



Annex 2 to paper B/05/052

HSE Stress Management Survey 2005

Overall Results

Introduction

This report has been prepared by NOP World to detail the main findings for the HSE Stress Management Survey conducted in April 2005.

Response Rate

The overall response rate for HSE was 61%, with 2,538 HSE employees responding to the survey.

DEMANDS

Different groups at work demand things from me that are hard to combine	31	44	25
I have to work very intensively	7	46	47
I am unable to take sufficient breaks	68	23	9
I have to work very fast	19	56	25

Never/Seldom
 Sometimes
 Often/Always

¼ of staff find that different groups at work demand things of them that are hard to combine, with a further 44% feeling that this sometimes happens. Male respondents (32% Often/Always) are twice as likely to feel affected by this than their female colleagues (16%). As are respondents who are 41 years or over (28% Often/Always), compared to only 14% of colleagues aged between 16-24 and 21% of those aged between 25 and 40.

Almost ½ (49%) of those who are of SCS grade claim that they often or always find it hard to combine demands that are made of them, along with 45% of those at Band 2 and 39% at Band 1. Those most likely to cite that this is never a problem for them are of Band 6 (47% Never/Seldom) and Band 5 (39% Never/Seldom). Within the directorates those who work in Communications (38% Often/Always), HSL and RI (36% Often/Always) appear to be the most affected, whilst it is less of an issue for respondents from CoSAS (16%) and RPD (19%).

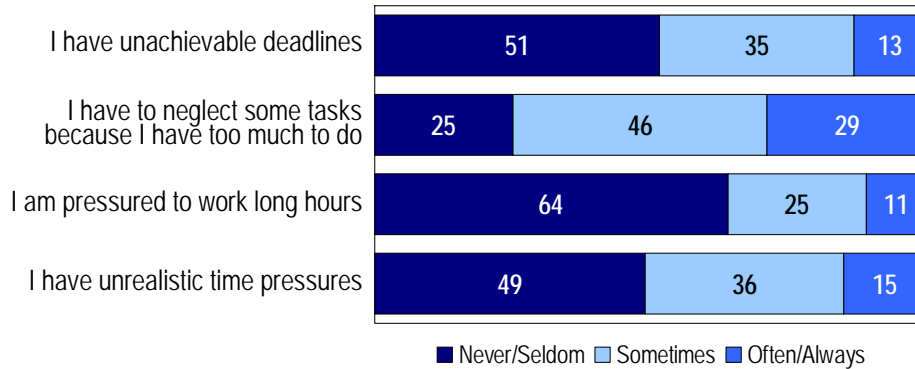
The large majority of staff cite that they have to work intensively Often/Always (47%) and Sometimes (46%). 7% are of the opinion that they never or seldom work intensively. Of this percentage it would appear that it is those who work part time (10% Never/Seldom) or home work (21% Never/Seldom) who are least affected. In the directorates not one respondent who works in the Legal Advisors Office or Communications cite that they never or seldom work intensively, with the majority of their respondents giving an often or always opinion (Communications: 73% / Legal Advisors Office: 58%).

Having to work intensively is also something that increases with Band. Only 29% of respondents from Band 6 cite that they have to work intensively often/always, along with 32% of colleagues from Band 5. We can then see a steady increase in having to work intensively with 67% of those from Band 2, 72% Band 1 and 83% at SCS.

When it comes to being able to take sufficient breaks, 68% state that they are never/seldom unable to take sufficient breaks, with 23% stating that this sometimes happens. A further 9% cite that they are often or always unable to take sufficient breaks. This would appear to be a greater problem within the Communications directorate (15% Often/Always), HSL (13%), Policy Group and RI (both 12%). Respondents in Band 2 (15% Often/Always), Band 1 (18%) and SCS (17%) appear to be able to take fewer breaks than their colleagues of lower bands (all between 5-9%).

Only ¼ of staff find themselves having to work very fast often or always. It would seem that respondents are most likely to feel that this sort of thing happens occasionally (56% Sometimes). Respondents that often or always find themselves in a situation where they have to work fast are most likely to work in the Communications Directorate or within the Legal Advisors Office. It is interesting to note that respondents appear to feel that they have to work very fast in the higher grades. 56% of respondents from SCS cite that they have to work fast often/always, along with 53% of those at Band 1 and 37% of those at Band 2. Respondents at the lower bands are considerably less likely to feel they have to work fast, with only 15% citing this is the case at Band 6, 18% at Band 5 and 23% and 25% at Bands 4 and 3 respectively.

DEMANDS



Roughly half of respondents feel that they have achievable deadlines and realistic time pressures, with just over 1/3 that cite that they are sometimes affected. Of the Directorates the worst affected by these issues are RI (24% Often/Always unachievable deadlines / 23% Often/Always unrealistic time pressures) and HSL (23% Often/Always unachievable deadlines / 24% Often/Always unrealistic time pressures).

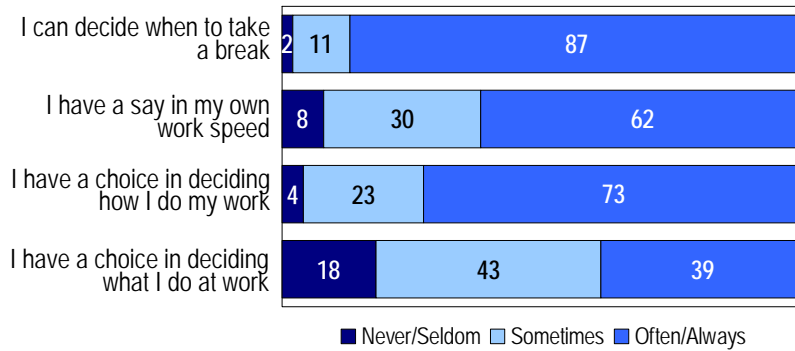
Of those who state that they often or always have unachievable deadlines it would appear that more male respondents (16% Often/Always) are most affected when compared to their female colleagues (10%). Respondents from Band 2 stand out as having the most problems with unachievable deadlines, with 24% citing that this is often or always the case with them, whilst those at SCS level are the least affected (2% Often/Always).

Within the HSE the majority of respondents (46%) feel that they sometimes have to neglect some tasks because they have too much to do. Only 25% feel that this never or seldom happens, with a further 29% feeling that this happens often or always. Male respondents (35%) are considerably more likely to feel that they have to neglect some tasks often or always compared to their female colleagues (22%), as are respondents from Band 2 (48%). HSL (37%) and RI (34%) again stand out as the Directorates who often or always have to neglect some tasks because they have too much to do, along with NSD (34%).

When it comes to unrealistic time pressures, it is again the male respondents who are the most affected with 19% stating that this is often or always an issue for them, as opposed to 11% of females. Again, it is respondents from Band 2 (28% Often/Always) who are most affected by unrealistic time pressures, along with their colleagues in Band 1 (29%).

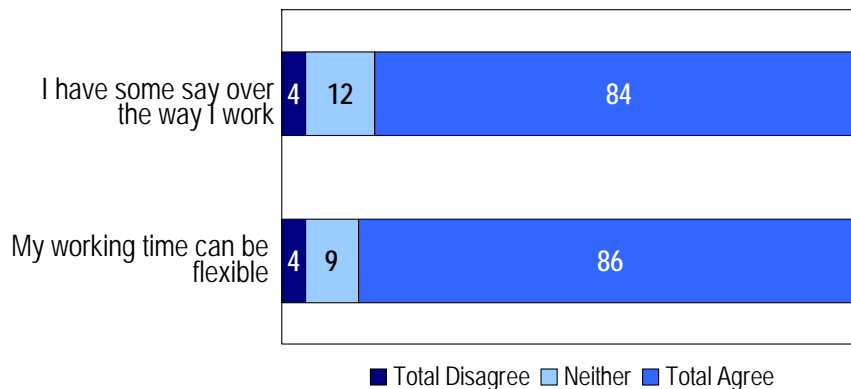
The majority of staff feel that they are never or seldom pressured to work long hours (64%), with a further quarter stating that this sometimes happens. Only 11% state that they are often or always pressured to work long hours and again we can see that this is felt the most by male respondents (15% Often/Always) as opposed to only 7% of female respondents. Band 2 again stands out as being one of the most pressured to work long hours (22% Often/Always), as do their colleagues in Band 1 (29%).

CONTROL



Within the HSE most respondents feel that they have control over their work and working day. 87% can decide when to take a break, 73% have a choice in deciding how they do their work and 62% can work at the speed they wish to, very few respondents feel that they do not have this type of control.

However when it comes to having a choice in deciding what they do at work, respondents are less inclined to give a positive answer. Only 39% of respondents cite that they often or always have a choice in deciding, with the majority (43%) stating that they sometimes have the choice. 18% gave a negative answer, citing that they never or seldom have a choice. These people are most likely to be in the Legal Advisors Office where 31% feel that they never or seldom have a choice in deciding what they do at work. Respondents from lower Bands also have less choice in what they do, with 29% of those at Band 6 stating that they hardly ever get the chance to decide for themselves, along with 20% of those at Band 5. When it comes to gender it would appear that female respondents (21%) are more likely to state that they never or seldom have the autonomy to decide what to do, which compares to 16% of male staff.



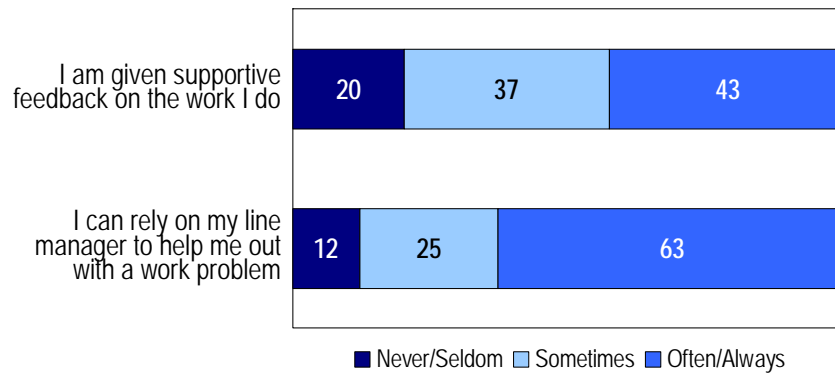
Again, when it comes to control over their work and working day the majority of staff agree that they have some say over the way they work (84%) and also that their working time can be flexible (86%). A small percentage (4%) have given a negative response to these questions.

The only real difference between the demographics for having a say over the way a respondent works can be seen with job band. 98% of those at SCS level feel that they have some say over the way they work with no one disagreeing with this statement. Similarly, 96% of those at Band 1 agree, with 3% giving a negative response. At the opposite end those at Band 6 are the least positive with only 34% of staff giving a positive response and 6% disagreeing that they have some say over the way they work.

With regard to flexibility we can see some difference particularly in the age groups. A similar figure give a positive response at each iteration (between 85% and 88%), however significantly more respondents aged between 16 – 24 have disagreed with this statement compared to the HSE average (10% vs. 4%).

Similarly within the directorates we can see that most respond on a similar track when it comes to flexibility in working time, aside from those within the Communications Directorate. Here only 56% feel that their working time can be flexible with a further 28% disagreeing.

MANAGERS' SUPPORT



43% of HSE staff feel that they are given supportive feedback on the work they do. Those most likely to feel that they are supported sufficiently (giving an Often/Always response) are respondents:

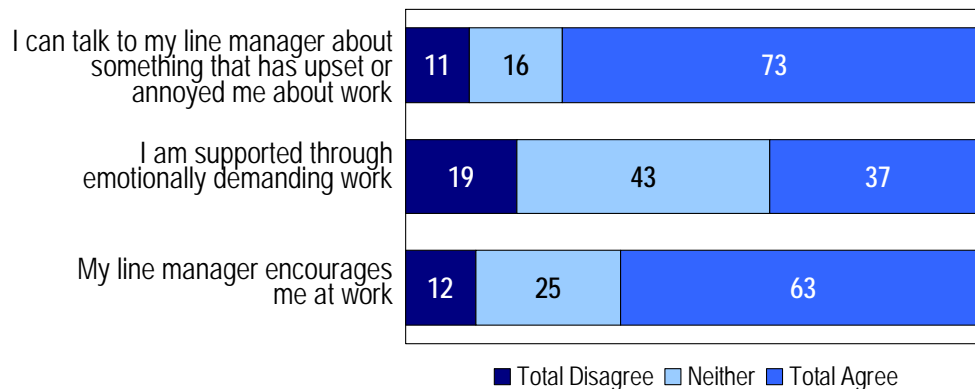
- New to the organisation (Under 1 year: 51% / 1 year – 3 years: 50%)
- Based at Rose Court (50%)
- From CoSAs (65%) and the Legal Advisors Office (58%)
- From Band 4 (54%)

Over a third (37%) state that they are only sometimes given supportive feedback, with 20% feeling that this is either never or seldom the case. Belief that a respondent is given supportive feedback deteriorates with length of service, with 15% of those who have been with the HSE for less than 1 year feeling that they are never or seldom given feedback, along with 14% of those with Over 1 year – up to 3 years service. When you get over the 3 year mark the negative response rises by 9-11% (Over 3 years – Up to 5: 23% - Over 5 years: 25%).

Within the directorates we can see that this is most of an issue for respondents from HSL (24% Never/Seldom) and HID (23%), respondents feel most supported with CoSAs where only 8% gave a negative answer.

Almost two thirds of staff (63%) feel that they can rely on their line manager to help them out with a work problem, with one quarter feeling that they can sometimes rely on this support. Respondents who have given a negative response (Never/Seldom) are most likely to be:

- From HSL (20%) or the Communications Directorate (16%)
- Band 2 (18%) or SCS (17%)
- From a Black Ethnic background (19%) or an other ethnicity (incl. Chinese) (17%)



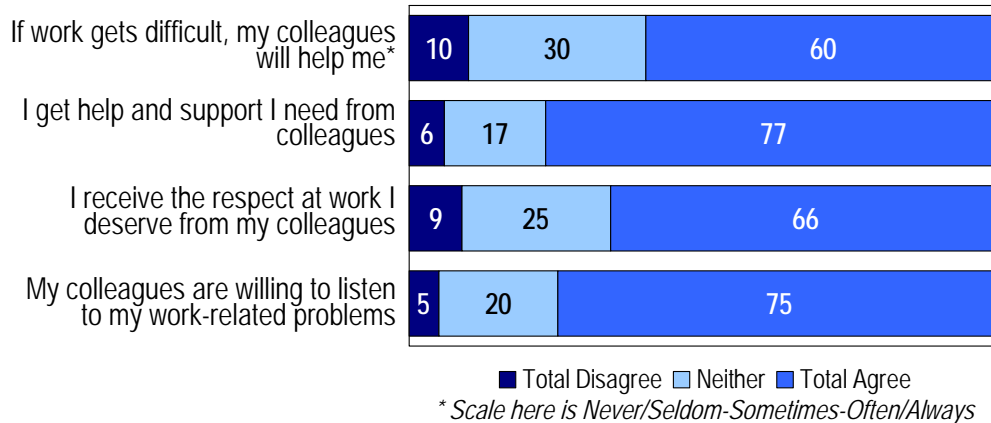
Almost $\frac{3}{4}$ of staff (73%) cite that they can talk to their line manager about things that are upsetting them or have annoyed them at work, with only 11% feeling that this is not the case. Respondents from Band 2 (67% Agree) are the least likely to feel that they can rely on their line manager, as are respondents from FOD (70%) and HID (71%).

When it comes to a line manager encouraging their direct reports at work we see a similar pattern with the majority in agreement (63%), one quarter in between with 12% giving a negative response. Encouragement can be seen most within CoSAs (76% Agree) and the Legal Advisors Office (81%), those who feel least supported are within HID and HSL, where 16% and 15% have disagreed with the statement respectively.

When it comes to being supported through emotionally demanding work just over one third (37%) feel that they are supported. The majority neither agree nor disagree (43%) with 19% giving a negative response. Those most likely to give a negative answer are:

- From HSL (26%)
- From Bands 2 (25%) and 3 (26%)
- Those with a disability (23%)

PEER SUPPORT



HSE respondents are less negative when it comes to questions surrounding the support they get from their colleagues. The majority of respondents feel that they get the help and support needed from colleagues and that colleagues are willing to listen to their work related problems. Very few respondents disagree with these statements.

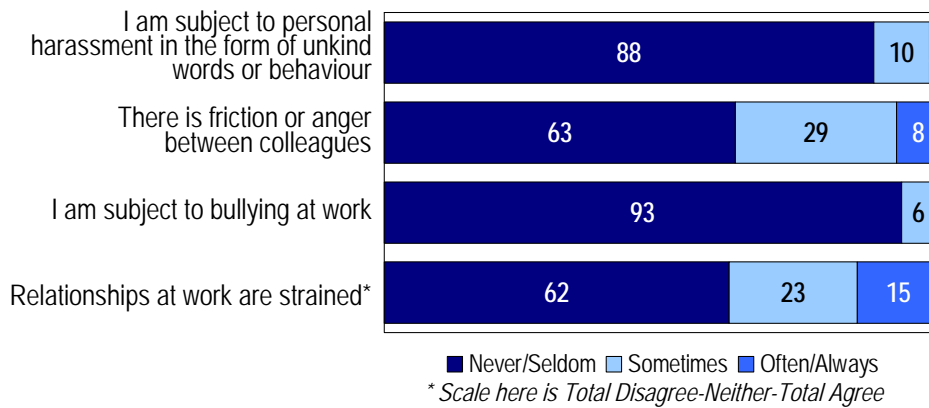
The majority of respondents feel colleagues are willing to help when work gets difficult, with 60% saying that colleagues often or always offer support and a further 30% stating that sometimes they receive support from colleagues. Of the 10% who claim that colleagues never or seldom help when work gets difficult we can see the following trends in the data:

- Respondents aged over 51 are the least likely to feel that they receive help from colleagues when work gets difficult (13% Never/Seldom), compared to 9% of colleagues aged between 25 – 50 and 3% of those aged under 24
- A similar trend appears with regard to length of service, the most negative have spent over 5 years working for the HSE (13%), compared with colleagues with between 1 and 5 years service (9%) and those who have worked for the HSE for less than 1 year (6%)
- Response from those based in Scotland (17%) is significantly more negative than all other locations (between 8-10%)

Two thirds of staff believe that they receive the respect that they deserve from colleagues. One quarter of staff feel that this is neither true nor incorrect and 9% disagree. Although the differences are not significant it is interesting to note that those most likely to feel that they do not receive the respect they deserve are:

- Aged between 16 and 24 (11%)
- From the higher length of service brackets (3-5yrs: 10% / 5+: 11%)
- Ethnic minority groups (Asian or Black: 16% / Mixed: 13% / Other incl. Chinese (10%) – compares to 8% of those of a White background

RELATIONSHIPS



88% of HSE respondents cite that they are never or seldom subject to personal harassment in the form or unkind words or behaviour. 10% state that this sometimes happens and a further 2% believe that they are often or always subject to this behaviour. For most this does not appear to be an issue, however there are a few differences that can be seen within the following groups:

- 22% of respondents with a disability feel that they are sometimes subjected to unkind words or behaviour
- 17% who are of an 'other ethnic background' (incl. Chinese) cite that they are sometimes subjected to this behaviour
- 12% of Asian respondents state they are often or always subject to this kind of harassment

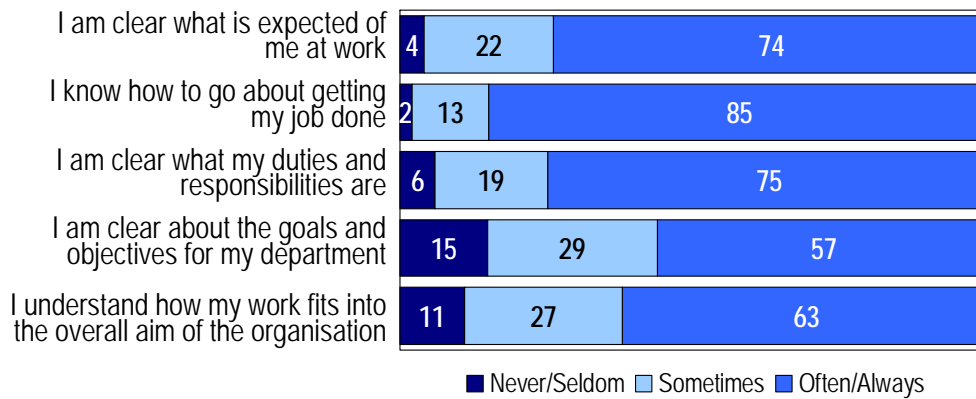
HSE are less likely to feel that they are subject to bullying at work, with the large majority (93%) stating that this never or seldom occurs. 6% cite that they are sometimes subject to bullying behaviour and 1% feeling that they are often or always affected by this type of behaviour. HID would appear to have the biggest issue with bullying with 3% of staff citing that they are often or always subject to this kind of behaviour, this compares to the other directorates who are in line with the average with between 0-1% giving a negative answer. It should also be noted that Asian respondents (6% Often/Always) are more likely to give a negative answer compared to their colleagues of other nationalities (0-3%).

When it comes to working relationships, we can see that more respondents give negative answers with regard to friction or anger between colleagues and strained working relationships; 2/3 feel that there is never or seldom any friction or anger between colleagues (63%) or that relationships at work are strained (62%).

Staff who have been with the HSE longer are more inclined to give a negative response with regard to there being friction or anger between colleagues; Over 3-5 years and Over 5 years (10% Often/Always respectively). This compares to only 5% of those who are new to the company (Under 1 year) and 7% who have been with the HSE for Over 1 year but these than 3. Within the directorates there would appear to be less anger or friction between colleagues within CoSAS (77% Never/Seldom) – most other directorates have given a favourable response of between 61% and 69%. It should be noted that 12% of HID respondents cite that there is often or always friction or anger between colleagues.

With regard to strained working relationships we can see a similar picture emerging as above for friction or anger between colleagues. Again, opinion is more negative from those in the longer length of service brackets: Over 3 – 5 years (19% Agree) and Over 5 years (17%), this compares to 10% of those Under 1 year and 13% Over 1 – 3 years service. CoSAS is again, the most favourable of the directorates with 87% of staff disagreeing that relationships at work are strained. HID and RPD (17% Agree), along with HSL (23% Agree) have respondents who are most likely to feel that there are strained relationships.

ROLE



The majority of HSE staff feel that they know how to go about getting their job done, with only 2% disagreeing with this statement. Respondents are slightly less favourable with regard to feeling clear about what is expected of them at work (74%) and what their duties and responsibilities are (75%). Those most likely to feel unclear about what is expected of them at work are (giving the lowest Often/Always response):

- Respondents from OPSD (68% Oft/Always), with 31% giving a sometimes response
- Respondents from FOD (69%)
- Respondents from Band 3 (67%), with 6% giving a never/seldom response

It is the same areas as stated above where similar issues lie with regard to clarity over duties and responsibilities:

- Respondents from FOD (72%), along with Policy Group (71%) and OPSD (74%)
- Respondents from Band 3 (71%), along with Band 5 (70%, with 8% giving a negative response)

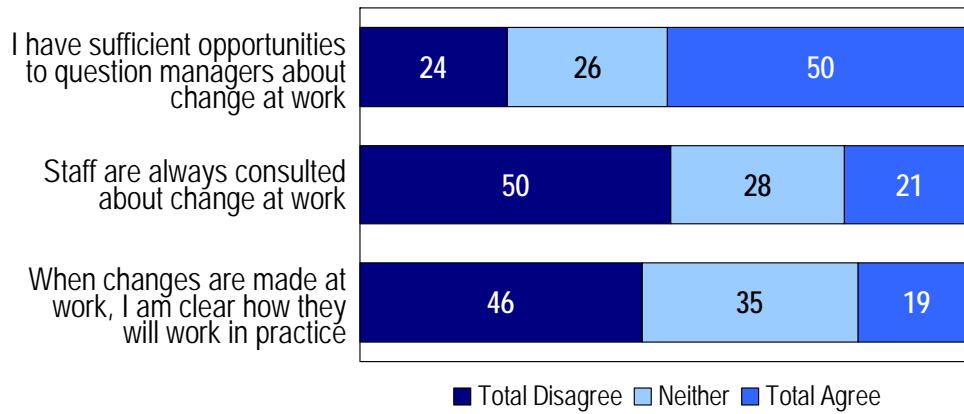
There is much less clarity when it comes to the goals and objectives for a respondents department (57%). Within the directorates less than half (49%) of FOD staff feel that they are clear, as are only 52% of respondents from OPSD. Conversely we can see that this is less of an issue for respondents from NSD and RPD where 67% feel that they are clear about the goals and objectives of their department. For the other demographics it should be noted that:

- Longer serving respondents are least likely to feel that they are clear (52% Over 3 –5 years / 53% Over 5 years)
- Respondents from Bands 3 (45%) and Band 4 (55%) are significantly less likely to feel that they are clear

Just under 1/3 of HSE staff feel that they understand how their work fits into the overall aim of the organisation. FOD respondents understand how their work fits in the least with only 53% giving a favourable answer and 14% feeling that they never or seldom understand. Again within the Bands it is Band 3 where response is the least favourable with only 51% giving an often or always response (16% state never or seldom). 100% of those of SCS level and 92% of Band 1's give the most favourable responses, with all other Bands giving a response of between 64%-70%.

It is also interesting to note that male respondents have given a much higher negative response (13% Never/Seldom) compared to their female colleagues 8%.

CHANGE



Only half of HSE respondents feel that they have sufficient opportunities to question managers about change at work. Respondents from Band 1 (82% Agree) and SCS (78%) are the most positive, with those from Band 3 at the other end of the spectrum with only 41% giving an agree answer (all other Bands between 51% and 54% agreeing). Staff new to the HSE feel that they can question managers (Under 1 year: 60%), as do 54% of those with Over 1 year – up to 3 years service. It is those who are the longest serving who feel that they cannot question managers (Over 3 years – Up to 5 and Over 5 years; 44% respectively). Respondents from FOD (42% Agree) and HSL (43%) are the least positive of the directorates, as opposed to those from OPSD (60%) and Policy Group (59%) where favourable response is the highest.

Only 21% of staff feel that they are always consulted about change, the majority that equates to half have disagreed with this statement. Again, as with above, the same demographic groups stand out as being the least favourable:

- Those with longer service; Over 3 – up to 5 years (55% disagree) – Over 5 years (57%)
- Respondents from FOD (55%) and HSL (55%), along with HID (54%)
- Respondents from Band 3 (63%)

Even less staff feel that when changes are made at work, that they are clear about how they will work in practice (19%), with 46% disagreeing. More female respondents (24%) feel that they are clear, compared to their male colleagues (14%). As above, for the other questions relating to change we can see that it is again the same groups that feel that they are the least clear:

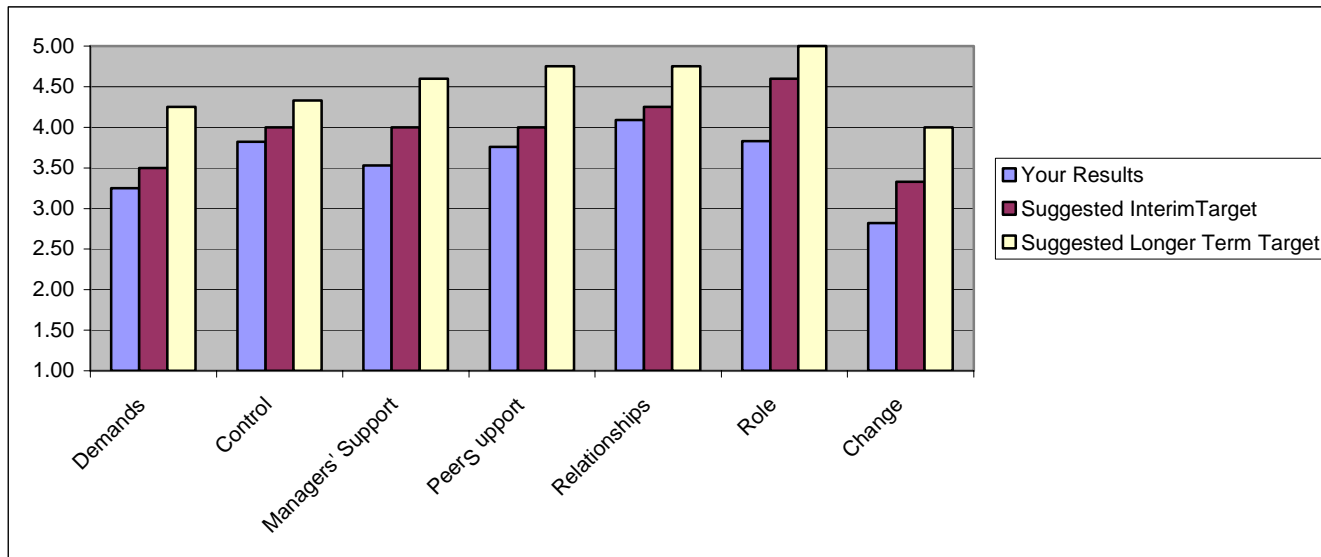
- Those with longer service; Over 3 – up to 5 years (15% disagree) – Over 5 years (14%)
- Respondents from FOD (15%) and HID (17%)
- Respondents from Band 3 (8%), along with Band 2 (12%)

Summary of Results

	Your Results	Suggested Interim Target	Suggested Longer Term Target
Demands	3.25	3.50	4.25
Control	3.82	4.00	4.33
Managers' Support	3.53	4.00	4.60
Peer Support	3.76	4.00	4.75
Relationships	4.09	4.25	4.75
Role	3.83	4.60	5.00
Change	2.82	3.33	4.00

Key

- Doing very well - need to maintain performance
Represents those at, above or close to the 80th percentile[†]
- Good, but need for improvement
Represents those better than average but not yet at, above or close to the 80th percentile[†]
- Clear need for improvement
Represents those likely to be below average but not below the 20th percentile[†]
- Urgent action needed
Represents those below the 20th percentile[†]



[†]Compared with results from a representative national survey of employees (see the HSE Analysis Tool User Manual for more information)

The results are grouped by stressor, and the average score is shown for each question associated with that stressor

Question	Average
Demands	
3 Different groups at work demand things from me that are hard to	3.06
6 I have unachievable deadlines	3.50
9 I have to work very intensively	2.53
12 I have to neglect some tasks because I have too much to do	2.92
16 I am unable to take sufficient breaks	3.84
18 I am pressured to work long hours	3.80
20 I have to work very fast	2.93
22 I have unrealistic time pressures	3.45
Overall	3.25

Question	Average
Control	
2 I can decide when to take a break	4.27
10 I have a say in my own work speed	3.65
15 I have a choice in deciding how I do my work	3.81
19 I have a choice in deciding what I do at work	3.22
25 I have some say over the way I work	3.93
30 My working time can be flexible	4.04
Overall	3.82

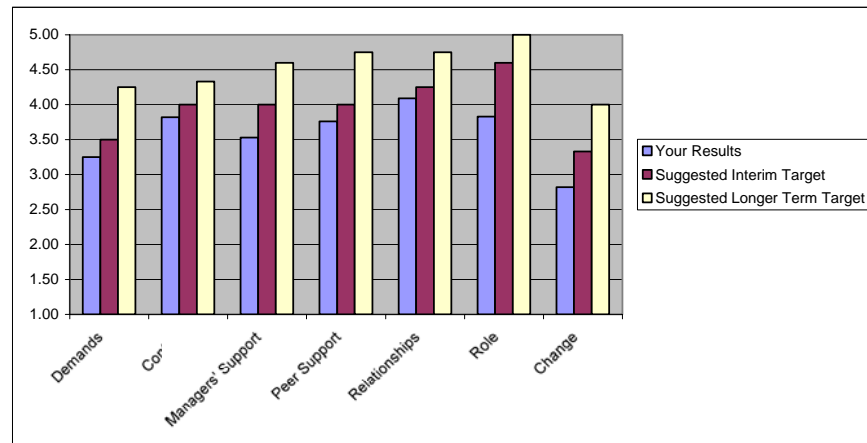
Question	Average
Managers' Support	
8 I am given supportive feedback on the work I do	3.30
23 I can rely on my line manager to help me out with a work problem	3.77
29 I can talk to my line manager about something that has upset or annoyed me about work	3.79
33 I am supported through emotionally demanding work	3.18
35 My line manager encourages me at work	3.63
Overall	3.53

Question	Average
Peer Support	
7 If work gets difficult, my colleagues will help me	3.70
24 I get help and support I need from colleagues	3.88
27 I receive the respect at work I deserve from my colleagues	3.66
31 My colleagues are willing to listen to my work-related problems	3.80
Overall	3.76

Question	Average
Relationships	
5 I am subject to personal harassment in the form of unkind words or behaviour	4.42
14 There is friction or anger between colleagues	3.70
21 I am subject to bullying at work	4.64 *
34 Relationships at work are strained	3.60
Overall	4.09

Question	Average
Role	
1 I am clear what is expected of me at work	3.90
4 I know how to go about getting my job done	4.09
11 I am clear what my duties and responsibilities are	3.93
13 I am clear about the goals and objectives for my department	3.55
17 I understand how my work fits into the overall aim of the organisation	3.68
Overall	3.83

Question	Average
Change	
26 I have sufficient opportunities to question managers about change at work	3.27
28 Staff are always consulted about change at work	2.57
32 When changes are made at work, I am clear how they will work out in practice	2.62
Overall	2.82



* Compared with results from a representative national survey of employees (see instructions for using the HSE Analysis Tool for more information)