

Workplace Stress Report
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Edinburgh Napier University
Employee Engagement Survey 2015

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Review of Potential Work-Related Stressors for Edinburgh Napier University

Introduction

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

What is stress?

The Health and Safety Executive (HSE) defines work related stress as 'the adverse reaction people have to excessive pressure or other types of demand placed on them at work'. This makes an important distinction between pressure, which can be positive if managed correctly, and stress which can be detrimental to health.

Context

- The proportion of respondents from higher education who agreed or strongly agreed that they find their job stressful has increased from 72% in 2012 to 79% in the 2014 UCU survey¹, based on a sample of 6,439 respondents to the survey.
- The HSE's analysis of the Labour Force Survey for 2013/14 estimates that 487,000 workers in Britain took time off work for stress, anxiety and depression. With an average absence due to stress lasting 23 days, stress accounted for around 11.3 million lost working days per year.
- The CIPD's Absence Management Annual Survey 2014² revealed that stress is in the top five causes of long-term absence for non-manual workers in 82% of public service employers and for manual workers in 77% of public service employers.
- The CBI calculates the average (mean) cost of sickness absence to be £975 per employee, pulled up from the median of £622 by the impact of costly long-term absences.³

¹ Kinman, G and Wray, S (2014) UCU Survey of work-related stress 2014 – summary of findings, Nov 14

² CIPD (2014) Absence Management: Annual survey report 2014, CIPD and Simply Health

³ CBI (2013) Fit for Purpose: Absence and workplace health survey 2013, CBI and Pfizer

Health and Safety Executive - Management Standards

The HSE Management 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.

About this Report and the HSE Benchmarking

The Workplace Stress report produced for Edinburgh Napier University is based on the data taken from the 2015 Employee Engagement 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 better. Questions have been developed by survey providers to measure the HSE management standards, and broadly replicate the questions from the original HSE audit questionnaire.

The stress reports provided by Capita are 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 the HSE scoring system.

The following values were assigned to the responses to the statements where No was the preferred answer:

No	5
Yes	1

For each yes /no question in the survey a total value based on the responses received has been generated. An average question score is then calculated based on the number of responses to a particular question.

For example:

Q13-1 Are you currently being harassed or bullied at work?

Response	Number of respondents choosing this response	Multiply by value assigned to response	Total value
Yes	41	x 1	41
No	994	x 5	4970
Total	1,035		5,011

Calculation for average question score:

$$\frac{5,011}{1,035} \text{ [Total value of responses to question]} \\ \text{[Number of staff responding to question]} \\ \mathbf{4.84} = \text{[Average Question Score]}$$

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.

The Q12.12 questions about the reasons for respondents feeling stressed are calculated in a similar way, although the scores for Q12-12 are based on the total number of respondents to Q12-9 – I feel stressed at work.

Q12-12 If your stress is related to work or both, what do you feel this is due to? Work demands

Response	Number of respondents choosing this response	Multiply by value assigned to response	Total value
Yes	185	x 1	185
No	865	x 5	4325
Total	1,050		4,510

Calculation for average question score:

$$\frac{4,510}{1,050} \quad \begin{array}{l} \text{[Total value of responses to question]} \\ \text{[Number of staff responding to question]} \end{array}$$

$$4.30 = \text{[Average Question Score]}$$

A similar methodology is used for agree/disagree questions in the survey that are directly linked to the HSE questionnaire. This takes account of whether respondents agree or disagree, and their strength of feeling in agreeing or disagreeing. Capita has adopted the HSE's 5 point scoring system, and uses a weighting formula to convert the 4 point response scale used in the survey to the HSE's 5 point scale.

Questions have different scoring 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 Edinburgh Napier University from relevant questions in the Employee Engagement 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. This information is also supplied as a colour coded look up table in the Appendix for the organisation as a whole and by areas of work.

The requirements for each Health and Safety Executive priority level are given in the tables for each section and in the Appendix. 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 groups within the University where there is need for most improvement. Improvement within groups should lead to an improvement in the overall organisation score.

Please note that the series of questions for Q12-12 relating to workplace stress are included in the University-level data in the tables and charts at the beginning of each section, but are excluded from the detailed area of work scores as the numbers of respondents are too small for the scores to be reliable indicators.

With regard to the areas of work covered by this report, Principal's Office and University Secretary's Office have been combined in order to provide a grouping large enough to report on. Results are not shown for Equate Scotland due to the small sample size (less than 10 responses).

Key Findings

High Priority Level

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

Control

- I feel that too many approvals are needed for routine decisions

Relationships

- If your stress is related to work or both, what do you feel this is due to? Conflict with managers
- Are you currently being harassed or bullied at work?

Role

- I have a clear understanding about my role within the University
- I have a clear understanding about what I am expected to achieve in my job
- I have a clear understanding about expected standards of performance

Medium Priority Level

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

Demands

- I feel I have had to put in a lot of extra time in the last 12 months to meet the demands of my workload
- I have adequate resources to complete my work
- I am unable to handle all the conflicting demands on my time at work
- I am required to do unimportant tasks which prevent me completing more important ones

Control

- I have enough freedom to do what is necessary to put students/service users first every time
- I am able to take regular breaks on most days

Manager Support

If your stress is related to work or both, what do you feel this is due to? Insufficient staff

Peer Support

- People are willing to help each other even if it means doing something outside their usual activities
- I am satisfied with the support I get from my work colleagues
- If your stress is related to work or both, what do you feel this is due to? Lack of support from colleagues

Relationships

- Relationships at work are strained
- Overall, I feel unduly stressed at work

Role

- I have a clear understanding about expected standards of behaviour
- I understand how my work supports my Department/School's goals
- If your stress is related to work or both, what do you feel this is due to? Insufficient training/development
- If your stress is related to work or both, what do you feel this is due to? Unclear role

Change

- My team leader/line manager/immediate supervisor involves me in decisions made that affect me in my own area of work
- In my opinion recent changes have been well explained
- Generally, more could be done to help staff prepare for and cope with change

Low Priority Level

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

Demands

- I find my current workload too much and I am struggling to cope
- If your stress is related to work or both, what do you feel this is due to? Insufficient resources (other than staff)
- If your stress is related to work or both, what do you feel this is due to? My workload
- If your stress is related to work or both, what do you feel this is due to? Work demands

Control

- I am trusted to do my job
- I can decide on my own how to go about doing my work
- If your stress is related to work or both, what do you feel this is due to? Conflicting instructions
- If your stress is related to work or both, what do you feel this is due to? Lack of autonomy/independence i.e. personal freedom to make decisions

Manager Support

- My team leader/line manager/immediate supervisor is available when needed
- I am satisfied with the support I get from my immediate manager
- If your stress is related to work or both, what do you feel this is due to? Insufficient feedback
- If your stress is related to work or both, what do you feel this is due to? Lack of support from manager
- If your stress is related to work or both, what do you feel this is due to? Unconstructive feedback

Role

- The division of responsibilities between staff in my work area works well

Change

- If your stress is related to work or both, what do you feel this is due to? Organisational change
- I feel there are adequate opportunities to raise points of concern

Zero Priority Level

The University falls into the Zero Priority level for the following Management Standards and questions.

Manager Support

- If your stress is related to work or both, what do you feel this is due to? Too much autonomy/independence

Areas for Improvement

Twenty-seven stress factors were measured within the questionnaire (excluding the 15 questions relating to causes of workplace stress). The following table shows which areas of work (shown in descending order of frequency) appeared 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 factors scored below the University average which were categorised as high (**red**) and medium (**orange**) priority have been taken into consideration.

Area of Work	Number of stress factors
Business School	23
School of Nursing, Midwifery & Social Care	23
School of Engineering & the Built Environment	19
School of Computing	16
School of Life, Sport & Social Sciences	13
School of Arts & Creative Industries	12
School Support Service	10
Student & Academic Services	6
Department of Learning & Teaching Enhancement	5
International Operations	5
Property & Facilities	2
Finance including Edinburgh Institute & Robin Mackenzie Partnership	2
Human Resources & Development	1
Information Services	1
External Relations & Communications	1
School of Arts & Creative Industries	1

Section 1 – Demands

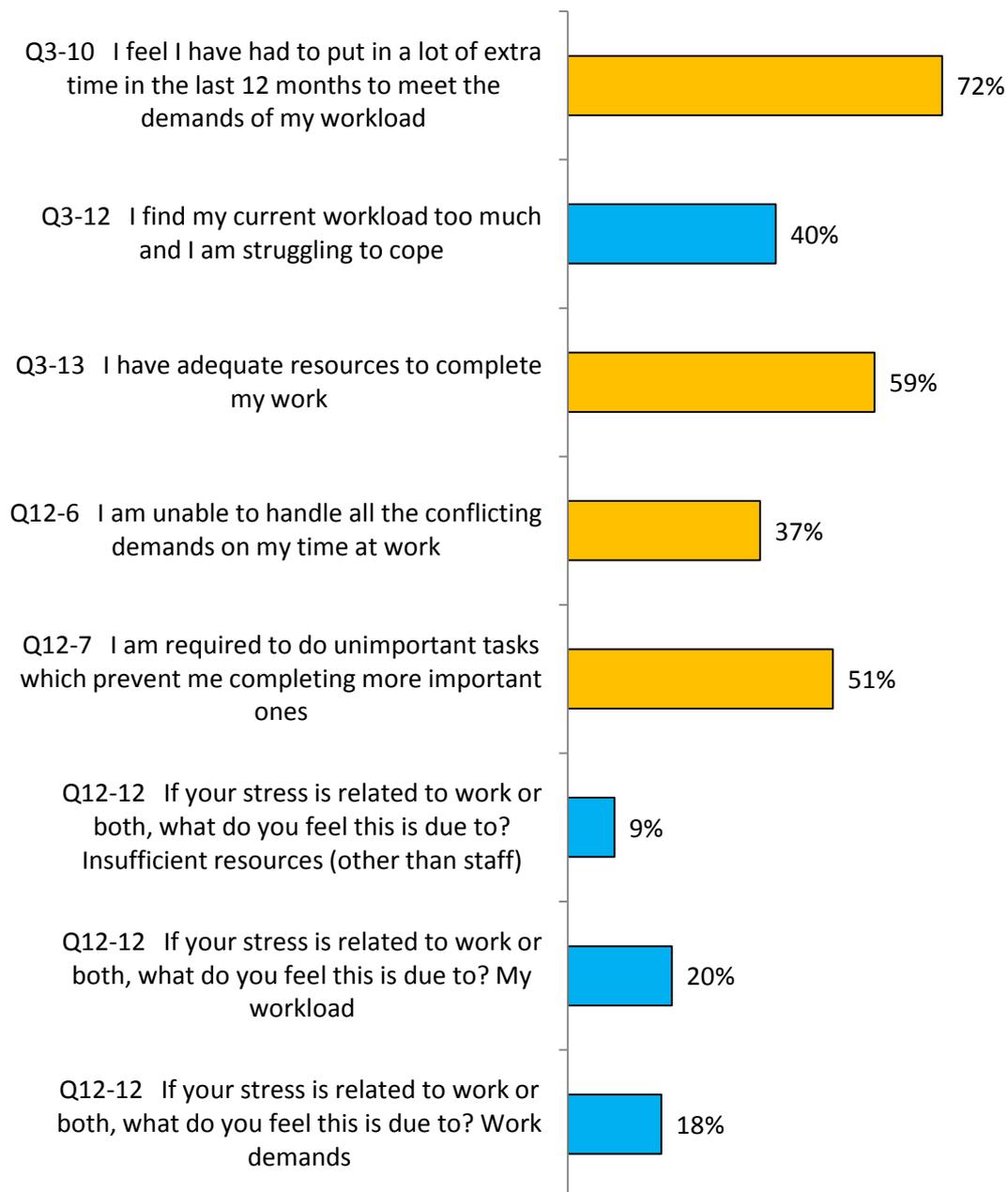
Using the Health and Safety Executive's calculations, the Edinburgh Napier University data can be analysed to show the priority level for each question relating to demands. As can be seen from the table below, all three questions fall into the medium priority category.

	HSE High Priority Level	HSE Med Priority Level	HSE Low Priority Level	HSE Zero Priority Level	2015 Score*
Q3-10 I feel I have had to put in a lot of extra time in the last 12 months to meet the demands of my workload	<2.00	>=2.00 & <4.00	>=4.00 & <4.95	>=4.95	2.25
Q3-12 I find my current workload too much and I am struggling to cope	<2.09	>=2.09 & <3.00	>=3.00 & <4.00	>=4.00	3.25
Q3-13 I have adequate resources to complete my work	<3.00	>=3.00 & <4.00	>=4.00 & <4.95	>=4.95	3.16
Q12-6 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	3.35
Q12-7 I am required to do unimportant tasks which prevent me completing more important ones	<2.09	>=2.09 & <3.00	>=3.00 & <4.00	>=4.00	2.88
Q12-12 If your stress is related to work or both, what do you feel this is due to? Insufficient resources (other than staff)	<3.00	>=3.00 & <4.00	>=4.00 & <4.95	>=4.95	4.66
Q12-12 If your stress is related to work or both, what do you feel this is due to? My workload	<3.00	>=3.00 & <4.00	>=4.00 & <4.95	>=4.95	4.22
Q12-12 If your stress is related to work or both, what do you feel this is due to? Work demands	<3.00	>=3.00 & <4.00	>=4.00 & <4.95	>=4.95	4.30

* The lower the score, the greater the priority factor.

Scores for Q12-12 are based on the total number of respondents to Q12-9 – I feel stressed at work. All other question scores are based on the number of respondents to the individual questions.

Demands 2015



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

Q3-10 I feel I have had to put in a lot of extra time in the last 12 months to meet the demands of my workload

Around 72% of all Edinburgh Napier University respondents said they feel they have had to put in a lot of extra time in the last 12 months to meet the demands of their workload. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
Business School	1.64
School of Arts & Creative Industries	1.70
School of Computing	1.77
School of Nursing, Midwifery & Social Care	1.87
School of Life, Sport & Social Sciences	1.90
Human Resources & Development	2.03
Department of Learning & Teaching Enhancement	2.14
School of Engineering & the Built Environment	2.15
University Score	2.25

Q3-12 I find my current workload too much and I am struggling to cope

Around 40% of all Edinburgh Napier University respondents said they find their current workload too much and they are struggling to cope. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
Business School	2.59
School of Computing	2.71
School of Life, Sport & Social Sciences	2.72
School of Nursing, Midwifery & Social Care	2.79
School of Arts & Creative Industries	2.97
School of Engineering & the Built Environment	3.05
Department of Learning & Teaching Enhancement	3.15
University Score	3.25

Q3-13 I have adequate resources to complete my work

Around 59% of all Edinburgh Napier University respondents said they have adequate resources to complete their work. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
Business School	2.66
School of Nursing, Midwifery & Social Care	2.79
School of Arts & Creative Industries	2.85
School of Engineering & the Built Environment	2.90
School of Life, Sport & Social Sciences	3.06
School of Computing	3.13
Student & Academic Services	3.14
University Score	3.16

Q12-6 I am unable to handle all the conflicting demands on my time at work

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

Group	Score
Business School	2.80
School of Life, Sport & Social Sciences	2.96
School of Computing	2.97
School of Nursing, Midwifery & Social Care	3.04
School of Arts & Creative Industries	3.14
School of Engineering & the Built Environment	3.16
University Score	3.35

Q12-7 I am required to do unimportant tasks which prevent me completing more important ones

Around 51% of all Edinburgh Napier University respondents said they are required to do unimportant tasks which prevent them completing more important ones. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
Business School	2.15
School of Arts & Creative Industries	2.36
School of Computing	2.39
School of Nursing, Midwifery & Social Care	2.42
School of Life, Sport & Social Sciences	2.43
School of Engineering & the Built Environment	2.51
University Score	2.88

Section 2 – Control

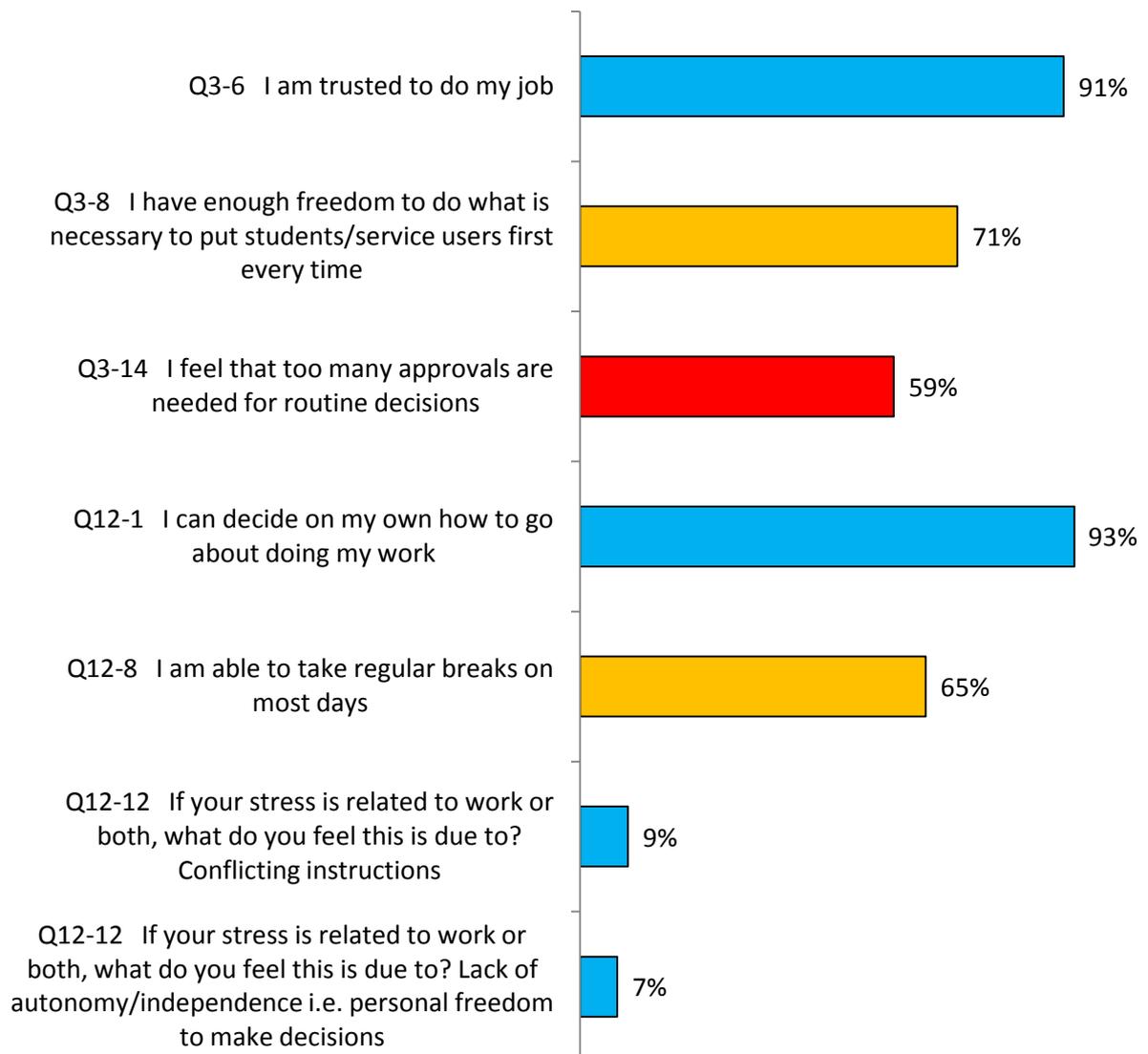
Using the Health and Safety Executive's calculations, the Edinburgh Napier University data can be analysed to show the priority level for each question relating to control. As can be seen from the table below, one question falls into the high priority category, two fall into the medium priority category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

	HSE High Priority Level	HSE Med Priority Level	HSE Low Priority Level	HSE Zero Priority Level	2015 Score*
Q3-6 I am trusted to do my job	<2.00	>=2.00 & <3.00	>=3.00 & <4.95	>=4.95	4.29
Q3-8 I have enough freedom to do what is necessary to put students/service users first every time	<3.00	>=3.00 & <4.00	>=4.00 & <4.95	>=4.95	3.56
Q3-14 I feel that too many approvals are needed for routine decisions	<4.00	>=4.00 & <4.95	None	>=4.95	2.68
Q12-1 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	4.30
Q12-8 I am able to take regular breaks on most days	<3.00	>=3.00 & <4.95	None	>=4.95	3.35
Q12-12 If your stress is related to work or both, what do you feel this is due to? Conflicting instructions	<3.00	>=3.00 & <4.00	>=4.00 & <4.95	>=4.95	4.65
Q12-12 If your stress is related to work or both, what do you feel this is due to? Lack of autonomy/ independence i.e. personal freedom to make decisions	<2.00	>=2.00 & <4.00	>=4.00 & <4.95	>=4.95	4.71

* The lower the score, the greater the priority factor.

Scores for Q12-12 are based on the total number of respondents to Q12-9 – I feel stressed at work. All other question scores are based on the number of respondents to the individual questions.

Control 2015



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

Q3-6 I am trusted to do my job

Around 91% of all Edinburgh Napier University respondents said they are trusted to do their job. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
School of Nursing, Midwifery & Social Care	3.98
Business School	4.04
School of Engineering & the Built Environment	4.12
Research & Innovation Office	4.17
University Score	4.29

Q3-8 I have enough freedom to do what is necessary to put students/service users first every time

Around 71% of all Edinburgh Napier University respondents said they have enough freedom to do what is necessary to put students/service users first every time. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
School of Nursing, Midwifery & Social Care	2.90
Business School	3.01
School of Engineering & the Built Environment	3.19
School of Life, Sport & Social Sciences	3.40
International Operations	3.42
University Score	3.56

Q3-14 I feel that too many approvals are needed for routine decisions

Around 59% of all Edinburgh Napier University respondents said they feel that too many approvals are needed for routine decisions. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
International Operations	1.58
School of Engineering & the Built Environment	2.16
Business School	2.36
School of Arts & Creative Industries	2.36
School of Nursing, Midwifery & Social Care	2.37
School of Computing	2.44
External Relations & Communications	2.49
University Score	2.68

Q12-1 I can decide on my own how to go about doing my work

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

Group	Score
School of Nursing, Midwifery & Social Care	4.01
Business School	4.03
Information Services	4.26
Finance including Edinburgh Institute & Robin Mackenzie Partnership	4.29
School of Engineering & the Built Environment	4.29
University Score	4.30

Q12-8 I am able to take regular breaks on most days

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

Group	Score
Business School	2.69
School of Arts & Creative Industries	2.77
School of Life, Sport & Social Sciences	2.88
School of Computing	2.97
School of Nursing, Midwifery & Social Care	3.18
Student & Academic Services	3.24
School of Engineering & the Built Environment	3.34
University Score	3.35

Section 3a – Manager Support

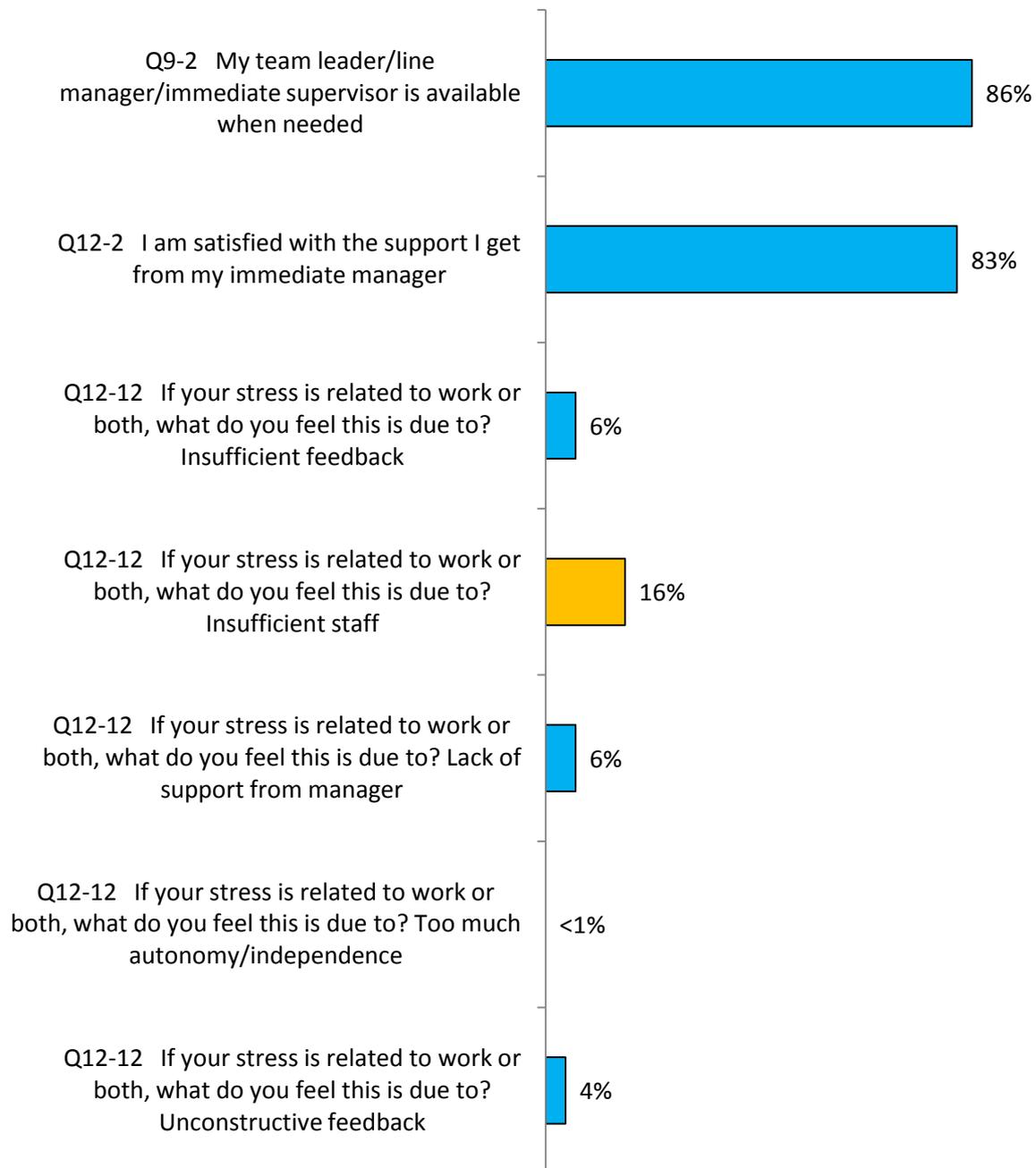
Using the Health and Safety Executive's calculations, the Edinburgh Napier University data can be analysed to show the priority level for each question relating to manager support. As can be seen from the table below, one question falls into the medium priority category and three fall into the low priority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

	HSE High Priority Level	HSE Med Priority Level	HSE Low Priority Level	HSE Zero Priority Level	2015 Score*
Q9-2 My team leader/line manager/immediate supervisor is available when needed	<3.00	>=3.00 & <4.00	>=4.00 & <4.95	>=4.95	4.11
Q12-2 I am satisfied with the support I get from my immediate manager	<3.00	>=3.00 & <4.00	>=4.00 & <4.95	>=4.95	4.02
Q12-12 If your stress is related to work or both, what do you feel this is due to? Insufficient feedback	<2.00	>=2.00 & <3.00	>=3.00 & <4.95	>=4.95	4.75
Q12-12 If your stress is related to work or both, what do you feel this is due to? Insufficient staff	<4.00	>=4.00 & <4.95	None	>=4.95	4.36
Q12-12 If your stress is related to work or both, what do you feel this is due to? Lack of support from manager	<2.00	>=2.00 & <3.00	>=3.00 & <4.95	>=4.95	4.75
Q12-12 If your stress is related to work or both, what do you feel this is due to? Too much autonomy/independence	<2.00	>=2.00 & <4.00	>=4.00 & <4.95	>=4.95	4.98
Q12-12 If your stress is related to work or both, what do you feel this is due to? Unconstructive feedback	<2.00	>=2.00 & <3.00	>=3.00 & <4.95	>=4.95	4.84

* The lower the score, the greater the priority factor.

Scores for Q12-12 are based on the total number of respondents to Q12-9 – I feel stressed at work. All other question scores are based on the number of respondents to the individual questions.

Manager Support 2015



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

Q9-2 My team leader/line manager/immediate supervisor is available when needed

Around 86% of all Edinburgh Napier University respondents said their team leader/line manager/immediate supervisor is available when needed. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
School of Nursing, Midwifery & Social Care	3.55
International Operations	3.83
Student & Academic Services	3.99
Information Services	4.05
Department of Learning & Teaching Enhancement	4.05
School of Computing	4.06
School of Engineering & the Built Environment	4.10
University Score	4.11

Q12-2 I am satisfied with the support I get from my immediate manager

Around 83% of all Edinburgh Napier University respondents said they are satisfied with the support they get from their immediate manager. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
School of Nursing, Midwifery & Social Care	3.70
Student & Academic Services	3.89
Business School	3.94
School of Arts & Creative Industries	3.98
School of Engineering & the Built Environment	3.99
School of Computing	4.01
School Support Service	4.01
University Score	4.02

Section 3b – Peer Support

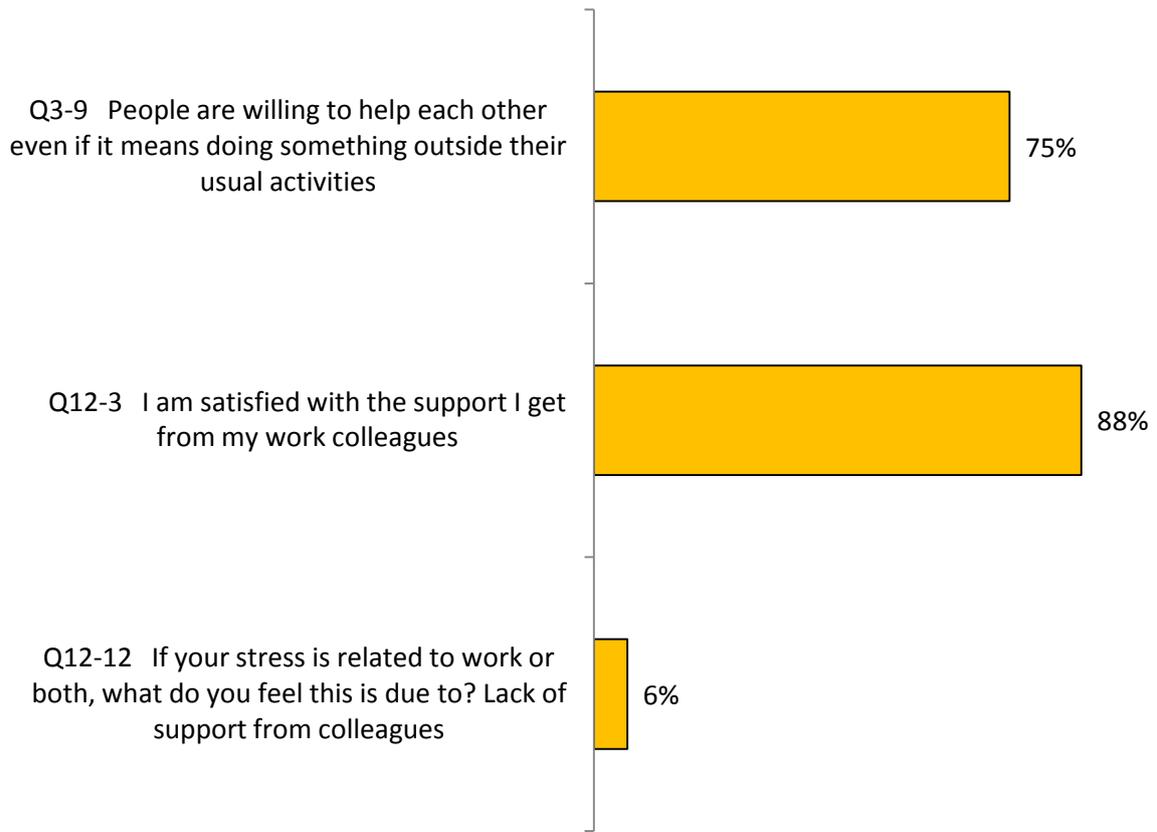
Using the Health and Safety Executive's calculations, the Edinburgh Napier University data can be analysed to show the priority level for each question relating to peer support. As can be seen from the table below, all three questions fall into the medium priority category.

	HSE High Priority Level	HSE Med Priority Level	HSE Low Priority Level	HSE Zero Priority Level	2015 Score*
Q3-9 People are willing to help each other even if it means doing something outside their usual activities	<3.00	>=3.00 & <4.00	>=4.00 & <4.95	>=4.95	3.59
Q12-3 I am satisfied with the support I get from my work colleagues	<4.00	>=4.00 & <4.95	None	>=4.95	4.07
Q12-12 If your stress is related to work or both, what do you feel this is due to? Lack of support from colleagues	<4.00	>=4.00 & <4.95	None	>=4.95	4.78

* The lower the score, the greater the priority factor.

Scores for Q12-12 are based on the total number of respondents to Q12-9 – I feel stressed at work. All other question scores are based on the number of respondents to the individual questions.

Peer Support 2015



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

Q3-9 People are willing to help each other even if it means doing something outside their usual activities

Around 75% of all Edinburgh Napier University respondents said people are willing to help each other even if it means doing something outside their usual activities. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
Business School	3.24
Property & Facilities	3.34
School Support Service	3.38
School of Engineering & the Built Environment	3.40
School of Nursing, Midwifery & Social Care	3.44
School of Arts & Creative Industries	3.49
School of Computing	3.51
University Score	3.59

Q12-3 I am satisfied with the support I get from my work colleagues

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

Group	Score
Business School	3.80
School of Computing	3.90
Finance including Edinburgh Institute & Robin Mackenzie Partnership	3.94
Department of Learning & Teaching Enhancement	3.95
School of Arts & Creative Industries	3.97
School Support Service	3.97
School of Engineering & the Built Environment	3.98
School of Nursing, Midwifery & Social Care	4.00
Student & Academic Services	4.03
University Score	4.07

Section 4 – Relationships

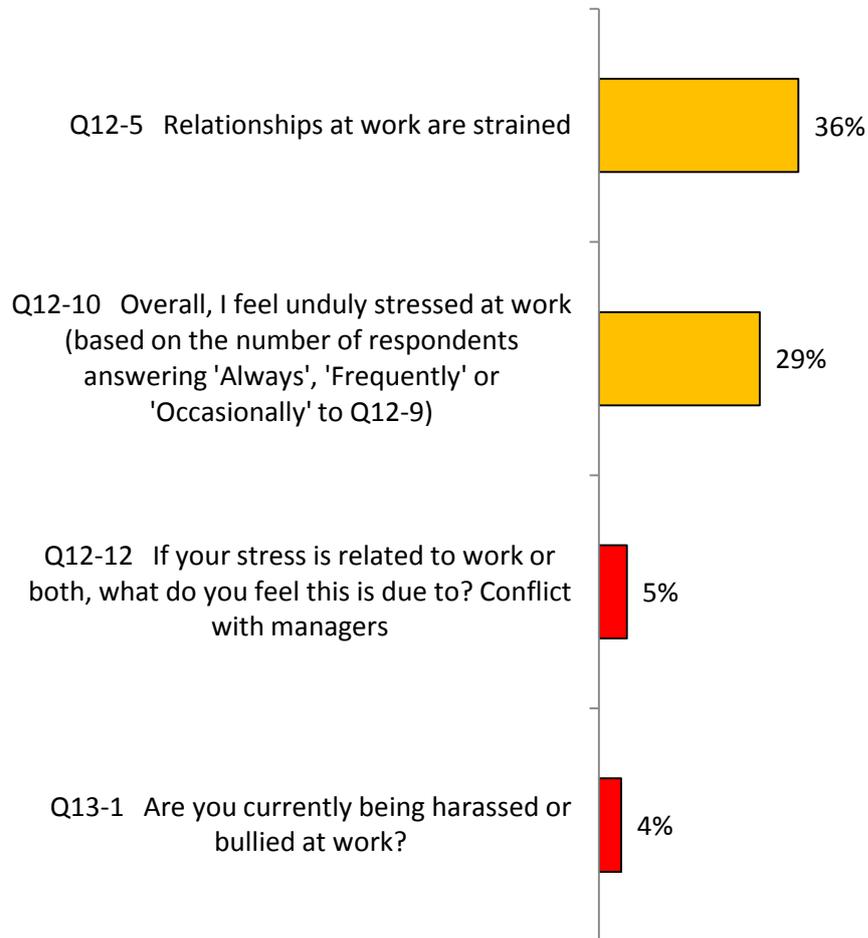
Using the Health and Safety Executive's calculations, the Edinburgh Napier University data can be analysed to show the priority level for each question relating to relationships. As can be seen from the table below, two questions fall into the high priority category and one falls into the medium priority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

	HSE High Priority Level	HSE Med Priority Level	HSE Low Priority Level	HSE Zero Priority Level	2015 Score*
Q12-5 Relationships at work are strained	<2.09	>=2.09 & <4.00	>=4.00 & <4.91	>=4.91	3.39
Q12-10 Overall, I feel unduly stressed at work (based on the number of respondents answering 'Always', 'Frequently' or 'Occasionally' to Q12-9)	<2.00	>=2.00 & <4.00	>=4.00 & <4.95	>=4.95	3.83
Q12-12 If your stress is related to work or both, what do you feel this is due to? Conflict with managers	<5.00	None	None	5.00	4.79
Q13-1 Are you currently being harassed or bullied at work?	<5.00	None	None	5.00	4.84

* The lower the score, the greater the priority factor.

Scores for Q12-12 are based on the total number of respondents to Q12-9 – I feel stressed at work. All other question scores are based on the number of respondents to the individual questions.

Relationships 2015



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

Q12-5 Relationships at work are strained

Around 36% of all Edinburgh Napier University respondents said relationships at work are strained. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
School of Nursing, Midwifery & Social Care	2.65
Business School	2.96
School Support Service	3.15
School of Computing	3.20
University Score	3.39

Q12-10 Overall, I feel unduly stressed at work

Around 29% of all Edinburgh Napier University respondents said they feel unduly stressed at work. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
Business School	3.02
School of Computing	3.19
School of Arts & Creative Industries	3.50
School of Life, Sport & Social Sciences	3.54
School of Nursing, Midwifery & Social Care	3.54
Department of Learning & Teaching Enhancement	3.57
School of Engineering & the Built Environment	3.81
University Score	3.83

Q13-1 Are you currently being harassed or bullied at work?

Around 4% of all Edinburgh Napier University respondents said they are currently being harassed or bullied at work. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
School of Nursing, Midwifery & Social Care	4.64
Business School	4.65
Department of Learning & Teaching Enhancement	4.69
Finance including Edinburgh Institute & Robin Mackenzie Partnership	4.75
Property & Facilities	4.81
School of Engineering & the Built Environment	4.81
Information Services	4.83
School of Life, Sport & Social Sciences	4.83
University Score	4.84

Section 5 – Role

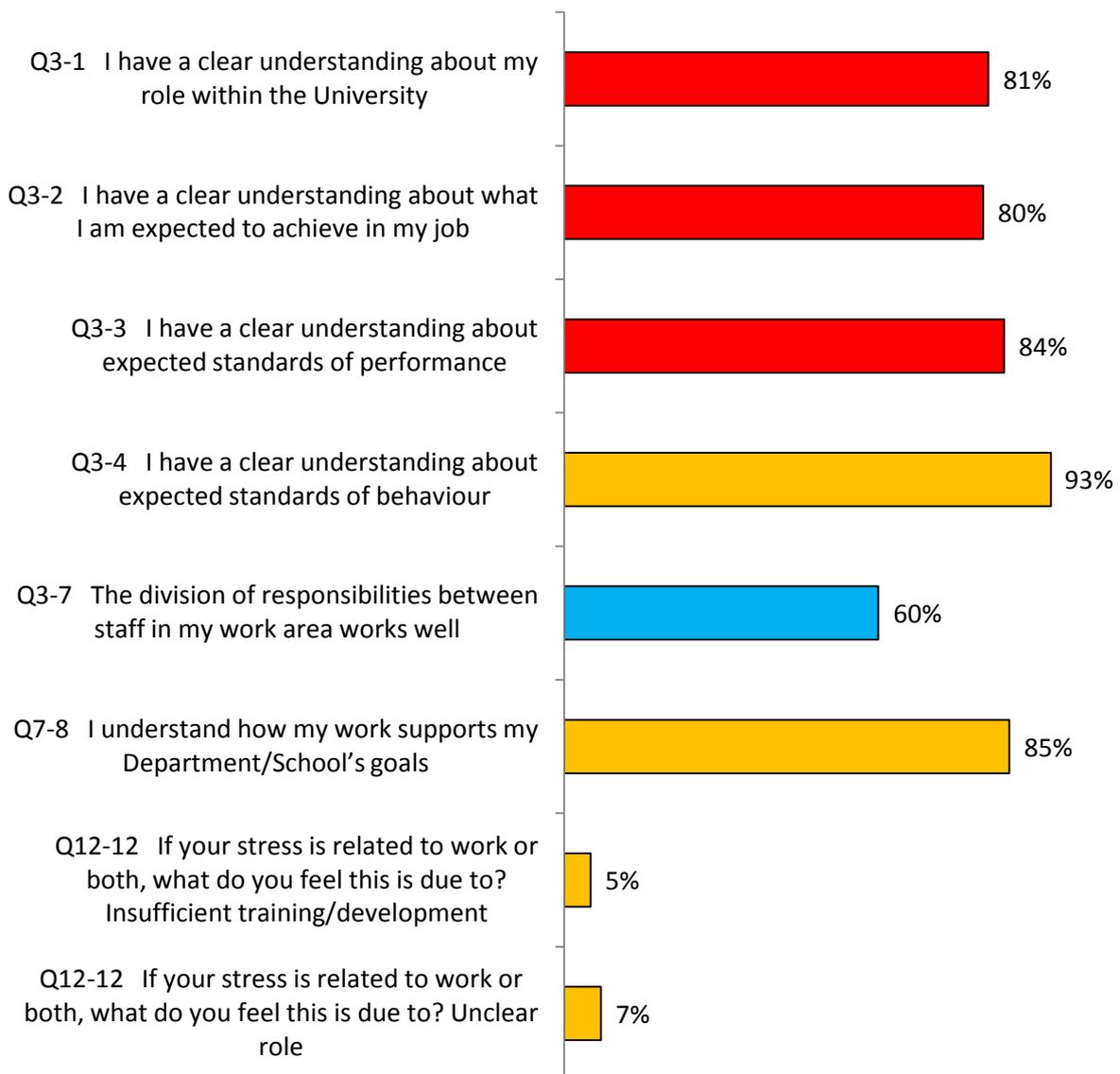
Using the Health and Safety Executive's calculations, the Edinburgh Napier University data can be analysed to show the priority level for each question relating to role. As can be seen from the table below, all four questions fall into the medium priority category.

	HSE High Priority Level	HSE Med Priority Level	HSE Low Priority Level	HSE Zero Priority Level	2015 Score*
Q3-1 I have a clear understanding about my role within the University	<4.00	>=4.00 & <4.95	None	>=4.95	3.88
Q3-2 I have a clear understanding about what I am expected to achieve in my job	<4.00	>=4.00 & <4.95	None	>=4.95	3.87
Q3-3 I have a clear understanding about expected standards of performance	<4.00	>=4.00 & <4.95	None	>=4.95	3.99
Q3-4 I have a clear understanding about expected standards of behaviour	<4.00	>=4.00 & <4.95	None	>=4.95	4.33
Q3-7 The division of responsibilities between staff in my work area works well	<2.00	>=2.00 & <3.00	>=3.00 & <4.95	>=4.95	3.24
Q7-8 I understand how my work supports my Department/School's goals	<4.00	>=4.00 & <4.95	None	>=4.95	4.01
Q12-12 If your stress is related to work or both, what do you feel this is due to? Insufficient training/development	<4.00	>=4.00 & <4.95	None	>=4.95	4.80
Q12-12 If your stress is related to work or both, what do you feel this is due to? Unclear role	<4.00	>=4.00 & <4.95	None	>=4.95	4.72

* The lower the score, the greater the priority factor.

Scores for Q12-12 are based on the total number of respondents to Q12-9 – I feel stressed at work. All other question scores are based on the number of respondents to the individual questions.

Role 2015



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

Q3-1 I have a clear understanding about my role within the University

Around 81% of all Edinburgh Napier University respondents said they have a clear understanding about their role within the University. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
School of Nursing, Midwifery & Social Care	3.33
Business School	3.40
School Support Service	3.53
School of Engineering & the Built Environment	3.71
School of Computing	3.72
University Score	3.88

Q3-2 I have a clear understanding about what I am expected to achieve in my job

Around 80% of all Edinburgh Napier University respondents said they have a clear understanding about what they are expected to achieve in their job. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
Business School	3.40
School of Nursing, Midwifery & Social Care	3.53
School Support Service	3.67
School of Engineering & the Built Environment	3.67
School of Life, Sport & Social Sciences	3.72
School of Computing	3.75
University Score	3.87

Q3-3 I have a clear understanding about expected standards of performance

Around 84% of all Edinburgh Napier University respondents said they have a clear understanding about expected standards of performance. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
Business School	3.40
School of Engineering & the Built Environment	3.60
School of Nursing, Midwifery & Social Care	3.63
International Operations	3.75
School of Life, Sport & Social Sciences	3.79
School of Computing	3.93
University Score	3.99

Q3-4 I have a clear understanding about expected standards of behaviour

Around 93% of all Edinburgh Napier University respondents said they have a clear understanding about expected standards of behaviour. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
School of Engineering & the Built Environment	3.95
Business School	3.96
International Operations	4.00
School Support Service	4.15
School of Nursing, Midwifery & Social Care	4.22
University Score	4.33

Q3-7 The division of responsibilities between staff in my work area works well

Around 60% of all Edinburgh Napier University respondents said the division of responsibilities between staff in their work area works well. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
School of Nursing, Midwifery & Social Care	2.60
Department of Learning & Teaching Enhancement	2.71
Business School	2.83
School Support Service	2.93
School of Computing	3.18
University Score	3.24

Q7-8 I understand how my work supports my Department/School's goals

Around 85% of all Edinburgh Napier University respondents said they understand how their work supports their Department/School's goals. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
School of Nursing, Midwifery & Social Care	3.45
Business School	3.53
School of Engineering & the Built Environment	3.80
University Score	4.01

Section 6 – Change

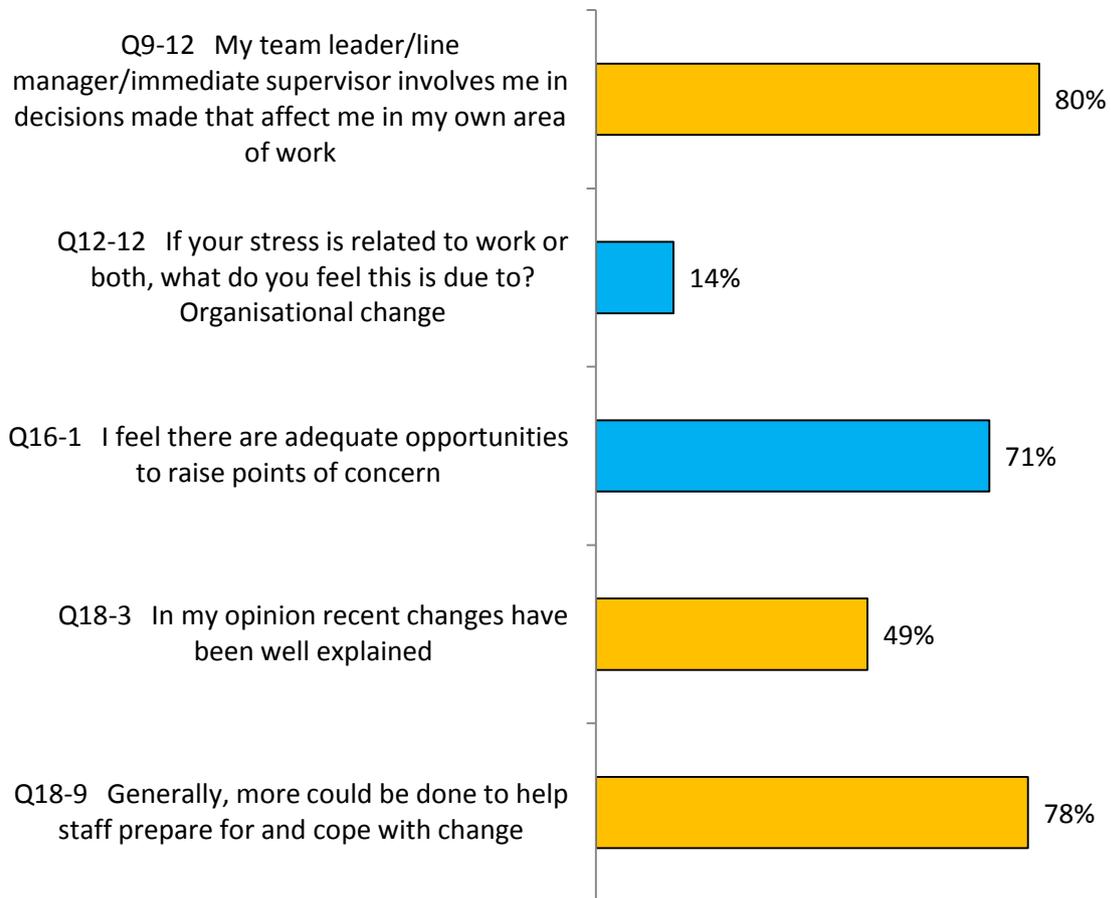
Using the Health and Safety Executive's calculations, the Edinburgh Napier University data can be analysed to show the priority level for each question relating to change. As can be seen from the table below, all three questions fall into the medium priority category.

	HSE High Priority Level	HSE Med Priority Level	HSE Low Priority Level	HSE Zero Priority Level	2015 Score*
Q9-12 My team leader/line manager/immediate supervisor involves me in decisions made that affect me in my own area of work	<2.00	>=2.00 & <4.00	>=4.00 & <4.95	>=4.95	3.88
Q12-12 If your stress is related to work or both, what do you feel this is due to? Organisational change	<2.00	>=2.00 & <4.00	>=4.00 & <4.95	>=4.95	4.43
Q16-1 I feel there are adequate opportunities to raise points of concern	<2.00	>=2.00 & <3.00	>=3.00 & <4.95	>=4.95	3.48
Q18-3 In my opinion recent changes have been well explained	<2.00	>=2.00 & <3.00	>=3.00 & <4.95	>=4.95	2.87
Q18-9 Generally, more could be done to help staff prepare for and cope with change	<2.00	>=2.00 & <3.00	>=3.00 & <4.95	>=4.95	2.32

* The lower the score, the greater the priority factor.

Scores for Q12-12 are based on the total number of respondents to Q12-9 – I feel stressed at work. All other question scores are based on the number of respondents to the individual questions.

Change 2015



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

Q9-12 My team leader/line manager/immediate supervisor involves me in decisions made that affect me in my own area of work

Around 80% of all Edinburgh Napier University respondents said their team leader/line manager/immediate supervisor involves them in decisions made that affect them in their own area of work. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
School of Nursing, Midwifery & Social Care	3.22
School of Computing	3.67
Business School	3.72
Student & Academic Services	3.77
School Support Service	3.81
University Score	3.88

Q16-1 I feel there are adequate opportunities to raise points of concern

Around 71% of all Edinburgh Napier University respondents feel there are adequate opportunities to raise points of concern. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
Business School	3.01
School of Engineering & the Built Environment	3.09
School of Life, Sport & Social Sciences	3.18
School of Nursing, Midwifery & Social Care	3.29
Research & Innovation Office	3.34
School of Computing	3.41
School of Arts & Creative Industries	3.43
University Score	3.48

Q18-3 In my opinion recent changes have been well explained

Around 49% of all Edinburgh Napier University respondents said that, in their opinion, recent changes have been well explained. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
Business School	2.31
School Support Service	2.41
School of Life, Sport & Social Sciences	2.41
School of Engineering & the Built Environment	2.50
School of Arts & Creative Industries	2.73
School of Nursing, Midwifery & Social Care	2.78
University Score	2.87

Q18-9 Generally, more could be done to help staff prepare for and cope with change

Around 78% of all Edinburgh Napier University respondents said that, generally, more could be done to help staff prepare for and cope with change. The groups within Edinburgh Napier University which had the lowest scores for this issue, and therefore areas for improvement, are highlighted in the following table.

Group	Score
Business School	1.87
School of Arts & Creative Industries	2.17
School of Life, Sport & Social Sciences	2.17
School of Computing	2.20
School Support Service	2.21
School of Engineering & the Built Environment	2.24
University Score	2.32

Appendix 1 – Stress Summary Table

Appendix 2 – Detailed Charts and Tables

Business School

Department of Learning & Teaching Enhancement

External Relations & Communications

Finance including Edinburgh Institute & Robin Mackenzie Partnership

Human Resources & Development

Information Services

International Operations

Principal's Office & University Secretary's Office

Property & Facilities

Research & Innovation Office

School of Arts & Creative Industries

School of Computing

School of Engineering & the Built Environment

School of Life, Sport & Social Sciences

School of Nursing, Midwifery & Social Care

School Support Service

Student & Academic Services