

Policy for the management of Stress at Work

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THIS DOCUMENT REPLACES	Managing Stress at Work Policy
This document is available in alternative formats upon request, such as large print, electronically or community languages.	

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1. Introduction

It is well documented that excessive workplace pressure, resulting in stress at work, is harmful to individuals. The Queen Victoria Hospital NHS Foundation Trust (QVH) places a high value on the physical and mental health of its employees and is committed to putting in place all reasonable measures that encourage and protect employees from the effects of work-related stress. It is recognised that stress and its effects are a health and safety issue and the Trust acknowledges that it is important to identify and reduce workplace stressors.

This policy sets out to support all employees of QVH to ensure that they are aware of their own levels of stress and sources of support available for those experiencing feelings of work-related stress. The policy also aims to establish standards for managers and employees on the reduction and prevention of work-related stress. Practicable measures at local level to prevent stress need to be put in place by managers as part of their regular risk assessment and communicated to employees.

2. Scope

QVH as an employer has duties under health and safety law to assess and take measures to control risks from work-related stress so far as is reasonably practicable. Employees have a duty not to endanger themselves or others and to co-operate with their employer.

QVH also has a duty under common law to take reasonable care to ensure the health and safety of its employees. If an employee suffers from stress related ill-health and the court decides that QVH should have been able to prevent it then QVH could be found to be negligent.

This Policy applies to all substantive employees of the Queen Victoria Hospital regardless of age, disability, gender, gender identity, race, sexual orientation, religion or belief.

3. Definitions

3.1. The Trust/ QVH means the Queen Victoria Hospital NHS Foundation Trust.

3.2. Health and Safety Executive (HSE) the national independent watchdog/ regulator for work-related health, safety and illness.

3.3. Work-related stress is defined as ‘the adverse reaction a person has to excessive pressure or other types of demands placed upon them’. This makes a distinction between ‘pressure’, which can be a positive state if managed correctly, and ‘stress’ which can be detrimental to health.

3.4. Stress For the purpose of this policy it is important not to confuse ‘stress’ with ‘fatigue’. Stress is defined in terms of the interaction between a person and their work environment and the awareness of not being able to cope with the demands of one’s environment.

3.5. Fatigue is the temporary inability, or strong disinclination, to respond to a situation because of previous over-activity, be that mental, emotional or physical.

4. Responsibilities

Group	Responsibilities
Health and Safety Group	<ul style="list-style-type: none"> • Overall responsibility for the monitoring of the management of staff welfare. • Quarterly review of sickness absence rates and reasons for absence. • Conducts an overall annual stress risk assessment.
Employees	<ul style="list-style-type: none"> • Ensure good communication with colleagues and their manager. • Support colleagues by providing appropriate information and by sharing knowledge and resources where appropriate. • Engage in discussion about their performance and act on feedback. • Raise issues of concern at an early stage and seek constructive solutions. • Make use of the support and training resources available. • Ensure that bullying and harassment is not tolerated. • Seek appropriate advice and support at an early stage if difficulties arise. • Have access to the Employee Assistance Programme which provides a confidential counselling service. • Access to Occupational Health and can request a management referral.
Line Managers	<ul style="list-style-type: none"> • Ensure good communication particularly where there are organisational and procedural changes. • Ensure jobs are designed to avoid conflicting demands and that expectations and the job role are clear. • Ensure employees are fully trained to undertake the demands of their job and are able to contribute to decisions about how the job is done. • Ensure there are regular opportunities for feedback on performance e.g. regular 'one to one' meetings and team meetings. • Identify or respond to issues of concern promptly and seek constructive solutions. • Make use of the support and training resources available. • Ensure employees are provided with meaningful training and developmental opportunities. • Ensure that bullying and harassment is not tolerated and this is clearly expressed to all staff on a regular basis. Be aware of signs of problems and offer additional support to a member of employee who is experiencing stress outside work, e.g. bereavement or separation. • Actively encourage employees to express any problems that they have encountered that may be causing them work-related stress. • Seek appropriate advice and support at an early stage if difficulties arise. • Ensure that employees are informed about the risks to their health and how the risks can be minimised • Ensure risk assessments are conducted and recommendations implemented. • Monitor working hours and overtime to ensure that staff are not overworking. • Monitor annual leave to ensure that staff are taking their full entitlement regularly throughout the year. • Act promptly where an employee demonstrates signs of stress by referring the individual to Occupational Health

Human Resources	<ul style="list-style-type: none"> • To advise and support managers in the application of the managing work-related stress process and of the resources available. • To advise and support employees to raise concerns of work-related stress and make employees aware of support available.
Occupational Health	<ul style="list-style-type: none"> • Provide training and support to managers in implementing stress risk assessments. • Provide a confidential supportive environment for employees who have been off sick with stress or who are currently suffering from work-related stress. • Advise employees and managers on return to work plans or on recommendations for reasonable and appropriate workplace adjustments. • Refer to the Employee Assistance Programme or other specialist agencies as required.

5. What is stress?

“The adverse reaction people have to excessive pressures or other types of demands placed on them” (HSE, 2001)

- 5.1. The word ‘stress’ is used sometimes to refer to an environmental stimulus (stressor) and sometimes as the response to that stimulus (strain). It may also be defined in terms of a relationship between the environment and the person that is appraised as exceeding their ability to cope (Jones & Bright, 2001).
- 5.2. This makes an important distinction between normal pressure of work, which can be a positive state if managed correctly and stress which can be detrimental to health. If this were allowed to continue for some time it could lead to mental and physical ill health and may affect patients and colleagues within the workplace.
- 5.3. Often the feeling of ‘not coping’ is seen as a weakness that cannot be acknowledged and people ‘soldier on’. Alternatively stress is sometimes seen as a status symbol that suffering from excessive stress is part of the territory of particular jobs. Both viewpoints are unhealthy.
- 5.4. Individuals generally accept reasonable pressures which are, in the main, considered as positive and motivational. These pressures can provide the key to a sense of achievement and job satisfaction. It is only when there is excessive pressure, whether at work or outside (or both), that stress might become harmful. It can then affect performance and undermine the health of the employee.
- 5.5. It is also important to bear in mind that individuals are affected by things within the home environment that may prove to be stressful for them. Their inability to cope with stressors in the workplace may therefore be influenced by their coping in the home environments.

Note: Work-related stress is not an illness but it can contribute to problems with ill health.

6. Fatigue

- 6.1. Fatigue should be considered as one of the many causes that may lead to strain for an employee. Managers and employees need to recognise that fatigue is just one of many causes of stress.
- 6.2. Outcomes of fatigue include general disinclination for effort, sluggish thinking, reduced alertness and the reduced ability to perform physical and mental tasks.

- 6.3. Reports of fatigue need to be actively managed. There are a number of reasons why this may occur from encountering everyday difficulties at work that are impossible to change because they are outside our area of control to shift work that has no pattern or to illness either diagnosed or undiagnosed. Last minute changes or demands should be avoided wherever possible.

7. Recognising signs of stress

Note: Stress can be seen first by those who work or live with that person.

- 7.1. Stress is not confined to job role or status everyone can suffer from stress.
- 7.2. One of the key things to look out for is a change in an individual's normal personality and/ or behaviour. Some of the common signs of stress are (list not exhaustive):
- Mood swings
 - Skin problems
 - Muscle tension
 - Changes in sleep pattern
 - Persistent lateness
 - Low self esteem
 - Accidents
 - Increased mistakes
 - Aggressive behaviour
 - Stomach problems
 - Minor illnesses
 - Anxiety
 - Tiredness
 - Poor concentration
 - Changes in eating patterns
 - Inability to manage time
 - Poor memory
 - Lack of motivation
 - Increased absence
 - Lack of communication
 - Headaches
 - Depression
- 7.3. Maintaining an environment that promotes interesting and rewarding work along with support and training opportunities will promote a healthy team base.

8. Reporting stress

- 8.1. Employees should inform their manager promptly of any concerns they may have about their wellbeing and work situation potentially leading to work-related stress. Managers should consider reports of stress seriously, in confidence and put aside time to fully explore the possible reasons for the employee reporting stress.
- 8.2. Alternatively, speaking to a friend or colleague may help identify what is the root cause. Advice can also be sought from:
- 8.2.1. The Employee Assistance Programme, Care First which provides a confidential counselling service and can be contacted on: 0800 174319
 - 8.2.2. Occupational Health

9. Responding to reports of stress

- 9.1. Managers will investigate the facts of the report. What does the person mean by 'stress'; how is the perceived stress affecting them; how long has it been going on?
- 9.2. The manager will consider:
- Has the employee consulted a doctor or other professional?
 - Can they identify the root cause(s) – for example, workload, time constraints, family or financial pressures, ill health, pregnancy?

- Are other employees doing similar work affected? (Ask the team to complete the HSE Management Standards Indicator Tool questionnaire if this is the case)
- What workplace changes have occurred? Procedural or shift pattern changes?
- Is the stressor to do with the match of the person to the job?
- What do you as the manager feel has caused the problem?

9.3. Discuss and agree with the employee how the issue could be addressed and the type of support that is available.

9.4. Is the control of the problem within the manager's jurisdiction or ability to influence? If not, seek guidance from a senior manager. Support may be required from other departments such as Human Resources, Occupational Health and/ or the Employee Assistance Programme, and the Risk team.

9.5. Complete or review the HSE Management Standards Indicator Tool questionnaire and analysis with the employee and continue to support them where necessary. An action plan should be completed together based on the outcome of the analysis to make reasonable adjustments according to scores. The action plan should be reviewed through management supervision or one to one meetings or a review meeting organised within a 4 to 6 week period.

9.6. The manager should give the employee the opportunity to comment on any work-related issues they have not been involved in. Discuss suggested solutions. Seek additional solutions from other sources such as identified in section 9.4 above. Agree on the implementation of solutions and set a date for review.

Note: Where stress is experienced by new or expectant mothers, guidance is available from the Risk team.

10. HSE Management Standards Indicator Tool

10.1. The HSE Management Standards Indicator Tool is a way in which a team, individual or manager can help to identify what stressors exist in the workplace and provide a means by which an agreement can be reached on how those stressors can be eliminated, reduced or at best controlled. Whether performing the assessment as a team, manager or an individual all groups start by completing the HSE Management Standards Indicator Tool questionnaire. A flowchart of the procedure is in **Appendix 1**.

Note: The HSE Management Standards Indicator Tool questionnaire can be found as a separate document available on Qnet.

10.2. The answers from the questionnaire are then input into the HSE Management Standards Analysis Tool and are categorised into seven headings: demands, control, managers support, peer support, role, relationships and change. Refer to **Appendix 2** for a brief summary of the standards and what can be done about it. The **Guidance notes for Managers** document is a useful reference.

10.3. Recognising and understanding the causes of work-related stress will assist managers and employees to examine ways in which 'stressors' should be prioritised and tackled.

10.4. For individuals an individual action plan should be completed (see **Appendix 3**).

10.5. For a team a departmental risk assessment should be completed (see **Appendix 4**).

Note: Further guidance and advice can be sought from an HR Business Associate.

11. Risk assessment

- 11.1.** All employees may experience periods of pressure at work and short periods of pressure are not necessarily of concern. It is the risk from sustained and/ or excessive pressure, without the opportunity to recover, that needs to be assessed and measures put in place to control the risk of adverse effects.
- 11.2.** All managers should conduct a work-related stress risk assessment covering their areas of responsibility at least once a year or when changes to the team, working environment or workloads have occurred.
- 11.3.** Issues that cannot be resolved at a local level, or deemed as a wider QVH issue, should be addressed through consultation with the Risk team or at the Health & Safety Group meeting. This would typically be when a risk has been included on the risk register for discussion at the meeting.

12. Frequency of risk assessment

- 12.1.** All managers should conduct a stress risk assessment, using **Appendix 4**, covering their areas of responsibility at least once a year or when changes to the team, working environment or workloads have occurred.
- 12.2.** If the assessment is to be carried out by the team provide each member, or a representative number of staff, with a copy of the HSE Management Standards Indicator Tool questionnaire. These can be completed anonymously.
- 12.3.** Individual employees should complete the HSE Management Standards Indicator Tool questionnaire at the earliest opportunity when they recognise they are suffering from work-related stress.
- 12.4.** Issues that cannot be resolved at a local level can be addressed with the Risk team or through the line management structure. This would typically be through the risk register for discussion at the Health & Safety Group meeting to identify any actions that may be required for a particular team/ department.

13. Training and support

- 13.1.** The QVH will support and encourage employees to attend appointments with Occupational Health or their General Practitioner if they feel they are stressed so they are better able to handle pressure they may encounter and they are able to recognise stress when it occurs in them.
- 13.2.** Employees can be supported and supportive by:
- Seeking help from managers, Occupational Health and/ or the Employee Assistance Programme, or HR
 - Speaking to their GP
 - Speaking with their manager – for example, about reasonable adjustments to their role
 - Being open about disability ensure appropriate assessments are carried out and if necessary collaborating in making reasonable adjustments in the workplace
 - Focusing on fixing rather than worrying

- Recognising that stress is not a weakness
- Conducting a HSE Management Standards Indicator Tool questionnaire and discussing an action plan with the manager monitoring/ reviewing it regularly

14. Training and Awareness

The Policy will be held on the QVH Intranet (Qnet) under Trust Policies and Procedures/ Human Resources.

Further information and support for both employees and managers is available from the Human Resources Department.

15. Equality

This guidance will be equality impact analysed in accordance with the Trust Procedural Documents Policy the results of which are published on our public website and monitored by the Equality and Diversity team.

16. Freedom of Information

Any information that belongs to QVH may be subject to disclosure under the Freedom of Information Act 2000. This act allows anyone, anywhere to ask for information held by QVH to be disclosed (subject to limited exemptions). Further information is available in the Freedom of Information Act Trust Procedure which can be viewed on Qnet.

17. Records Management

Records of managing work-related stress will be kept in the individual personal files.

18. Review

This Policy will be reviewed in 3 years' time. Earlier review may be required in response to exceptional circumstances, organisational change or relevant changes in legislation or guidance.

19. Discipline

Breaches of this policy will be investigated and may result in the matter being treated as a disciplinary offence under the Trust's Disciplinary Procedure.

20. Monitoring Compliance with this Policy

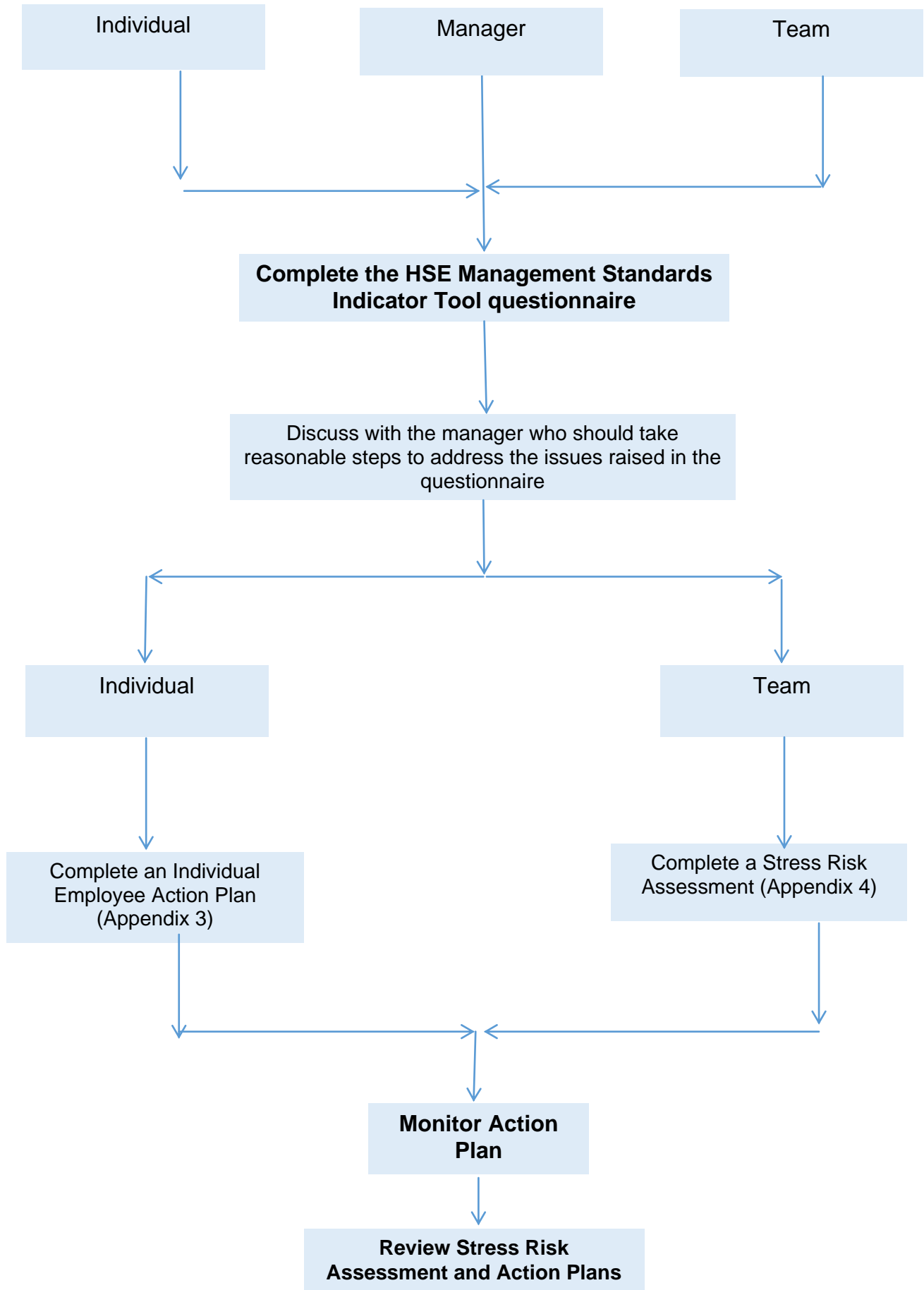
Activity being monitored	Methodology to be used for monitoring	Responsibility for monitoring	Frequency of monitoring and reporting	Process for review and improvement
Identifying workplace stressors and undertaking appropriate risk assessments	Quarterly audit	HR/ Manager in conjunction with Occupational Health	Quarterly	Quarterly report submitted to the Health & Safety Group.
Undertaking appropriate risk assessments	Audit of Trust wide risk assessment	Risk Team	Annually	Annual report submitted to Health & Safety Group.

21. References

www.hse.gov.uk

www.acas.org.uk

Appendix 1 – Procedure and Support



Appendix 2 – A brief summary of the standards and what can be done about it

Main causes of stress:	What you can do about it:
Demands: employees often become overloaded if they cannot cope with the amount of work or type of work they are asked to do	<ul style="list-style-type: none"> • Make sure employees understand what they have to do and how to do it • Meet training needs • Consider whether working flexible hours would help employees to manage demands
Control: employees can feel disaffected and perform poorly if they have no say over how and when they do their work	<ul style="list-style-type: none"> • Involve employees in the way work is carried out • Consult employees about decisions • Build effective teams with responsibilities for outcomes • Review performance to identify strengths and weaknesses
Support: levels of sick absence often rise if employees feel they cannot talk to managers about issues that are troubling them	<ul style="list-style-type: none"> • Give employees the opportunity to talk about issues causing stress • Be sympathetic and supportive • Keep employees informed about what is going on in the organisation
Relationships: a failure to build relationships based on good behaviour and trust can lead to problems related to discipline, grievances and bullying	<ul style="list-style-type: none"> • Have clear procedures for handling misconduct and poor performance • Have clear procedures for employees to raise grievances • Tackle any instances of bullying and harassment and make it clear such behaviour will not be tolerated
Role: employees will feel anxious about their work and the organisation if they don't know what is expected of them	<ul style="list-style-type: none"> • Carry out a thorough induction for new employees using a checklist of what needs to be covered • Provide employees with a written statement of employment particulars • Give employees clear job descriptions • Maintain a close link between individual and organisational objectives
Change: change needs to be managed effectively or it can lead to uncertainty and insecurity	<ul style="list-style-type: none"> • Plan ahead so changes can be signposted and managers and employees are prepared • Consult with employees about prospective changes so they have a real input and work together with you to solve problems

The full list of standards and advice on how to achieve them is available on the HSE website.

Appendix 3 – Individual Employee Action Plan

Employees name		Department	
Managers name		Date of plan	

1. Demands Work/ Department/ Environment
2. Control Context of Work/ Consultation
3. Managers Support Training/ Development opportunities
4. Peer Support
5. Relationships Avoiding conflict/ Sharing relevant information
6. Role Understanding their role and responsibilities
7. Change How this is communicated/ disseminated

Employee signature		Date signed	
Manager signature		Date signed	

1. A copy of the action plan is to be provided to the employee. A second copy is to be retained in the employee personnel file.
2. Where risk exists, a risk assessment should be completed and sent to the Risk Team.

Appendix 4 – Stress Risk Assessment

HSE MANAGEMENT STANDARDS INDICATOR TOOL

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.

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

20	I have to work very fast	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
21	I am subject to bullying at work	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
22	I have unrealistic time pressures	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
23	I can rely on my line manager to help me out with a work problem	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
24	I get help and support I need from colleagues	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
25	I have some say over the way I work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
26	I have sufficient opportunities to question managers about change at work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
27	I receive the respect at work I deserve from my colleagues	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
28	Staff are always consulted about change at work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
29	I can talk to my line manager about something that has upset or annoyed me about work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
30	My working time can be flexible	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
31	My colleagues are willing to listen to my work-related problems	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
32	When changes are made at work, I am clear how they will work out in practice	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
33	I am supported through emotionally demanding work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
34	Relationships at work are strained	Strongly disagree <input type="checkbox"/> 5	Disagree <input type="checkbox"/> 4	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 2	Strongly agree <input type="checkbox"/> 1
35	My line manager encourages me at work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5

Thank you for completing the questionnaire.