



Stress Report
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The University of Manchester
Staff Survey 2013

July 2013

Project Number: 5981

CAPITA

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Review of Potential Work-Related Stressors for The University of Manchester Staff Survey 2013

Introduction

All organisations have a legal duty to reduce the effects of work-related stress and undertake adequate risk assessments (Health and Safety at Work Act 1974; Management of Health and Safety at Work Regulations 1992 (amended 1999)).

Recent Relevant Research

- The HSE's National Statistics for 2010/11 included an estimate of 495,000 people self reporting they were suffering from work-related stress, anxiety and depression, accounting for around 10.8 million lost working days per year in Britain.
 - The HSE's National Statistics for 2010/2011 estimated 211,000 new cases of stress, anxiety and depression in 2010/2011.
 - The CIPD's Absence Management Annual Survey 2010/2011 reveals that for non-manual workers in the public sector, stress is the leading cause of long-term absence (80%).
 - Within the public sector the main methods used to identify and reduce stress in the workplace were identified as staff surveys (84% of employers), flexible working options/ improved work-life balance (70%) and risk assessments/stress audits (70%).
 - The CIPD calculate the overall median cost of sickness absence in public services to be £800 per employee per year, with an average of 9.1 days lost per employee each year.
 - The CIPD found an average of 58% of respondents said their organisations are taking steps to reduce stress in the workplace.
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Health and Safety Executive - Management Standards

What is stress?

Stress is the adverse reaction people have to excessive pressure or other types of demand placed on them.

There is a clear distinction between pressure, which can create a 'buzz' and be a motivating factor, and stress, which can occur when this pressure becomes excessive.

Why do we need to tackle stress?

- In 2010/2011 1.2 million people were suffering from a work related illness. (HSE)
- About 1 in 7 people say that they find their work either very or extremely stressful.
- Each case of stress-related ill-health leads to an average of 27 working days lost. A total of 10.8 million working days were lost to stress, depression and anxiety in 2010/11.
- Work-related stress costs society around 4bn a year (HSE). The National Institute for Clinical Excellence says the cost of work related mental illness in the UK was £28bn, a quarter of the United Kingdom's sick bill (2009)

What are the Management Standards for Work-related Stress?

The Standards and supporting processes are designed to:

- Help simplify priority assessment for stress;
- Encourage employers, employees and their representatives to work in partnership to address work-related stress throughout the organisation;
- Provide the yardstick by which organisations can gauge their performance in tackling the key causes of stress.

The Management Standards define the characteristics, or culture, of an organisation where stress is being managed effectively.

The Management Standards cover six key areas of work design that, if not properly managed, are associated with poor health and well being, lower productivity and increased sickness absence. In other words, the six Management Standards cover the primary sources of stress at work. These are:

1. **Demands** – such as workload, work patterns and the work environment
2. **Control** – such as how much say the person has in the way they do their work
3. **Support** – such as the encouragement, sponsorship and resources provided by the organisation, line management and colleagues
4. **Relationships** – such as promoting positive working to avoid conflict and dealing with unacceptable behaviour
5. **Role** – such as whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles
6. **Change** – such as how organisational change (large or small) is managed and communicated in the organisation.

Employers have a sense of duty to ensure that priorities arising from work activity are properly controlled. The Management Standards approach helps employers work with their employees and representatives to undertake priority assessments for stress.

How can performance be assessed against the Management Standards?

The HSE suggests that surveys can be utilised to provide information for assessment, by one or all of the following:

- Analysing existing information such as sickness absence, staff turnover data or any surveys that have been undertaken to get the views of employees.
 - Using the HSE stress audit tool to give an indication of performance against the standards.
 - Incorporating workplace stress questions into a broader staff survey. Data collected in this way within a broad range of subjects ensures that information is not 'skewed', i.e. staff who are both stressed and not stressed will have responded.
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About this report and the HSE benchmarking

The Workplace Stress report produced for The University of Manchester is based on the data taken from the 2013 Staff Survey, relating to the six HSE management standards.

To assist organisations in undertaking an audit, the HSE designed and tested a survey questionnaire which they then piloted with a number of organisations. Analysis was done on this data which included statistical tests of validity and reliability, which resulted in a generic audit tool for measuring stress (i.e. a questionnaire and spreadsheet for data entry), and a benchmarking tool that would identify where organisations fell into one of 4 categories – namely red, orange, blue and green. For example, a score generating the colour red would indicate the score was in the bottom 20% of the benchmarking group, and should be considered a high priority for improvement, as 80% of other organisations had scores that were much better.

The relevance of HSE questions was also taken on board when the National NHS Staff Survey was launched in England in 2003, and when the NHS in Scotland commenced their biannual national staff survey in 2006. At the time it was decided that questions should be included in the survey that would satisfy the requirement of a workplace stress audit for the HSE, so that organisations did not have to run a separate survey for this purpose.

The HSE were consulted and a range of questions were identified that could be used to measure the six management standards. These questions and their range of responses were tested for reliability and validity by Aston University; agreed with the HSE; and are now an integral part of the annual survey in England and Wales. The questions included in the questionnaire are used to measure the HSE management standards, and broadly replicate the questions from the original HSE audit questionnaire.

The stress reports provided by Capita are a product designed to assist organisations during their HSE visits, and are formatted in the same way that the HSE benchmark tool would present data, using the colour coding to identify priorities.

Where questions have been included that are directly linked to the HSE questionnaire, we have adopted their scoring system. For example, the question on harassment and bullying requires an absolute score of 5.0 in the HSE management standards, i.e. an organisation would automatically fall into the 'red' if they have just one respondent who identifies themselves as being harassed or bullied. In practice it is very hard to avoid a 'red'. However, the HSE view on this in particular, is that harassment and bullying is unacceptable and should be eradicated completely. Capita have therefore adopted this approach to analysing and displaying the score for harassment and bullying as a 'red' indicator.

Some of the other questions have different levels, for instance 'support from colleagues' must have a much higher score to be a 'green' than 'support from managers'. In summary the HSE research found these levels should be different because individuals have more contact with their colleagues than their managers, and therefore their interaction has a bigger effect on an individual's stress level. These levels are also replicated in our reports.

Any questions incorporated into the survey that were not included in the original HSE audit questionnaire, have been subjected to the generic scores used by the HSE using their colour formatting. This means that organisations benefit from having questions that are relevant to a higher proportion of staff in the organisation, while replicating the approach used by the HSE. Capita reports have been used successfully for HSE visits in a large number of organisations.

Capita have considered whether it would be useful to use their own benchmark data for these reports as it is much more robust than the HSE data, however, client feedback so far has been for us to continue to use the published HSE colour thresholds, as they feel it is more acceptable for their HSE visits and audits.

Presenting the data

Using data for the University of Manchester from relevant questions in the Staff Survey, this report gives an overview of work-related stress across the organisation, to give it both a benchmark and a starting point for action.

Within this report there is a section for each of the six Management Standards. The section of Support is split into two sub sections; Managers Support and Peer Support.

Each section details the University score for every question relating to that Standard. The score is colour coded to the appropriate Health and Safety Executive priority level, e.g. **red** indicates that the organisation is in the bottom 20% of HSE organisations and is considered a high priority area; **green** indicates that you are in the highest 20% of HSE organisations and are considered low priority.

The requirements for each Health and Safety Executive priority level are given in the tables for each section. These requirements detail the range that the data must lie in for each of the priority levels. A key to the symbols used is detailed in the following table:

Key to symbols used in describing requirements for HSE priority levels

Symbol	Meaning
<	Less than
<=	Less than or equal to
>	More than
>=	More than or equal to

Percentages are also shown for each question; these figures are used as a benchmark by which to identify occupational groups within the University where there is need for most improvement. Improvement within groups should lead to an improvement in the overall organisation score.

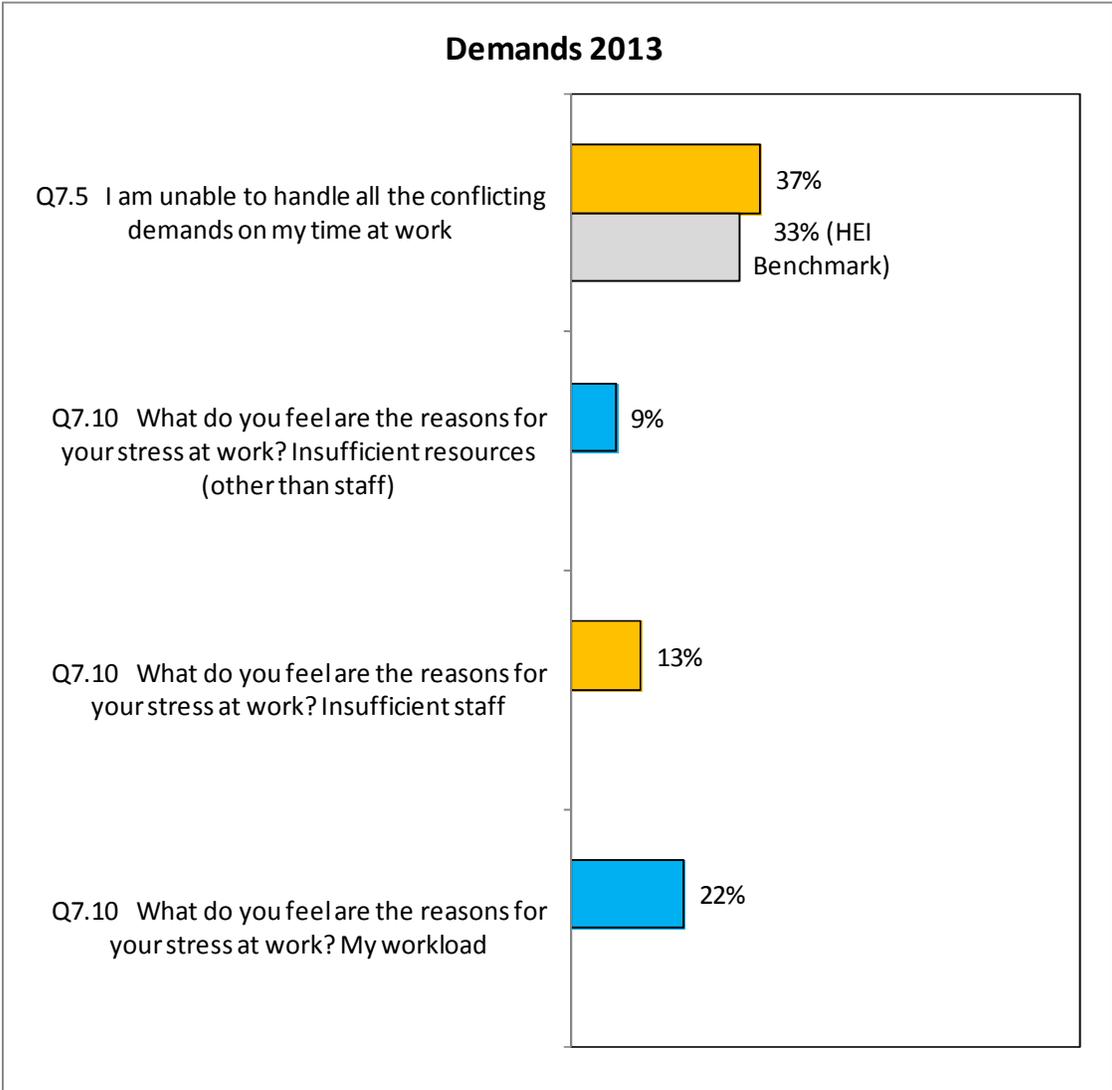
At each section a chart is included to display the 'percentage agree' score for the University overall, for each question. The University scores are colour coded to correspond to the priority level shown in the summary table. The charts include, where available, HEI benchmark figures. These figures are consistent with those generated for the Benchmark Report, and therefore not all questions in this report have a benchmark figure shown. The benchmark figures are displayed as grey bars.

Section 1 – Demands

Using the Health and Safety Executive’s calculations, the University’s data can be analysed to show the priority level for each question relating to demands. As can be seen from the table below, two questions fall into the medium priority category, and two fall into the low priority category.

	HSE High Priority Level	HSE Med Priority Level	HSE Low Priority Level	HSE Zero Priority Level	2013 Score*
Q7.5 I am unable to handle all the conflicting demands on my time at work	<3.00	>=3.00 & <4.00	>=4.00 & <4.95	>=4.95	3.41
Q7.10 What do you feel are the reasons for your stress at work? Insufficient resources (other than staff)	<3.00	>=3.00 & <4.00	>=4.00 & <4.95	>=4.95	4.65
Q7.10 What do you feel are the reasons for your stress at work? Insufficient staff	<4.00	>=4.00 & <4.95	None	>=4.95	4.46
Q7.10 What do you feel are the reasons for your stress at work? My workload	<3.00	>=3.00 & <4.00	>=4.00 & <4.95	>=4.95	4.13

*NB: The lower the score, the greater the priority factor. Scores for Q7.10 are based on the total number of respondents to Q7.9 “Has your stress had an impact on your ability to cope with the work demands placed on you?” All other question scores are based on the number of respondents to the individual questions.



Using scores for the questions relating to demands, it can be identified where most improvement in the University can be made.

Q7.5 I am unable to handle all the conflicting demands on my time at work

Around 37% of all University respondents said they are unable to handle all the conflicting demands on their time at work. The occupational groups within the University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Academic Teaching and Research (including Clinical)	3.06
Teaching Only/Teaching Focussed/Teaching and Scholarship (including Clinical)	3.39
University score	3.41

Q7.10 What do you feel are the reasons for your stress at work? Insufficient resources (other than staff)

Around 9% of those feeling stressed at work said it was due to insufficient resources (other than staff). The occupational groups within the University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Academic Teaching and Research (including Clinical)	4.45
Computing/IT	4.53
Teaching Only/Teaching Focussed/Teaching and Scholarship (including Clinical)	4.58
Technical/Experimental	4.59
University score	4.65

Q7.10 What do you feel are the reasons for your stress at work? Insufficient staff

Around 13% of those feeling stressed at work said it was due to insufficient staff. The occupational groups within the University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Computing/IT	4.29
Academic Teaching and Research (including Clinical)	4.32
Library	4.41
Admin and Management	4.44
Teaching Only/Teaching Focussed/Teaching and Scholarship (including Clinical)	4.45
University score	4.46

Q7.10 What do you feel are the reasons for your stress at work? My workload

Around 22% of those feeling stressed at work said it was due to insufficient resources (other than staff). The occupational groups within the University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

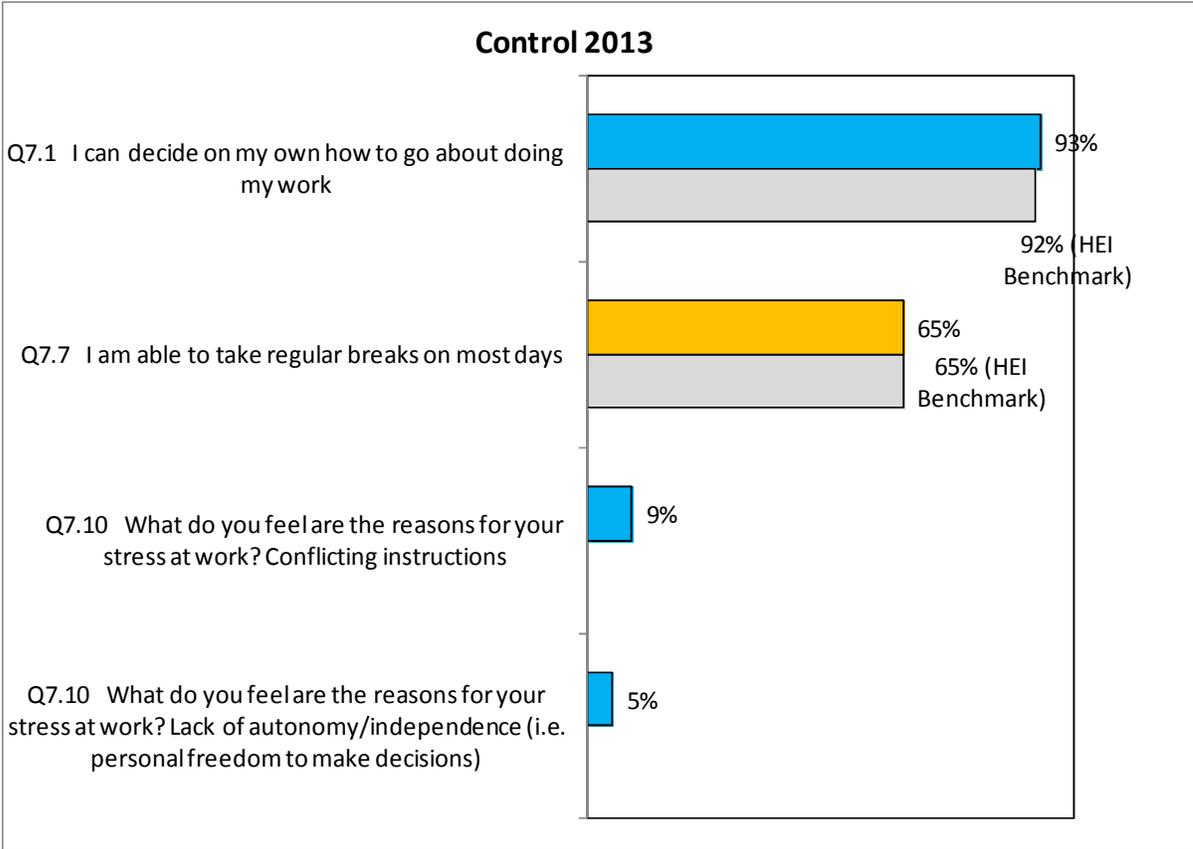
Occupational Groups	Score
Academic Teaching and Research (including Clinical)	3.69
Teaching Only/Teaching Focussed/Teaching and Scholarship (including Clinical)	3.95
University score	4.13

Section 2 – Control

Using the Health and Safety Executive’s calculations, the University’s data can be analysed to show the priority level for each question relating to control. As can be seen from the table below, one question falls into the medium priority category, and three fall into the low priority category.

	HSE High Priority Level	HSE Med Priority Level	HSE Low Priority Level	HSE Zero Priority Level	2013 Score*
Q7.1 I can decide on my own how to go about doing my work	<2.00	>=2.00 & <3.00	>=3.00 & <4.95	>=4.95	4.36
Q7.7 I am able to take regular breaks on most days	<3.00	>=3.00 & <4.95	None	>=4.95	3.48
Q7.10 What do you feel are the reasons for your stress at work? Conflicting instructions	<3.00	>=3.00 & <4.00	>=4.00 & <4.95	>=4.95	4.64
Q7.10 What do you feel are the reasons for your stress at work? Lack of autonomy/independence (i.e. personal freedom to make decisions)	<2.00	>=2.00 & <4.00	>=4.00 & <4.95	>=4.95	4.80

*NB: The lower the score, the greater the priority factor. Scores for Q7.10 are based on the total number of respondents to Q7.9 “Has your stress had an impact on your ability to cope with the work demands placed on you?” All other question scores are based on the number of respondents to the individual questions.



Using scores for the questions relating to control, it can be identified where most improvement in the University can be made.

Q7.1 I can decide on my own how to go about doing my work

Around 93% of all University respondents said they can decide on their own how to go about doing their work. The occupational groups within the University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Library	4.18
Manual/Craft	4.24
Clerical/Secretarial	4.30
Technical/Experimental	4.31
Computing/IT	4.31
Academic Teaching and Research (including Clinical)	4.32
University score	4.36

Q7.7 I am able to take regular breaks on most days

Around 65% of all University respondents said they were able to take regular breaks on most days. The occupational groups within the University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Academic Teaching and Research (including Clinical)	2.95
Teaching Only/Teaching Focussed/Teaching and Scholarship (including Clinical)	3.14
University score	3.48

Q7.10 What do you feel are the reasons for your stress at work? Conflicting instructions

Around 9% of those feeling stressed at work said it was due to conflicting instructions. The occupational groups within the University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Computing/IT	4.44
Academic Teaching and Research (including Clinical)	4.57
Technical/Experimental	4.61
Admin and Management	4.63
Clerical/Secretarial	4.63
University score	4.64

Q7.10 What do you feel are the reasons for your stress at work? Lack of autonomy/independence (i.e. personal freedom to make decisions)

Around 5% those feeling stressed at work said it was due to lack of autonomy/independence. The occupational groups within the University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

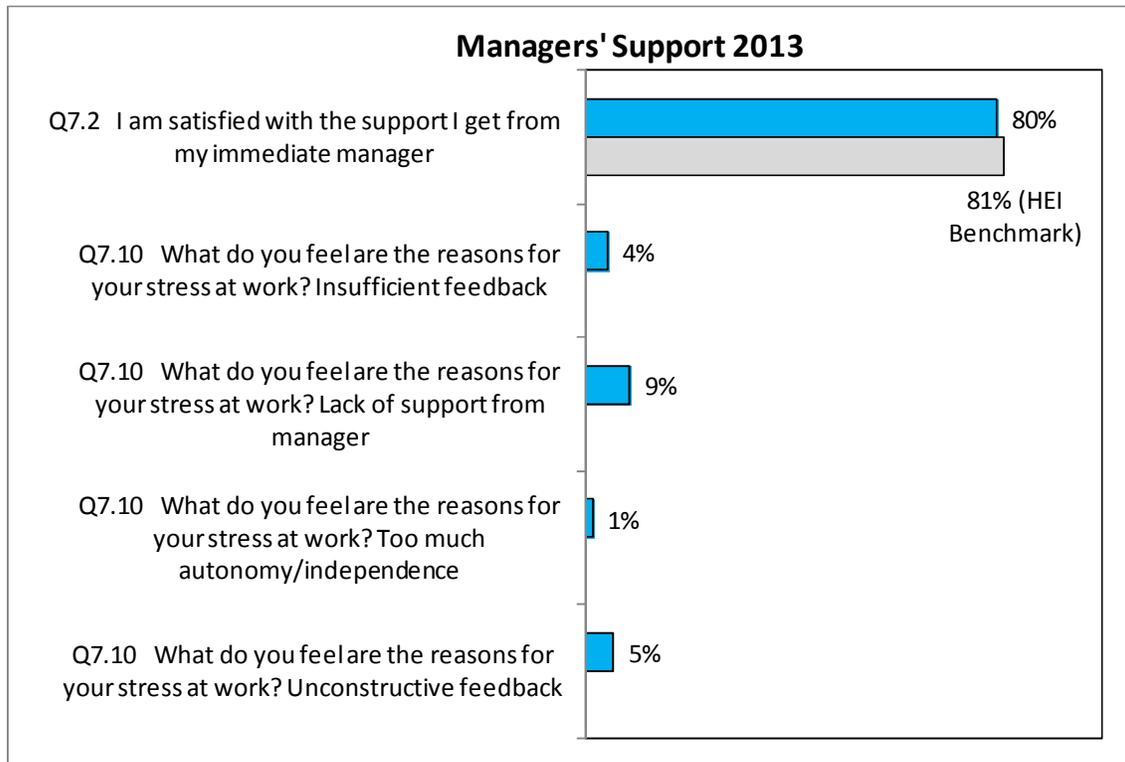
Occupational Group	Score
Library	4.70
Computing/IT	4.74
Academic Teaching and Research (including Clinical)	4.77
University score	4.80

Section 3a – Managers’ Support

Using the Health and Safety Executive’s calculations, the University’s data can be analysed to show the priority level for each question relating to managers’ support. As can be seen from the table below, all five fall into the low priority category.

	HSE High Priority Level	HSE Med Priority Level	HSE Low Priority Level	HSE Zero Priority Level	2013 Score*
Q7.2 I am satisfied with the support I get from my immediate manager	<3.00	>=3.00 & <4.00	>=4.00 & <4.95	>=4.95	4.01
Q7.10 What do you feel are the reasons for your stress at work? Insufficient feedback	<2.00	>=2.00 & <3.00	>=3.00 & <4.95	>=4.95	4.83
Q7.10 What do you feel are the reasons for your stress at work? Lack of support from manager	<2.00	>=2.00 & <3.00	>=3.00 & <4.95	>=4.95	4.65
Q7.10 What do you feel are the reasons for your stress at work? Too much autonomy/independence	<2.00	>=2.00 & <4.00	>=4.00 & <4.95	>=4.95	4.94
Q7.10 What do you feel are the reasons for your stress at work? Unconstructive feedback	<2.00	>=2.00 & <3.00	>=3.00 & <4.95	>=4.95	4.78

*NB: The lower the score, the greater the priority factor. Scores for Q7.10 are based on the total number of respondents to Q7.9 “Has your stress had an impact on your ability to cope with the work demands placed on you?” All other question scores are based on the number of respondents to the individual questions.



Using scores for the questions relating to managers' support, it can be identified where most improvement in the University can be made.

Q7.2 I am satisfied with the support I get from my immediate manager

Around 80% of all University respondents said they were satisfied with the support they get from their line manager. The occupational groups within the University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Technical/Experimental	3.76
Teaching Only/Teaching Focussed/Teaching and Scholarship (including Clinical)	3.90
Academic Teaching and Research (including Clinical)	3.92
Computing/IT	3.95
University score	4.01

Q7.10 What do you feel are the reasons for your stress at work? Insufficient feedback

Around 4% of those feeling stressed at work said it was due to receiving insufficient feedback. The occupational groups within the University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Technical/Experimental	4.75
Computing/IT	4.75
Research	4.81
Manual/Craft	4.81
University score	4.83

Q7.10 What do you feel are the reasons for your stress at work? Lack of support from manager

Around 9% of those feeling stressed at work said it was due to lack of support from their manager. The occupational groups within the University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Technical/Experimental	4.56
Teaching Only/Teaching Focussed/Teaching and Scholarship (including Clinical)	4.62
Clerical/Secretarial	4.63
Academic Teaching and Research (including Clinical)	4.64
University score	4.65

Q7.10 What do you feel are the reasons for your stress at work? Too much autonomy/independence

Around 1% of those feeling stressed at work said it was due to having too much autonomy/independence. The occupational groups within the University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Research	4.89
Computing/IT	4.94
Teaching Only/Teaching Focussed/Teaching and Scholarship (including Clinical)	4.94
University score	4.94

Q7.10 What do you feel are the reasons for your stress at work? Unconstructive feedback

Around 5% of those feeling stressed at work said it was due to receiving unconstructive feedback. The occupational groups within the University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

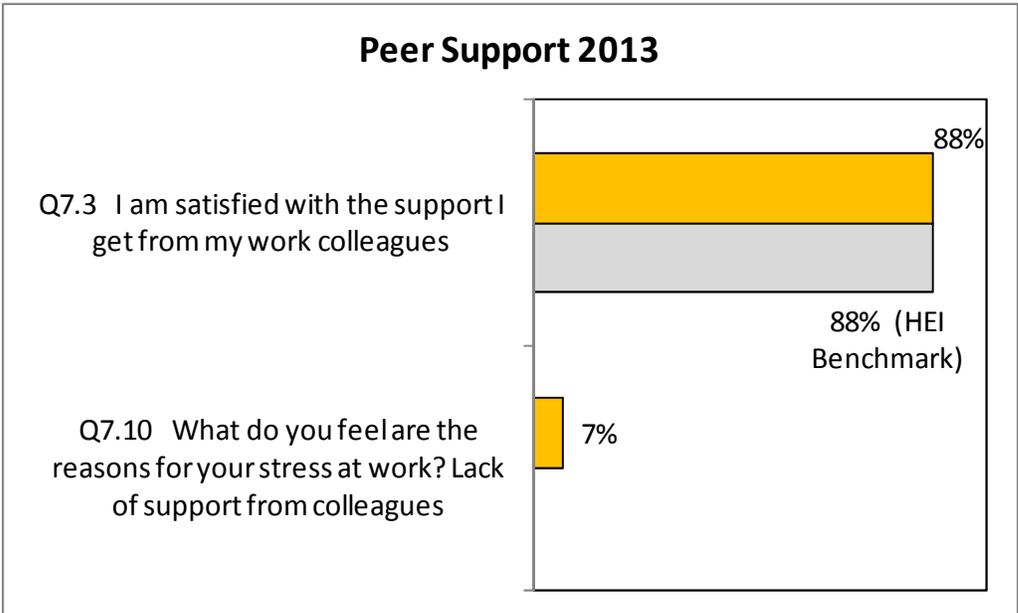
Occupational Groups	Score
Technical/Experimental	4.71
Manual/Craft	4.76
Academic Teaching and Research (including Clinical)	4.76
Computing/IT	4.76
University score	4.78

Section 3b – Peer Support

Using the Health and Safety Executive’s calculations, the University’s data can be analysed to show the priority level for each question relating to support from peers. As can be seen from the table below, both factors fall into the medium priority category.

	HSE High Priority Level	HSE Med Priority Level	HSE Low Priority Level	HSE Zero Priority Level	2013 Score*
Q7.3 I am satisfied with the support I get from my work colleagues	<4.00	>=4.00 & <4.95	None	>=4.95	4.19
Q7.10 What do you feel are the reasons for your stress at work? Lack of support from colleagues	<4.00	>=4.00 & <4.95	None	>=4.95	4.73

*NB: The lower the score, the greater the priority factor. Scores for Q7.10 are based on the total number of respondents to Q7.9 “Has your stress had an impact on your ability to cope with the work demands placed on you?” All other question scores are based on the number of respondents to the individual questions.



Using scores for the questions relating to support from peers, it can be identified where most improvement in the University can be made.

Q7.3 I am satisfied with the support I get from my work colleagues

Around 88% of all University respondents said they were satisfied with the support they get from their work colleagues. The occupational groups within the University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Technical/Experimental	4.07
Academic Teaching and Research (including Clinical)	4.08
Computing/IT	4.10
University score	4.19

Q7.10 What do you feel are the reasons for your stress at work? Lack of support from colleagues

Around 7% of those feeling stressed at work said it was due to lack of support from colleagues. The occupational groups within the University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

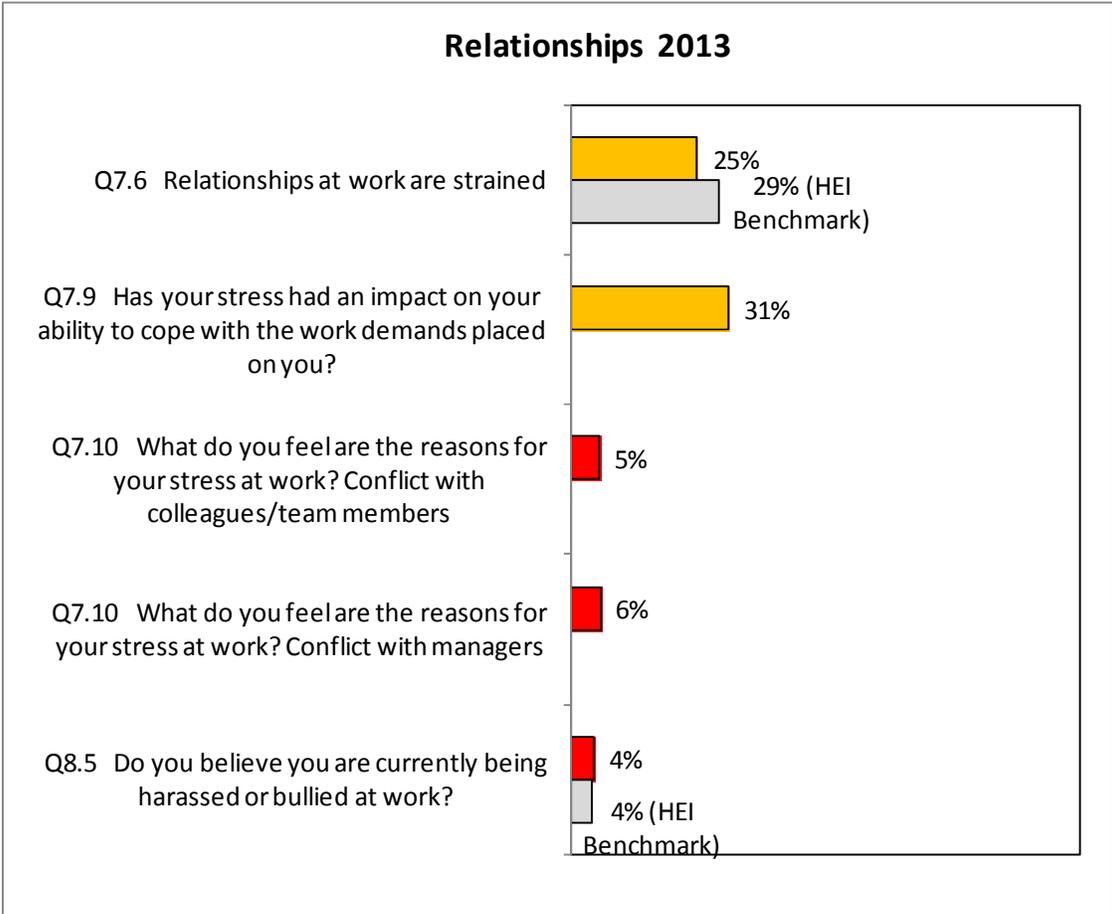
Occupational Groups	Score
Academic Teaching and Research (including Clinical)	4.67
Computing/IT	4.69
Teaching Only/Teaching Focussed/Teaching and Scholarship (including Clinical)	4.71
Technical/Experimental	4.71
University score	4.73

Section 4 – Relationships

Using the Health and Safety Executive’s calculations, the University’s data can be analysed to show the priority level for each question relating to relationships. As can be seen from the table below, three questions fall into the high priority category and two fall into the medium category.

	HSE High Priority Level	HSE Med Priority Level	HSE Low Priority Level	HSE Zero Priority Level	2013 Score*
Q7.6 Relationships at work are strained	<2.09	>=2.09 & <4.00	>=4.00 & <4.91	>=4.91	3.81
Q7.9 Has your stress had an impact on your ability to cope with the work demands placed on you?	<2.00	>=2.00 & <4.00	>=4.00 & <4.95	>=4.95	3.77
Q7.10 What do you feel are the reasons for your stress at work? Conflict with colleagues/team members	<5.00	None	None	5.00	4.78
Q7.10 What do you feel are the reasons for your stress at work? Conflict with managers	<5.00	None	None	5.00	4.77
Q8.5 Do you believe you are currently being harassed or bullied at work?	<5.00	None	None	5.00	4.82

*NB: The lower the score, the greater the priority factor. Scores for Q7.10 are based on the total number of respondents to Q7.9 “Has your stress had an impact on your ability to cope with the work demands placed on you?” All other question scores are based on the number of respondents to the individual questions.



Using scores for the questions relating to relationships, it can be identified where most improvement in the University can be made.

Q7.6 Relationships at work are strained

Around 25% of respondents across the University said relationships at work were strained. The occupational groups with the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Technical/Experimental	3.70
Manual/Craft	3.71
Academic Teaching and Research (including Clinical)	3.74
Computing/IT	3.77
University score	3.81

Q7.9 Has your stress had an impact on your ability to cope with the work demands placed on you?

Around 31% of all University respondents said that their stress had impacted upon their ability to cope with the demands placed on them. The occupational groups within the University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Academic Teaching and Research (including Clinical)	3.41
Computing/IT	3.72
Teaching Only/Teaching Focussed/Teaching and Scholarship (including Clinical)	3.74
University score	3.77

Q7.10 What do you feel are the reasons for your stress at work? Conflict with colleagues/team members

Around 5% of those feeling stressed at work said it was due to conflict with colleagues/team members. The occupational groups within the University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Technical/Experimental	4.68
Computing/IT	4.70
Manual/Craft	4.73
Academic Teaching and Research (including Clinical)	4.75
University score	4.78

Q7.10 What do you feel are the reasons for your stress at work? Conflict with managers

Around 6% those feeling stressed at work said it was due to conflict with managers. The occupational groups within the University most in agreement with this question, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Computing/IT	4.68
Technical/Experimental	4.73
Library	4.76
Manual/Craft	4.76
University score	4.77

Q8.5 Do you believe you are currently being harassed or bullied at work?

Around 4% of all University respondents said, at the time of the survey, they were being harassed or bullied. The occupational groups within the University most in agreement with this question, and therefore areas for improvement, are highlighted in the following table.

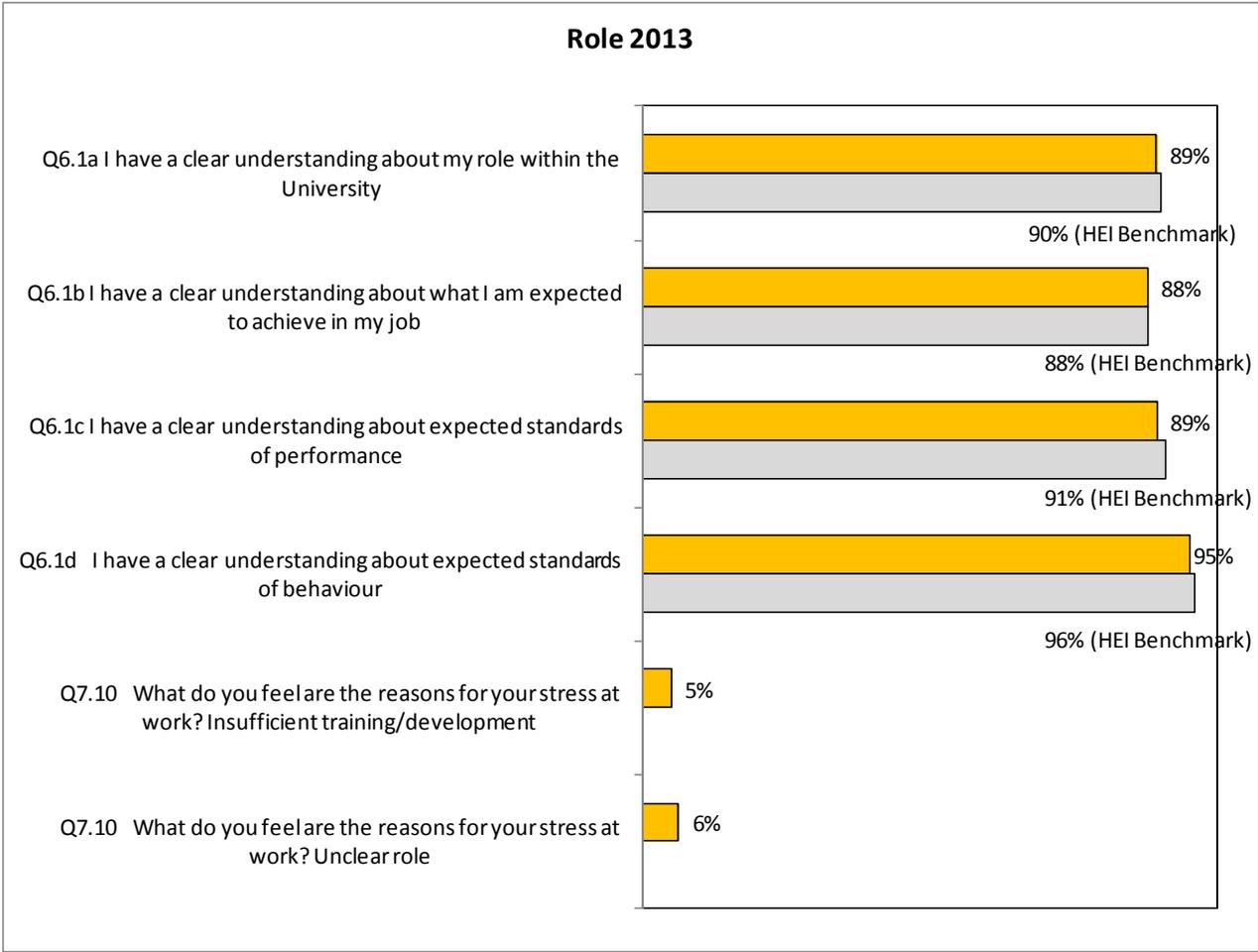
Occupational Groups	Score
Manual/Craft	4.68
Academic Teaching and Research (including Clinical)	4.78
Technical/Experimental	4.79
Computing/IT	4.82
University score	4.82

Section 5 – Role

Using the Health and Safety Executive’s calculations, the University’s data can be analysed to show the priority level for the question relating to role. All six questions achieved a medium priority score.

	HSE High Priority Level	HSE Med Priority Level	HSE Low Priority Level	HSE Zero Priority Level	2013 Score*
Q6.1a I have a clear understanding about my role within the University	<4.00	>=4.00 & <4.95	None	>=4.95	4.29
Q6.1b I have a clear understanding about what I am expected to achieve in my job	<4.00	>=4.00 & <4.95	None	>=4.95	4.26
Q6.1c I have a clear understanding about expected standards of performance	<4.00	>=4.00 & <4.95	None	>=4.95	4.33
Q6.1d I have a clear understanding about expected standards of behaviour	<4.00	>=4.00 & <4.95	None	>=4.95	4.50
Q7.10 What do you feel are the reasons for your stress at work? Insufficient training/development	<4.00	>=4.00 & <4.95	None	>=4.95	4.80
Q7.10 What do you feel are the reasons for your stress at work? Unclear role	<4.00	>=4.00 & <4.95	None	>=4.95	4.75

*NB: The lower the score, the greater the priority factor. Scores for Q7.10 are based on the total number of respondents to Q7.9 “Has your stress had an impact on your ability to cope with the work demands placed on you?” All other question scores are based on the number of respondents to the individual questions.



Using scores, for the questions relating to role, it can be identified where most improvement in the University can be made.

Q6.1a I have a clear understanding about my role within the University

Around 89% of respondents across the University said they had a clear understanding about their role within the University. The occupational groups with the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Computing/IT	4.12
Research	4.14
Technical/Experimental	4.23
Teaching Only/Teaching Focussed/Teaching and Scholarship (including Clinical)	4.26
University score	4.29

Q6.1b I have a clear understanding about what I am expected to achieve in my job

Around 88% of respondents across the University said they had a clear understanding about what they are expected to achieve in their job. The occupational groups with the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Computing/IT	4.07
Teaching Only/Teaching Focussed/Teaching and Scholarship (including Clinical)	4.17
Academic Teaching and Research (including Clinical)	4.19
Technical/Experimental	4.20
University score	4.26

Q6.1c I have a clear understanding about expected standards of performance

Around 89% of respondents across the University said they had a clear understanding about expected standards of performance. The occupational groups with the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Computing/IT	4.13
Academic Teaching and Research (including Clinical)	4.21
Teaching Only/Teaching Focussed/Teaching and Scholarship (including Clinical)	4.26
Research	4.31
Technical/Experimental	4.31
University score	4.33

Q6.1d I have a clear understanding about expected standards of behaviour

Around 95% of respondents across the University said they had a clear understanding about expected standards of behaviour. The occupational groups with the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Computing/IT	4.38
Academic Teaching and Research (including Clinical)	4.42
Research	4.44
Teaching Only/Teaching Focussed/Teaching and Scholarship (including Clinical)	4.48
University score	4.50

Q7.10 What do you feel are the reasons for your stress at work? Insufficient training/development

Around 5% of those feeling stressed at work said it was due to insufficient training/development. The occupational groups with the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Computing/IT	4.55
Manual/Craft	4.68
Technical/Experimental	4.69
Teaching Only/Teaching Focussed/Teaching and Scholarship (including Clinical)	4.79
Clerical/Secretarial	4.80
University score	4.80

Q7.10 What do you feel are the reasons for your stress at work? Unclear role

Around 6% of those feeling stressed at work said it was due to having an unclear role. The occupational groups with the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

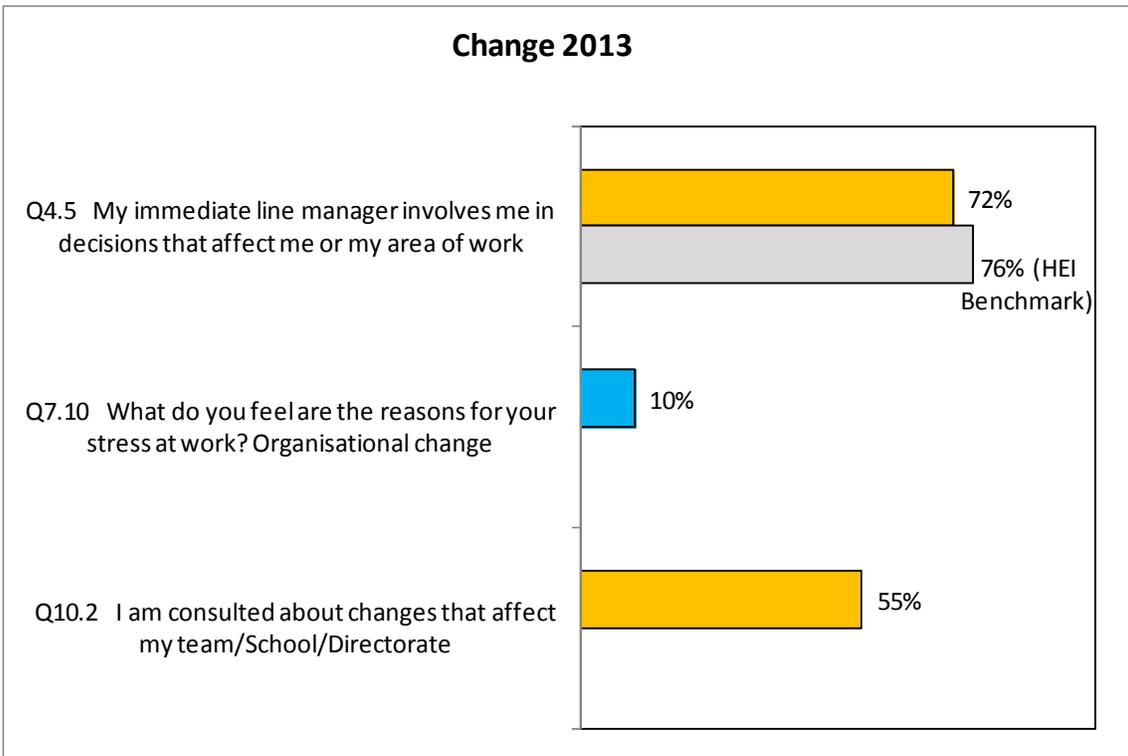
Occupational Groups	Score
Computing/IT	4.63
Clerical/Secretarial	4.65
Technical/Experimental	4.70
Admin and Management	4.72
University score	4.75

Section 6 – Change

Using the Health and Safety Executive’s calculations, the University’s data can be analysed to show the priority level for the questions relating to change. The table below shows that two questions fall into the medium priority category and one falls into the low priority category.

	HSE High Priority Level	HSE Med Priority Level	HSE Low Priority Level	HSE Zero Priority Level	2013 Score*
Q4.5 My immediate line manager involves me in decisions that affect me or my area of work	<2.00	>=2.00 & <4.00	>=4.00 & <4.95	>=4.95	3.78
Q7.10 What do you feel are the reasons for your stress at work? Organisational change	<2.00	>=2.00 & <4.00	>=4.00 & <4.95	>=4.95	4.58
Q10.2 I am consulted about changes that affect my team/School/Directorate	<2.00	>=2.00 & <4.00	>=4.00 & <4.95	>=4.95	3.19

*NB: The lower the score, the greater the priority factor. Scores for Q7.10 are based on the total number of respondents to Q7.9 “Has your stress had an impact on your ability to cope with the work demands placed on you?” All other question scores are based on the number of respondents to the individual questions.



Using scores for the questions relating to change, it can be identified where most improvement in the University can be made.

Q4.5 My immediate line manager involves me in decisions that affect me or my area of work

Around 72% of respondents across the University said their line manager involved them in decisions that affect them or their area of work. The occupational groups with the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Technical/Experimental	3.50
Academic Teaching and Research (including Clinical)	3.55
Teaching Only/Teaching Focussed/Teaching and Scholarship (including Clinical)	3.60
Manual/Craft	3.71
Computing/IT	3.75
University score	3.78

Q7.10 What do you feel are the reasons for your stress at work? Organisational change

Around 10% of those feeling stressed at work said it was due to organisational change. The occupational groups with the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Academic Teaching and Research (including Clinical)	4.45
Library	4.49
Computing/IT	4.49
Manual/Craft	4.54
Clerical/Secretarial	4.55
Admin and Management	4.56
University score	4.58

Q10.2 I am consulted about changes that affect my team/School/Directorate

Around 55% of respondents across the University said they are consulted about changes that affect their team/School/Directorate. The occupational groups most in disagreement with this question, and therefore areas for improvement, are highlighted in the following table.

Occupational Groups	Score
Academic Teaching and Research (including Clinical)	3.01
Research	3.03
Computing/IT	3.04
Technical/Experimental	3.08
Teaching Only/Teaching Focussed/Teaching and Scholarship (including Clinical)	3.14
University score	3.19

Key Findings

High Priority Level

The University falls into what can be considered the High Priority level for the following Management Standards and questions:

Relationships

- Respondents feel stressed at work due to conflict with colleagues/team members.
- Respondents feel stressed at work due to conflict with managers.
- Respondents say they are currently being harassed or bullied at work.

Medium Priority Level

The University falls into the Medium Priority level for the following Management Standards and questions:

Demands

- Respondents say they are unable to handle all the conflicting demands on their time at work.
- Respondents say they are stressed at work due to there being insufficient staff.

Control

- Respondents do not feel they are able to take regular breaks on most days.

Peer support

- Respondents say they are not satisfied with the support they get from their work colleagues.
- Respondents feel stress at work due to lack of support from colleagues.

Relationships

- Respondents feel that relationships at work are strained.
- Respondents said that stress has had an impact on their ability to cope with the work demands placed on them.

Role

- Respondents do not feel they have a clear understanding about their role in the University.
 - Respondents do not feel they have a clear understanding about what they are expected to achieve in their job .
 - Respondents do not feel they have a clear understanding about expected standards of performance.
-

- Respondents do not feel they have a clear understanding about expected standards of behaviour.
- Respondents feel stress at work due to insufficient training/development.
- Respondents feel stress at work due to having an unclear role.

Change

- Respondents say their immediate line manager does not involve them in decisions that affect them or their areas of work.
- Respondents say they are not consulted enough about changes that affect their team/School/Directorate.

Low Priority Level

The University falls into the Low Priority level for the following Management Standards and questions:

Demands

- Respondents say they do not experience stress at work due to their workload.
- Respondents do not feel stressed at work due to not having enough resources (other than staff).

Control

- Respondents say they can decide on their own how to go about doing their own work.
- Respondents do not feel stressed due to lack of autonomy/independence (i.e. personal freedom to make decisions).
- Respondents say they do not feel stress at work due to receiving conflicting instructions.

Manager's support

- Respondents are satisfied with the support they get from their immediate manager.
 - Respondents do not feel stressed at work due to insufficient feedback.
 - Respondents do not feel stressed at work due to lack of support from their managers.
 - Respondents do not feel stressed at work due to having too much autonomy/independence.
-

- Respondents do not feel stressed at work due to unconstructive feedback.

Change

- Respondents say they are stressed at work by organisational change.

Zero Priority Level

The University falls into the Zero Priority level for none of the Management Standards and survey questions.

Areas for Improvement

Twenty-nine stress factors were measured within the questionnaire. The following table shows how occupational groups (shown in descending order of frequency) measured at the highest frequencies in relation to these stress factors, and should therefore be considered high priority groups for improvements. Note that for the purposes of calculation, only the high (**red**) and medium (**orange**) priority categories have been taken into consideration.

Occupational Groups	Number of stress factors
Computing/IT	17
Academic Teaching and Research (including Clinical)	16
Teaching Only/Teaching Focussed/Teaching and Scholarship (including Clinical)	14
Technical/Experimental	14
Manual/Craft	6
Research	4
Admin and Management	2
Library	2
Clerical/Secretarial	2
