of recorded stress-related absence are relatively low. However, this raises issues about how individuals report absence and how these are recorded.

LOCAL AUTHORITY/ COLLEGE _____

Size of teaching/lecturing workforce   2009 - 2010: _____FTE

                                        2010 - 2011:_____ FTE

No of teaching/lecturing staff with   2009 – 2010: _____ FTE
certificated absence to workplace or
work related stress   2010 – 2011:_____FTE

	2009 - 2010	2010 - 2011
No of absences extending over 1 week But less than 1 month	_____	_____
No of absences extending beyond 1 month but less than 3 months	_____	_____
No of absences extending beyond 3 months but less than 6	_____	_____
No of absences extending over 6 months	_____	_____

What actions are taken by employers to support individual
teachers/lecturers absent with work related stress?

_____

_____

What support/training is provided for managers who have to support
teachers/lecturers absent with work related stress?

_____

_____

Signed: _____ _____Local Authority: _____Date: _____

Council	Workplace or Work Related Stress
Aberdeen City	Holding Response
Aberdeenshire	No Response
Angus	Size of teaching/lecturing workforce 2009 - 2010: _____ 1316 FTE 2010 - 2011:_____ 1305.2 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 11 FTE 2010 – 2011:_____ 8 FTE
Argyll & Bute	Size of teaching/lecturing workforce 2009 - 2010: _____ 872.29 FTE 2010 - 2011:_____ 840.96 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 11 FTE 2010 – 2011:_____ 8 FTE
Clackmannan	Size of teaching/lecturing workforce 2009 - 2010: _____ 575 FTE 2010 - 2011:_____ 550 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 6 FTE 2010 – 2011:_____ 1 FTE

Dumfries and Galloway	Size of teaching/lecturing workforce 2009 - 2010: _____ 1738 FTE 2010 - 2011:_____ 1785 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 3% 2010 – 2011:_____ 4%
Dundee	Size of teaching/lecturing workforce 2009 - 2010: _____ 1562.96 FTE 2010 - 2011:_____ 1547.8 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 18 FTE 2010 – 2011:_____ 13 FTE
East Ayrshire	Size of teaching/lecturing workforce 2009 - 2010: _____ 1300.7 FTE 2010 - 2011:_____ 1255.7 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 61 employees 2010 – 2011:_____ 74 employees
East Dunbartonshire	Size of teaching/lecturing workforce 2009 - 2010: _____ 1236 FTE 2010 - 2011:_____ 1260 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ N/A 2010 – 2011:_____ N/A

East Lothian	Form not completed
East Renfrewshire	Form not completed
Edinburgh	The information not held. The Council is unable to report on the number of absences due to work-related stress as it does not separate these out in absence records.
Falkirk	No Response
Fife	Holding Response
Glasgow	There is no facility to extract work-related stress absences from other stress related absences. On average, 35% to 40% of all long-term absences are for psychological illnesses ranging from mild depression to clinical psychological illnesses.
Highland	No Response
Inverclyde	Size of teaching/lecturing workforce 2009 - 2010: _____ 909.75 FTE 2010 - 2011:_____ 789.5 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 1 FTE 2010 – 2011:_____ 1 FTE
Midlothian	Holding Response
Moray	Size of teaching/lecturing workforce 2009 - 2010: _____ 982.44 FTE 2010 - 2011:_____ 937.84 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 77 FTE 2010 – 2011:_____ 53 FTE
North Ayrshire	No Response
North Lanarkshire	Size of teaching/lecturing workforce 2009 - 2010: _____ 3677 FTE 2010 - 2011:_____ 3605.08 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 17 FTE

	2010 – 2011:_____ 9.8 FTE
Orkney	Size of teaching/lecturing workforce 2009 - 2010: _____ 286.5 FTE 2010 - 2011:_____ 281.62 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 7.9 FTE 2010 – 2011:_____ 6.5 FTE
Perth & Kinross	Size of teaching/lecturing workforce 2009 - 2010: _____ 1449.98 FTE 2010 - 2011:_____ 1412.21 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress Information not collected/available
Renfrewshire	Size of teaching/lecturing workforce 2009 - 2010: ____ 1605.19 FTE 2010 - 2011:_____ 1541.60 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 1.6 FTE 2010 – 2011:_____ 2.0 FTE

Scottish Borders	Scottish Borders Council uses a Sickness Absence Recording Tool or SART. "Work related" stress is not specified as a SART Code and so is not recorded on the system.
Shetland	Size of teaching/lecturing workforce 2009 - 2010: _____ 397 FTE 2010 - 2011:_____ 400 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 19.8 FTE 2010 – 2011:_____ 6.8 FTE
South Ayrshire	No Response
South Lanarkshire	Size of teaching/lecturing workforce 2009 - 2010: _____ 3163.5 FTE 2010 - 2011:_____ 3043.4 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress Not possible to provide a breakdown by numbers of staff or to breakdown the data on psychological absences only for teachers.
Stirling	Size of teaching/lecturing workforce 2009 - 2010: _____ 1033 FTE 2010 - 2011:_____ 976 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 11.1 FTE 2010 – 2011:_____ 9 FTE

West Dunbartonshire	Size of teaching/lecturing workforce 2009 - 2010: _____ 900.40 FTE 2010 - 2011:_____ 907.31 FTE The Council is unable to report on the number of absences due to work-related stress as it does not record this separately from other stress related absences.
West Lothian	Size of teaching/lecturing workforce 2009 - 2010: _____ 2038 FTE 2010 - 2011:_____ 1983 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress * 2009 – 2010: ____ 107.23 FTE 2010 – 2011:____ 76.29 FTE * (figures provided for "mental and behavioural" issues.)
Western Isles	Size of teaching/lecturing workforce 2009 - 2010: _____ 405.8 FTE 2010 - 2011:_____ 374.6 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 0 FTE 2010 – 2011:_____ 1 FTE

College	Absence Management Policy Title
Aberdeen College	Size of teaching/lecturing workforce 2009 - 2010: _____ 216.9 FTE 2010 - 2011:_____ 207.8 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 1 FTE 2010 – 2011:_____ 3 FTE
Adam Smith College	Size of teaching/lecturing workforce 2009 - 2010: _____ 313.84 FTE 2010 - 2011:_____ 303.23 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: Not available 2010 – 2011: 0.97%
Angus College	Size of teaching/lecturing workforce 2009 - 2010: _____ 141.1 FTE 2010 - 2011:_____ 136.12 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 1.0 FTE 2010 – 2011:_____ 3.6 FTE

Anniesland College	Size of teaching/lecturing workforce 2009 - 2010: _____ 160.23 FTE 2010 - 2011:_____ 152.78 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: ___ 0.42 FTE (1 member) 2010 – 2011:____ 0.18 FTE (2 members)
Ayr College	Size of teaching/lecturing workforce 2009 - 2010: _____ 141.28 FTE 2010 - 2011:_____ 143.01 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 2 FTE 2010 – 2011:_____ 3.75 FTE
Borders College	Size of teaching/lecturing workforce 2009 - 2010: _____ 101.11 FTE 2010 - 2011:_____ 98.36 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 1 FTE 2010 – 2011:_____ 2 FTE
Cardonald College	Size of teaching/lecturing workforce 2009 - 2010: _____ 203.39 FTE 2010 - 2011:_____ 195.32 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 0 FTE 2010 – 2011:_____ 1 FTE
Carnegie College	Size of teaching/lecturing workforce

	2009 - 2010: _____ 195.81 FTE 2010 - 2011:_____ 177.55 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 1.6 FTE 2010 – 2011:_____ 0 FTE
Clydebank College	Size of teaching/lecturing workforce 2009 - 2010: _____ 157.22 FTE 2010 - 2011:_____ 146.57 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 0.0385 FTE 2010 – 2011:_____ 0.339 FTE
Coatbridge College	Size of teaching/lecturing workforce 2009 - 2010: _____ 91.97 FTE 2010 - 2011:_____ 91.43 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 1 FTE 2010 – 2011:_____ 2 FTE
Cumbernauld College	Size of teaching/lecturing workforce 2009 - 2010: _____ 101.35 FTE 2010 - 2011:_____ 99.00 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 0.51 FTE 2010 – 2011:_____ 0.87 FTE

Dumfries and Galloway College	Size of teaching/lecturing workforce
	2009 - 2010: _____ 95.2 FTE
	2010 - 2011:_____ 107.8 FTE
	No of teaching/lecturing staff with certificated absence to workplace or work related stress
	2009 – 2010: _____ 0.1 FTE
	2010 – 2011:_____ 0 FTE
Dundee College	Size of teaching/lecturing workforce
	2009 - 2010: _____ 282.63 FTE
	2010 - 2011:_____ 258.56 FTE
	No of teaching/lecturing staff with certificated absence to workplace or work related stress
	2009 – 2010: _____ 2 FTE
	2010 – 2011:_____ 6.25 FTE
Edinburgh's Telford College	Size of teaching/lecturing workforce
	2009 - 2010: _____ 233.69 FTE
	2010 - 2011:_____ 240.21 FTE
	No of teaching/lecturing staff with certificated absence to workplace or work related stress
	2009 – 2010: _____ 7 FTE
	2010 – 2011:_____ 5.5 FTE
Elmwood College	Size of teaching/lecturing workforce
	2009 - 2010: _____ 70.18 FTE
	2010 - 2011:_____ 76.97 FTE
	No of teaching/lecturing staff with certificated absence to workplace or work related stress
	2009 – 2010: _____ 0.8 FTE
	2010 – 2011:_____ 1 FTE
Forth Valley College	Size of teaching/lecturing workforce

	2009 - 2010: _____ 272.42 FTE 2010 - 2011:_____ 235.49 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 2 FTE 2010 – 2011:_____ 0.41 FTE
Inverness College	Size of teaching/lecturing workforce 2009 - 2010: _____ 181.1 FTE 2010 - 2011:_____ 174.6 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 0.33 FTE 2010 – 2011:_____ 0.365 FTE
James Watt College	Size of teaching/lecturing workforce 2009 - 2010: _____ 395 FTE 2010 - 2011:_____ 318 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 4.5 FTE 2010 – 2011:_____ 3.7 FTE
John Wheatley College	Size of teaching/lecturing workforce 2009 - 2010: _____ 97.32 FTE 2010 - 2011:_____ 93.64 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 0 FTE 2010 – 2011:_____ 0 FTE

Kilmarnock College	Size of teaching/lecturing workforce 2009 - 2010: _____ 125.49 FTE 2010 - 2011:_____ 126.10 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 1 FTE 2010 – 2011:_____ 1 FTE
Moray College	Size of teaching/lecturing workforce 2009 - 2010: _____ 98.71 FTE 2010 - 2011:_____ 96.90 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 1.42 FTE 2010 – 2011:_____ 0 FTE
Motherwell College	Size of teaching/lecturing workforce 2009 - 2010: _____ 300.85 FTE 2010 - 2011:_____ 292.44 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 2 FTE 2010 – 2011:_____ 0.5 FTE
Newbattle Abbey College	Form not completed
North Highland College	Size of teaching/lecturing workforce 2009 - 2010: _____ 93.08 FTE 2010 - 2011:_____ 75.43 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 3 FTE 2010 – 2011:_____ 1.67 FTE
Oatridge College	Size of teaching/lecturing workforce

	2009 - 2010: _____ 31.2 FTE 2010 - 2011:_____ 30.08 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 1 FTE 2010 – 2011:_____ 1 FTE
Perth College	Size of teaching/lecturing workforce 2009 - 2010: _____ 127 FTE 2010 - 2011:_____ 138 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 0 FTE 2010 – 2011:_____ 1 FTE
Reid Kerr College	Size of teaching/lecturing workforce 2009 - 2010: _____ 189.8 FTE 2010 - 2011:_____ 178.6 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 1 FTE 2010 – 2011:_____ 4.25 FTE
Sabhal Mor Ostaig	Size of teaching/lecturing workforce 2009 - 2010: _____ 18.33 FTE 2010 - 2011:_____ 18.79 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ Not provided 2010 – 2011:_____ Not provided

South Lanarkshire College	Size of teaching/lecturing workforce 2009 - 2010: _____ 127.27 FTE 2010 - 2011:_____ 114.87 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 0.6 FTE 2010 – 2011:_____ 2.0 FTE
Stevenson College	Size of teaching/lecturing workforce 2009 - 2010: _____ 266.5 FTE 2010 - 2011:_____ 252 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 4.2 FTE 2010 – 2011:_____ 4.4 FTE
Stow College	Size of teaching/lecturing workforce 2009 - 2010: _____ 126.64 FTE 2010 - 2011:_____ 131.12 FTE No of teaching/lecturing staff with certificated absence to workplace or work related stress 2009 – 2010: _____ 1 FTE 2010 – 2011:_____ 0 FTE
West Lothian College	Charge of £20 to provide the data.

HSE

Stress and Psychological Disorders

Contents

Introduction

The information in this document relates to Health and safety statistics for 2011/12. The document can be found at: http://www.hse.gov.uk/statistics/causdis/stress/index.htm
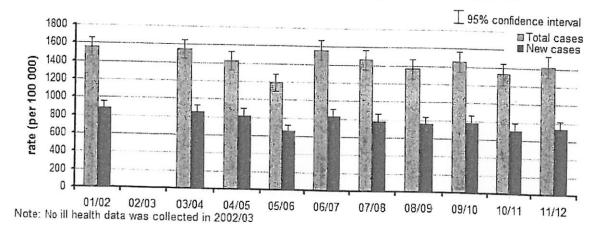
Work-related stress is defined as a harmful reaction that people have to undue pressures and demands placed on them at work. By its very nature, stress is difficult to measure and HSE have three different data sources from which to conduct analysis. The preferred data source used by HSE for calculating rates and estimates for stress, depression or anxiety (referred to as stress hereafter) is the ONS Labour Force survey. In addition to this, HSE also collects data on work-related stress through the THOR GP scheme. The annual Psychosocial working conditions survey is also available, which was conducted between 2004 and 2010. This measures elements of the HSE Management Standards.

Stress has consistently been one of the most commonly reported types of work-related illness cited in the national Labour Force Survey (LFS) conducted by the Office for National Statistics (ONS). Based on the LFS, the estimated cases of work-related stress, both prevalence (total) and incidence (new) cases have remained broadly flat over the past decade.

The latest estimates from the Labour Force Survey show:

- The prevalence of stress in 2011/12 was 428 000 cases (40%) out of a total of 1 073 000 cases for all work-related illnesses.

- The industries that reported the highest rates of total cases of work-related stress (three-year average) were human health and social work, education and public administration and defence.

- The occupations that reported the highest prevalence rates of work-related stress (three-year average) were health professionals (in particular nurses), teaching and educational professionals and caring personal services (in particular welfare and housing associate professionals).

- The main work activities attributed by respondents as causing their work-related stress, or making it worse, were work pressure, lack of managerial support and work related violence and bullying.

Figure 1. Prevalence and incidence rates of work-related stress, depression or anxiety in GB.

Note: No ill health data was collected in 2002/03

Industry and Occupation

The industries with the highest estimated prevalence rate of work-related stress in GB averaged over the last three years (2009/10 - 2011/12) were as follows;

Human health and social work activities with 2 090 cases per 100 000 people working in the last 12 months, education with 1 780 cases per 100 000 people, and public administration and defence with 1 810 cases per 100 000 people working in the last 12 months.

These industries have significantly higher estimated prevalence rates of work-related stress than across all industries averaged over 2009/10 - 2011/12.

When comparing the estimated prevalence rates of work- related stress in these three industry areas with the average of the previous three year period (2006/07-2008/09) there has been no statistical significant change in education and human health and social work. However, public administration and defence is statistically significantly lower than in the earlier period.

The occupations with the highest estimated prevalence rate of work-related stress in GB, averaged over the last three years (2009/10 - 2011/12) were as follows;

Nurses with 2 730 cases per 100 000 people working in the last 12 months, teaching and education professionals with 2 340 cases per 100 000 people, and welfare and housing associate professionals with 2 290 per 100 000 people.

These occupations have statistically significantly higher estimated prevalence rates of work-related stress than across all occupations averaged over 2009/10 - 2011/12.

When comparing the estimated prevalence rate of work-related stress for nurses, and teaching and educational professional occupations with the average of the previous three year period (2006/07 - 2008/09), there has been no statistical significant change. However, the prevalence rate for welfare and housing associate professionals is statistically significantly lower than in the earlier period..

For further information relating to stress by industry and occupation see;

www.hse.gov.uk/statistics/lfs/strind2_3yr.xls

www.hse.gov.uk/statistics/lfs/strocc2_3yr.xls

www.hse.gov.uk/statistics/lfs/strind4_3yr.xls

www.hse.gov.uk/statistics/lfs/strocc4_3yr.xls

Age and Gender distribution

In 2011/12 there was an estimated incidence of 86 000 male and 135 000 female cases of work-related stress based on the Labour Force Survey. This compares to an estimates prevalence of 175 000 cases of work related stress amongst males and 253 000 cases of work related stress amongst females.

Females have a statistically significantly higher estimated incidence rate than males in 2011/12.

For males, the 16 – 34 and 55+ age groups have a statistically significantly lower incidence rate than the average rate for all persons.

The 45 - 54 age group has the highest incidence rate for the combined male and female group.

The age group with the highest incidence rate for females is the 35 – 44, and this is statistically significantly higher than the average rate for all persons.

Males have a statistically significantly lower prevalence rate in 2011/12 compared to 2001/02, whilst the rate amongst females has remained unchanged.

The latest available three year average data from THOR GP for 2007-2009 corroborates the age grouping of 45 - 54 in both males and females as representing the greatest percentage of cases of work related mental ill health. This age group accounts for 33% of all male cases and 34% of all female cases. (THORP02)

For further information relating to stress by age and gender see;
www.hse.gov.uk/statistics/lfs/strage2w12.xls

www.hse.gov.uk/statistics/lfs/strage3.xls

www.hse.gov.uk/statistics/tables/thorp02.xls

Size of Workplace

Based on the LFS, small workplaces (<50 employees) had the lowest prevalence rate of stress with an estimated 1 040 cases per 100 000 people, followed by medium workplaces (50-249 employees) estimated at 1 140 cases per 100 000 people and the highest rate was amongst large workplaces (250+ employees) with an estimated 1 780 cases per 100 000 in 2011/12.

The rate for large workplaces was statistically significantly higher than both small and medium workplaces in 2011/12.

Data available from THOR GP does not extend to the detail size of the workplace so the sole source of data available to HSE for stress and workplace size is the LFS.

For further information relating to stress by size of workplace see;
www.hse.gov.uk/statistics/lfs/strsize2.xls

www.hse.gov.uk/statistics/lfs/strsize6.xls

Country and Region of Residence

The estimated total number of cases of work-related stress reported by constituent country for Great Britain (England, Wales and Scotland), were 383 000 cases in England, between 11 000 and 26 000 cases in Wales and 27 000 cases in Scotland in 2011/12. The rates of work-related stress by country were of similar order for England and Wales, but Scotland carried a statistically significantly lower rate than England. No individual country has observed a statistically significant change in the prevalence rate of stress compared with 2001/02. At the regional level only the West Midlands and London have observed a statistically significant change in their rates in 2011/12 compared with 2001/12. In both instances, the rates were lower.

The prevalence rate of work-related stress has been broadly similar across the regions of England in 2011/12, with the exception of the West Midlands, which is statistically significantly lower than the average across England.

There are no estimates for countries and regions available from THOR GP relating to stress to add any further perspective at a geographical level so the LFS is the sole source of data.

For further information relating to stress by country and region see;

www.hse.gov.uk/statistics/lfs/strgor1w12.xls

www.hse.gov.uk/statistics/lfs/strgor2w12.xls

Causes of stress by self report (LFS) and THOR-GP

The LFS estimated that the main work activities causing work-related stress, or making it worse (averaged over 2009/10-2011/12) were;

1. Workload (incl. tight deadlines, too much work, pressure or responsibility) with an estimated prevalence of 186 000 cases;

2. Lack of managerial support with an estimated prevalence of 61 000 cases; and

3. Violence, threats and bullying with an estimated prevalence of 54 000 cases.

The GP reporting network (THOR) which collects information on work related diseases from general practitioners across GB ask patients diagnosed with work-related stress to identify the precipitating event that led them to that position.

This scheme identified the three principle reasons for patients presenting with work related stress as,

1. Factors intrinsic to the job including work pressure and lack of managerial support

2. Changes at work, including reduction in staff and changes to work responsibility

3. Interpersonal relationships at work including, bullying and difficulties with managers.

For further information see;

www.hse.gov.uk/statistics/tables/thorpgp14.xls

www.hse.gov.uk/statistics/lfs/strshw1_3yr.xls
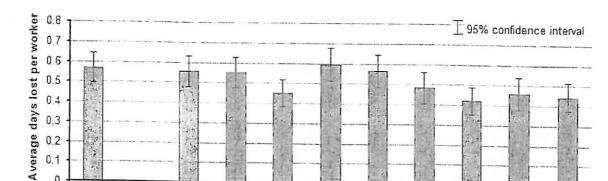
Working days lost

Work-related stress caused workers in Great Britain to lose 10.4 million working days in 2011/12 based on the LFS data. Male workers accounted for an estimated 4.6 million days off work whilst female workers accounted for an estimated 5.8 million. This represents a decrease in annual working days lost since 2001/02, when it was 12.9 million days in total.

On average, each person suffering from this condition took 24 days off work. This is one of the highest average days lost per case figure amongst the recognised health complaints covered in the LFS (see: www.hse.gov.uk/statistics/lfs/swit1.xls).

Large size workplaces were estimated to have significantly higher days lost per worker than both medium and small size workplaces in 2011/12. Of the three workplace sizes, only the medium size has a statistically significantly lower rate in 2011/12 when compared to the figures in 2003/04.

The average annual working days lost officially certified as due to mental ill health under THOR GP between 2008 and 2010 is 6.2 million. This represented 57% of the total of all reported days of sickness under THOR.

Whilst the figure recorded under THOR is lower than the estimates provided by the LFS it represents only the official diagnosis by those medical practitioners involved in the THOR scheme.

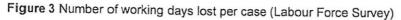**Figure 2** Average working days lost per worker (Labour Force Survey)

Note: No ill health data was collected in 2002/03

Figure 3 Number of working days lost per case (Labour Force Survey)

Note: No ill health data was collected in 2002/03

For further information relating to stress and working days lost see;

www.hse.gov.uk/statistics/lfs/swit1.xls

www.hse.gov.uk/statistics/lfs/strage3.xls

www.hse.gov.uk/statistics/lfs/strsize2.xls

www.hse.gov.uk/statistics/lfs/strsize4.xls

www.hse.gov.uk/statistics/lfs/strsize6.xls

www.hse.gov.uk/statistics/tables/thorpgp01.xls

Instructions: It is recognised that working conditions affect worker well-being. Your responses to the questions below will help us determine our working conditions now, and enable us to monitor future improvements. In order for us to compare the current situation with past or future situations, it is important that your responses reflect your work in the last six months.

		Never	Seldom	Sometimes	Often	Always
1	I am clear what is expected of me at work	☐1	☐2	☐3	☐4	☐5
2	I can decide when to take a break	☐1	☐2	☐3	☐4	☐5
3	Different groups at work demand things from me that are hard to combine	☐5	☐4	☐3	☐2	☐1
4	I know how to go about getting my job done	☐1	☐2	☐3	☐4	☐5
5	I am subject to personal harassment in the form of unkind words or behaviour	☐5	☐4	☐3	☐2	☐1
6	I have unachievable deadlines	☐5	☐4	☐3	☐2	☐1
7	If work gets difficult, my colleagues will help me	☐1	☐2	☐3	☐4	☐5
8	I am given supportive feedback on the work I do	☐1	☐2	☐3	☐4	☐5
9	I have to work very intensively	☐5	☐4	☐3	☐2	☐1
10	I have a say in my own work speed	☐1	☐2	☐3	☐4	☐5
11	I am clear what my duties and responsibilities are	☐1	☐2	☐3	☐4	☐5
12	I have to neglect some tasks because I have too much to do	☐5	☐4	☐3	☐2	☐1
13	I am clear about the goals and objectives for my department	☐1	☐2	☐3	☐4	☐5
14	There is friction or anger between colleagues	☐5	☐4	☐3	☐2	☐1
15	I have a choice in deciding how I do my work	☐1	☐2	☐3	☐4	☐5
16	I am unable to take sufficient breaks	☐5	☐4	☐3	☐2	☐1
17	I understand how my work fits into the overall aim of the organisation	☐1	☐2	☐3	☐4	☐5
18	I am pressured to work long hours	☐5	☐4	☐3	☐2	☐1
19	I have a choice in deciding what I do at work	☐1	☐2	☐3	☐4	☐5

	Never	Seldom	Sometimes	Often	Always
20 I have to work very fast	□5	□4	□3	□2	□1

	Never	Seldom	Sometimes	Often	Always
21 I am subject to bullying at work	□5	□4	□3	□2	□1

	Never	Seldom	Sometimes	Often	Always
22 I have unrealistic time pressures	□5	□4	□3	□2	□1

	Never	Seldom	Sometimes	Often	Always
23 I can rely on my line manager to help me out with a work problem	□1	□2	□3	□4	□5

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
24 I get help and support I need from colleagues	□1	□2	□3	□4	□5
25 I have some say over the way I work	□1	□2	□3	□4	□5
26 I have sufficient opportunities to question managers about change at work	□1	□2	□3	□4	□5
27 I receive the respect at work I deserve from my colleagues	□1	□2	□3	□4	□5
28 Staff are always consulted about change at work	□1	□2	□3	□4	□5
29 I can talk to my line manager about something that has upset or annoyed me about work	□1	□2	□3	□4	□5
30 My working time can be flexible	□1	□2	□3	□4	□5
31 My colleagues are willing to listen to my work-related problems	□1	□2	□3	□4	□5
32 When changes are made at work, I am clear how they will work out in practice	□1	□2	□3	□4	□5
33 I am supported through emotionally demanding work	□1	□2	□3	□4	□5
34 Relationships at work are strained	□5	□4	□3	□2	□1
35 My line manager encourages me at work	□1	□2	□3	□4	□5

Thank you for completing the questionnaire.

Second Pass Filter Tool
Sources of stress at work: DEMANDS

This 'Sources of stress at work: DEMANDS' questionnaire follows on from the previous 'sources of stress at work' questionnaire. It forms part of a pilot programme that HSE is running to test out new Management Standards for work related stress (see covering note). It is designed to look in more detail at the sources of stress relating to demands in your workplace. Demands in your workplace were highlighted as a potential problem area in the previous questionnaire, and this questionnaire is designed to establish more specifically what those problems may be. This questionnaire is called the 'Second Pass Filter Tool' because it is the second stage in establishing if your organisation is performing at an acceptable standard with regard to work-related stress. The filters are based on the best available evidence linking (poor) work design to ill health outcomes.

*NB: Your responses to this questionnaire will remain anonymous and only group data will be presented. It will **not** be used as an evaluation of your work or capabilities.*

The following four questions relate to stress caused by demands in your workplace. Please tick the box that most accurately reflects how you feel about your job at the moment. **Please only tick ONE box for each question.**

➤ Considering your particular work:

1.   Do you have to work very fast?

Often	Sometimes	Seldom	Never / Almost never
☐	☐	☐	☐

2.   Do you have to work very intensively?

Often	Sometimes	Seldom	Never / Almost never
☐	☐	☐	☐

3.   Do you have enough time to do everything?

Often	Sometimes	Seldom	Never / Almost never
☐	☐	☐	☐

➤ About consistency and clarity regarding your job:

4.   Do different groups at work demand things from you that you think are hard to combine?

Often	Sometimes	Seldom	Never / Almost never
☐	☐	☐	☐

Thank you for completing this questionnaire. Please return it to the place specified on the covering note by the date requested.

Second Pass Filter Tool
Sources of stress at work: CONTROL

This 'Sources of stress at work: CONTROL' questionnaire follows on from the previous 'sources of stress at work' questionnaire. It forms part of a pilot programme that HSE is running to test out new Management Standards for work related stress (see covering note). It is designed to look in more detail at the sources of stress relating to control in your workplace. Control in your workplace was highlighted as a potential problem area in the previous questionnaire, and this questionnaire is designed to establish more specifically what those problems may be. This questionnaire is called the 'Second Pass Filter Tool' because it is the second stage in establishing if your organisation is performing at an acceptable standard with regard to work-related stress. The filters are based on the best available evidence linking (poor) work design to ill health outcomes.

NB: Your responses to this questionnaire will remain anonymous and only group data will be presented. It will not be used as an evaluation of your work or capabilities.

The following fifteen questions relate to stress caused by control in your workplace. Please tick the box that most accurately reflects how you feel about your job at the moment. **Please only tick ONE box for each question.**

➢ Regarding your job involvement:

1. Does your job provide you with a variety of interesting things?

Often	Sometimes	Seldom	Never / Almost never
☐	☐	☐	☐

2. Is your job boring?

Often	Sometimes	Seldom	Never / Almost never
☐	☐	☐	☐

➢ Concerning your particular work:

3. Do you have to do the same thing over and over again?

Often	Sometimes	Seldom	Never / Almost never
☐	☐	☐	☐

4. Do you have the possibility of learning new things through your work?

Often	Sometimes	Seldom	Never / Almost never
☐	☐	☐	☐

5. Does your work demand a high level of skill or expertise?

Often   Sometimes   Seldom   Never / Almost never

☐   ☐   ☐   ☐

6. Does your job require you to take the initiative?

Often   Sometimes   Seldom   Never / Almost never

☐   ☐   ☐   ☐

7. Do you have a choice in deciding HOW you do your work?

Often   Sometimes   Seldom   Never / Almost never

☐   ☐   ☐   ☐

8. Do you have a choice in deciding WHAT you do at work?

Often   Sometimes   Seldom   Never / Almost never

☐   ☐   ☐   ☐

➤ About your position at work: How often do these statements apply?

9. Others take decisions concerning my work

Often   Sometimes   Seldom   Never / Almost never

☐   ☐   ☐   ☐

10. I have a good deal of say in decisions about work

Often   Sometimes   Seldom   Never / Almost never

☐   ☐   ☐   ☐

11. I have a say in my own work speed

Often   Sometimes   Seldom   Never / Almost never

☐   ☐   ☐   ☐

12. My working time can be flexible

Often   Sometimes   Seldom   Never / Almost never

☐   ☐   ☐   ☐

13.   I can decide when to take a break

Often   Sometimes   Seldom   Never / Almost never
☐   ☐   ☐   ☐

14.   I have a say in choosing with whom I work

Often   Sometimes   Seldom   Never / Almost never
☐   ☐   ☐   ☐

15.   I have a great deal of say in planning my work environment

Often   Sometimes   Seldom   Never / Almost never
☐   ☐   ☐   ☐

Thank you for completing this questionnaire. Please return it to the place specified on the covering note by the date requested.

Second Pass Filter Tool
Sources of stress at work: SUPPORT

This 'Sources of stress at work: SUPPORT' questionnaire follows on from the previous 'sources of stress at work' questionnaire. It forms part of a pilot programme that HSE is running to test out new Management Standards for work related stress (see covering note). It is designed to look in more detail at the sources of stress relating to support in your workplace. Support in your workplace was highlighted as a potential problem area in the previous questionnaire, and this questionnaire is designed to establish more specifically what those problems may be. This questionnaire is called the 'Second Pass Filter Tool' because it is the second stage in establishing if your organisation is performing at an acceptable standard with regard to work-related stress. The filters are based on the best available evidence linking (poor) work design to ill health outcomes.

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*NB: Your responses to this questionnaire will remain anonymous and only group data will be presented. It will **not** be used as an evaluation of your work or capabilities.*

The following six questions relate to stress caused by support in your workplace. Please tick the box that most accurately reflects how you feel about your job at the moment. **Please only tick ONE box for each question. Please complete parts A, B and C.**

A) Support from colleagues

➢ When you are having difficulties at work:

1. How often do you get help and support from your colleagues?

Often	Sometimes	Seldom	Never / Almost never
☐	☐	☐	☐

2. How often are your colleagues willing to listen to your work related problems?

Often	Sometimes	Seldom	Never / Almost never
☐	☐	☐	☐

B) Support from superiors

➢ When you are having difficulties at work:

3. How often do you get help and support from your immediate superior?

Often	Sometimes	Seldom	Never / Almost never
☐	☐	☐	☐

4. How often is your immediate superior willing to listen to your problems?

Often   Sometimes   Seldom   Never / Almost never

☐   ☐   ☐   ☐

C) Information from superiors

➢ About consistency and clarity regarding your job:

5. Do you get sufficient information from line management (your superiors)?

Often   Sometimes   Seldom   Never / Almost never

☐   ☐   ☐   ☐

6. Do you get consistent information from line management (your superiors)?

Often   Sometimes   Seldom   Never / Almost never

☐   ☐   ☐   ☐

Thank you for completing this questionnaire. Please return it to the place specified on the covering note by the date requested.

Second Pass Filter Tool
Sources of stress at work: RELATIONSHIPS

This 'Sources of stress at work: RELATIONSHIPS' questionnaire follows on from the previous 'sources of stress at work' questionnaire. It forms part of a pilot programme that HSE is running to test out new Management Standards for work related stress (see covering note). It is designed to look in more detail at the sources of stress relating to relationships in your workplace. Relationships in your workplace were highlighted as a potential problem area in the previous questionnaire, and this questionnaire is designed to establish more specifically what those problems may be. This questionnaire is called the 'Second Pass Filter Tool' because it is the second stage in establishing if your organisation is performing at an acceptable standard with regard to work-related stress. The filters are based on the best available evidence linking (poor) work design to ill health outcomes.

NB: Your responses to this questionnaire will remain anonymous and only group data will be presented. It will not be used as an evaluation of your work or capabilities.

The following six questions relate to stress caused by relationships in your workplace. Please tick the box that most accurately reflects how you feel about your job at the moment. **Please only tick ONE box for each question.**

1. Does your organisation have an effective policy to prevent unacceptable behaviour (bullying and harassment) at work?

    Yes ☐   Don't know ☐   No ☐

2. Does the organisation have effective procedures that enable you to raise concerns about the behaviour of others?

    Yes ☐   Don't know ☐   No ☐

3. I know the organisation's policy for dealing with unacceptable behaviour at work

    Yes ☐   No ☐

4. I am aware of the consequences of breaching the organisation's policy on unacceptable behaviour at work

    Yes ☐   No ☐

5. Do you work in partnership with your line management to tackle unacceptable behaviour at work?

    Often ☐   Sometimes ☐   Seldom ☐   Never / Almost never ☐

6. I am subjected to unacceptable behaviour at work and this has affected my health

Often	Sometimes	Seldom	Never / Almost never
☐	☐	☐	☐

Thank you for completing this questionnaire. Please return it to the place specified on the covering note by the date requested.

Second Pass Filter Tool
Sources of stress at work: ROLE

This 'Sources of stress at work: ROLES' questionnaire follows on from the previous 'sources of stress at work' questionnaire. It forms part of a pilot programme that HSE is running to test out new Management Standards for work related stress (see covering note). It is designed to look in more detail at the sources of stress relating to your roles in your workplace. Roles in your workplace were highlighted as a potential problem area in the previous questionnaire, and this questionnaire is designed to establish more specifically what those problems may be. This questionnaire is called the 'Second Pass Filter Tool' because it is the second stage in establishing if your organisation is performing at an acceptable standard with regard to work-related stress. The filters are based on the best available evidence linking (poor) work design to ill health outcomes.

NB: Your responses to this questionnaire will remain anonymous and only group data will be presented. It will not be used as an evaluation of your work or capabilities.

The following four questions relate to stress caused by roles in your workplace. Please tick the box that most accurately reflects how you feel about your job at the moment. **Please only tick ONE box for each question.**

1.   I understand how my work fits into the overall aim of the organisation

Often	Sometimes	Seldom	Never / Almost never
☐	☐	☐	☐

2.   I often have several people giving me work and I am not always clear about what I am expected to do

Often	Sometimes	Seldom	Never / Almost never
☐	☐	☐	☐

3.   I have a clear plan of work which is agreed by myself and my line manager

Often	Sometimes	Seldom	Never / Almost never
☐	☐	☐	☐

4.   I am encouraged to talk to my manager at an early stage if I am not clear about my priorities or the nature of the task to be undertaken

Often	Sometimes	Seldom	Never / Almost never
☐	☐	☐	☐

Thank you for completing this questionnaire. Please return it to the place specified on the covering note by the date requested.

Second Pass Filter Tool
Sources of stress at work: CHANGE

This 'Sources of stress at work: CHANGE' questionnaire follows on from the previous 'sources of stress at work' questionnaire. It forms part of a pilot programme that HSE is running to test out new Management Standards for work related stress (see covering note). It is designed to look in more detail at the sources of stress relating to organisational change in your workplace. Organisational change in your workplace was highlighted as a potential problem area in the previous questionnaire, and this questionnaire is designed to establish more specifically what those problems may be. This questionnaire is called the 'Second Pass Filter Tool' because it is the second stage in establishing if your organisation is performing at an acceptable standard with regard to work-related stress. The filters are based on the best available evidence linking (poor) work design to ill health outcomes.

NB: Your responses to this questionnaire will remain anonymous and only group data will be presented. It will not be used as an evaluation of your work or capabilities.

The following four questions relate to stress caused by organisational change in your workplace. Please tick the box that most accurately reflects how you feel about your job at the moment. **Please only tick ONE box for each question.**

1. I receive information about planned organisational change at an early stage

Often	Sometimes	Seldom	Never / Almost never
☐	☐	☐	☐

2. I am given enough information to enable me to understand why organisational change needs to happen

Often	Sometimes	Seldom	Never / Almost never
☐	☐	☐	☐

3. The organisation communicates with employees regularly when going through change

Often	Sometimes	Seldom	Never / Almost never
☐	☐	☐	☐

4. I have the opportunity to comment and ask questions about organisational change before, during, and after it has happened

Often	Sometimes	Seldom	Never / Almost never
☐	☐	☐	☐

Thank you for completing this questionnaire. Please return it to the place specified on the covering note by the date requested.

Home   Who we are   What we do   How we do it   Events   Resources   Blog   News   Good day at work   Get in touch

What we do

The 6 Essentials of workplace well-being

Our approach

Integrated management and evaluation of well-being

Measure well-being and stress

Improve engagement and morale

Manage absenteeism and presenteeism

Find and retain the right people

Build organisational and employee resilience

Improve performance and productivity

Develop engaging leaders

6 Essentials

- Resources & communication
- Control
- Balanced workload
- Job security & change
- Work relationships
- Job conditions

Psychological Well-Being

- Sense of purpose
- Positive emotions

Organisational outcomes

- Productivity & performance
- Attendance (sickness absence)
- Retention (turnover)
- Attractiveness to recruits
- Customer/user satisfaction

Individual outcomes

- Productivity & satisfaction
- Morale & motivation
- Employee engagement
- Commitment
- Health

If you would like more information please call us on
+44 (0)161 232 4910 or click here to **email us**

6

Good Day at Work — The new well-being resources hub founded by @profcarycooper and

Ben on Twitter — MD of Cary Cooper's business psychology firm Robertson Cooper - for a

Cary on Twitter — Professor Cary Cooper, Director and Founder of Robertson Cooper Ltd

Good Day at Work blog — Well-Being and brands - turning the HMV Twitter case on its head

Keep in touch — hi@robertsoncooper.com — Robertson Cooper Ltd, William House, Manchester Science Park, Lloyd Street North