

Workplace Stress & Wellbeing Survey report

UHI North, West and Hebrides

23 May 2025

Filter: Current year



Executive summary

This summary report contains results for the Workplace Stress & Wellbeing Survey carried out by UHI North, West and Hebrides during May 2025.

This survey investigated perceptions of work across UHI North, West and Hebrides. 520 people were invited to complete the survey and responses were obtained from 234 (Current year). See Appendix A for a summary of their details.

The Stress Indicator Tool (SIT) has been developed by the Health and Safety Executive (HSE) to measure the attitudes and perceptions of the workforce about aspects of work that are known to be associated with work-related stress. The SIT is part of the HSE Stress Management Standards, which are HSE's risk assessment approach to help employers manage the causes of stress in the workplace.

HSE advocates use of the SIT at Step Two of the Management Standards approach, as a source of data that can be used to identify the extent to which work-related stress is a problem in your organisation.

The survey also included a measure of mental health; the PHQ-4 is a very brief mental health screening tool that will help your organisation to understand current levels of mental health and/or distress in the workforce.

Your organisation opted to include the Home and Hybrid Working section. This is a bolt-on tool, developed to measure the attitudes and perceptions of the workforce about aspects of home and hybrid working that early research suggests may be associated with increased risk of stress.

This report summarises the responses provided by your employees. This will enable UHI North, West and Hebrides to focus on the priority areas and make targeted improvements.

How Your Results are Presented

The scoring system used in the SIT survey was based on a 5-point scale. The scoring system is complex as some scales and items are reverse-scored in the tool for psychometric reasons. To support your meaningful interpretation, results have been collated into three categories: favourable, neutral and unfavourable responses, shown as percentages of respondents. The neutral category contains responses that scored 3, where response options were either 'sometimes' or 'neutral'. The favourable and unfavourable categories combine the two responses at either side of the scale. For example, for the item 'I can decide when to take a break', the responses 'Often' and 'Always' are combined to produce the percentage of respondents providing a favourable response, whilst the responses 'Never' and 'Seldom' are combined to produce the percentage of respondents providing an unfavourable response. However, for the Relationships scores, these are presented as response categories rather than favourable/unfavourable. This is because if respondents answer 'sometimes' to questions in this domain, it could indicate the presence of bullying or harassment, and any report of such behaviours should be considered serious by the organisation.

On the first chart below, summarising your overall organisational performance, all scores are presented so that a high score indicates healthy work characteristics, and a low score indicates less healthy work characteristics. Therefore, a low score may indicate that improvement is needed to protect the health and wellbeing of your workforce.

It is helpful to review your organisational score for each domain against benchmarks from a comparative sample of 30,770 respondents from 65 UK public sector assessments. However, it is important to note that the Management Standards are designed as standards against which organisations should aim to achieve a score of five for every domain. Thus, performance against benchmarks should be viewed with caution, and any domain for which performance is less than five indicates a potential area for improvement.

Please be aware that scores that indicate reasonable/good performance may still include pockets of poorer performance. Reviewing your data with a more detailed breakdown (i.e. by different demographic categories) and running focus groups can help you to explore and validate your scores in more depth.

For more information about the benchmark data, please see: Edwards, J.A., & Webster, S. (2012) Psychosocial risk assessment: Measurement invariance of the UK Health and Safety Executive's Management Standards Indicator Tool across public and private sector organizations. *Work & Stress*. 26 (2): 130-142.

Main findings

The following chart shows UHI North, West and Hebrides's mean scores for each of the six domains covered by the Management Standards, against the benchmarks for the public sector. The red line indicates the 25th percentile score and the green line indicates the 75th percentile score for the comparative sample. This means that in comparison to the benchmarks, organisations scoring below the red line scored less well than 75% of organisations; Organisations scoring between the red and green line scored within the middle 50% of organisations. Scores above the green line are better than 75% of organisations.

Demands - this includes issues such as workload, work patterns and the work environment. Organisations performing well in this area are likely to have achievable deadlines, adequate demands in relation to hours of work and systems in place to respond to individual concerns.

Control - this refers to how much say the person has in the way they do their work. Organisations performing well in this area are likely to encourage autonomy and initiative, with clear systems for employees to influence their own work and work patterns.

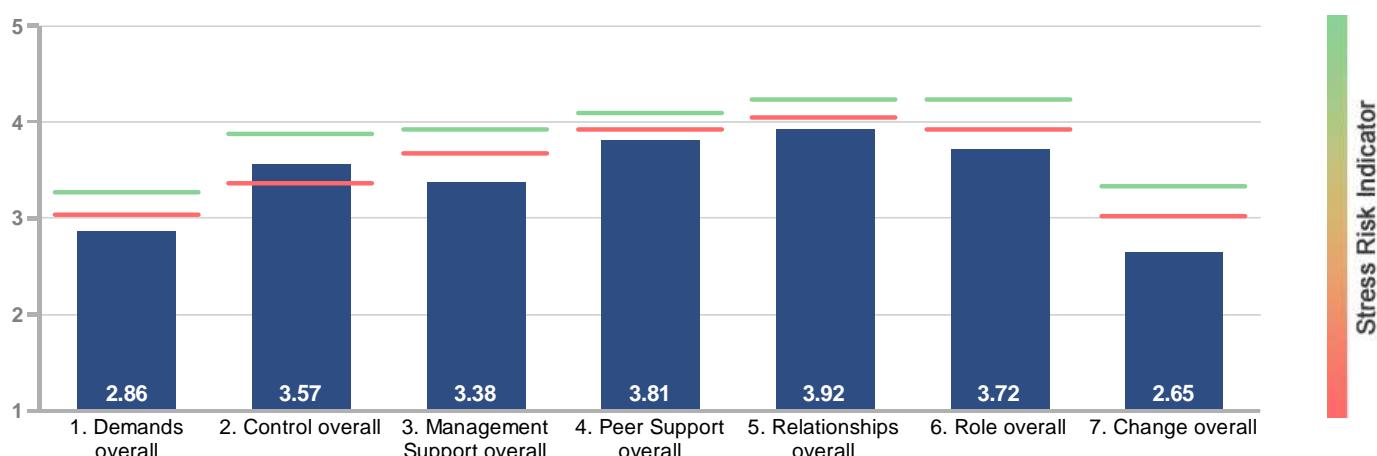
Support - this includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues, and can be separated into two subdomain scores for 'Management Support' and 'Peer Support'. Organisations performing well in this area are likely to have clear systems which enable and encourage managers to support their staff and provide regular and constructive feedback. They are also likely to have helpful and compassionate teams, with systems which facilitate respect and peer support.

Relationships - this includes promoting positive working to avoid conflict and dealing with unacceptable behaviour. Organisations performing well in this area are likely to promote positive working and effectively deal with conflict and unacceptable behaviour.

Role - whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles. Organisations performing well in this area are likely to promote clear duties, goals and responsibilities and have systems in place to address role conflict.

Change - how organisational change (large or small) is managed and communicated in the organisation. Organisations performing well in this area are likely to have effective change management systems which ensure change is appropriately consulted, thoughtfully implemented and well-communicated.

The six areas are reported as seven factors because 'Support' is broken down into two factors: Managers' Support and Peer Support. The scores range from 1 (poor) to 5 (desirable).



The Demands domain refers to aspects of work such as workload, work patterns and the work environment. Organisations performing well in this area are likely to have achievable deadlines, adequate demands in relation to hours of work and systems in place to respond to individual concerns. Your score for Demands is below the 25th percentile, suggesting that your employees' perceptions of their workload, work patterns and work environment are more negative than 75% of organisations in the comparative sample. This indicates a high level of risk to employee health and wellbeing and we recommend that this is a priority area for further consideration. Further exploration of items within this domain would reveal areas of particularly high or low risk.

The Control domain refers to the extent to which employees feel they have discretion over the ways in which they do their work. Organisations performing well in this area are likely to encourage autonomy and initiative, with clear systems for employees to influence their own work and work patterns. Your score for Control is between the 25th and 75th percentile, suggesting that your employees' perceptions of their work discretion and autonomy are aligned with the middle 50% of organisations in the comparative sample. Whilst your overall score is aligned with the majority of other organisations, there is room for improvement against the Management Standards. It is possible that there may be pockets of high risk in this area. Further exploration of items within this domain would reveal areas of particularly high or low risk.

The Management Support domain refers to the extent to which employees feel they are appropriately supported by their management. Organisations performing well in this area are likely to have clear systems which enable and encourage managers to support their staff and provide regular and constructive feedback. Your score for Management Support is below the 25th percentile, suggesting that your employees' perceptions of their support and feedback are more negative than 75% of organisations in the comparative sample. This indicates a high level of risk to employee health and wellbeing and we recommend that this is a priority area for further consideration.

The Peer Support domain refers to the extent to which employees feel they are appropriately supported by their colleagues. Organisations performing well in this area are likely to have helpful and compassionate teams, with systems which facilitate respect and peer support. Your score for Peer Support is below the 25th percentile, suggesting that your employees' perceptions of peer respect, help and support is more negative than 75% of organisations in the comparative sample. This indicates a high level of risk to employee health and wellbeing and we recommend that this is a priority area for further consideration.

The Relationships domain refers to the extent to which employees feel they are exposed to negative personal interaction in their workplace. Organisations performing well in this area are likely to promote positive working and effectively deal with conflict and unacceptable behaviour. Your score for this domain is below the 25th percentile, suggesting that your employees' perceptions of their workplace relationships are more negative than 75% of organisations in the comparative sample. This indicates a high level of risk to employee health and wellbeing and we recommend that this is a priority area for further consideration.

The Role domain refers to the extent to which employees understand their role within the organisation and the extent to which the organisation ensures that employees do not have conflicting roles. Organisations performing well in this area are likely to promote clear duties, goals and responsibilities and have systems in place to address role conflict. Your score for this domain is below the 25th percentile, suggesting that your employees' perceptions of their role clarity and conflict are more negative than 75% of organisations in the comparative sample. This indicates a high level of risk to employee health and wellbeing and we recommend that this is a priority area for further consideration.

The Change domain refers to organisational change management practices. Organisations performing well in this area are likely to have effective change management systems which ensure change is appropriately consulted, thoughtfully implemented and well-communicated. Your score for Change is below the 25th percentile, suggesting that your employees' perceptions of change management are more negative than 75% of organisations in the comparative sample. This indicates a high level of risk to employee health and wellbeing and we recommend that this is a priority area for further consideration.

Bullying and Harassment

The Relationships domain includes statements specifically addressing harassment or bullying in the workplace, for example:

There is friction or anger between colleagues
I am subject to bullying at work

These questions are negatively phrased so that a score of 1 ("Always/Strongly Agree") would be very concerning, but any score of less than 5 ("Never/Strongly disagree") on this domain could still indicate a serious issue within your organisation where urgent action is required. For example, an organisation could report a mean score of 4 or more on this domain (indicating that the majority of responses were "seldom" or "never") but still have a significant issue with bullying and harassment somewhere within the organisation. We advise you to look at the responses to these statements independently (see section 7) for the domain overview and question breakdown.

In this survey:

- 54 respondents (23.4%) reported that they have experienced bullying in the workplace.
- 92 respondents (40.4%) reported that they have experienced harassment in the workplace.

You should take urgent action to address any occurrence of bullying or harassment, even if the scores on these statements are not the lowest.

As the survey is anonymous, you won't be able to identify individual cases. You may however be able to identify certain groups e.g. work areas or job types that have higher incidence rates.

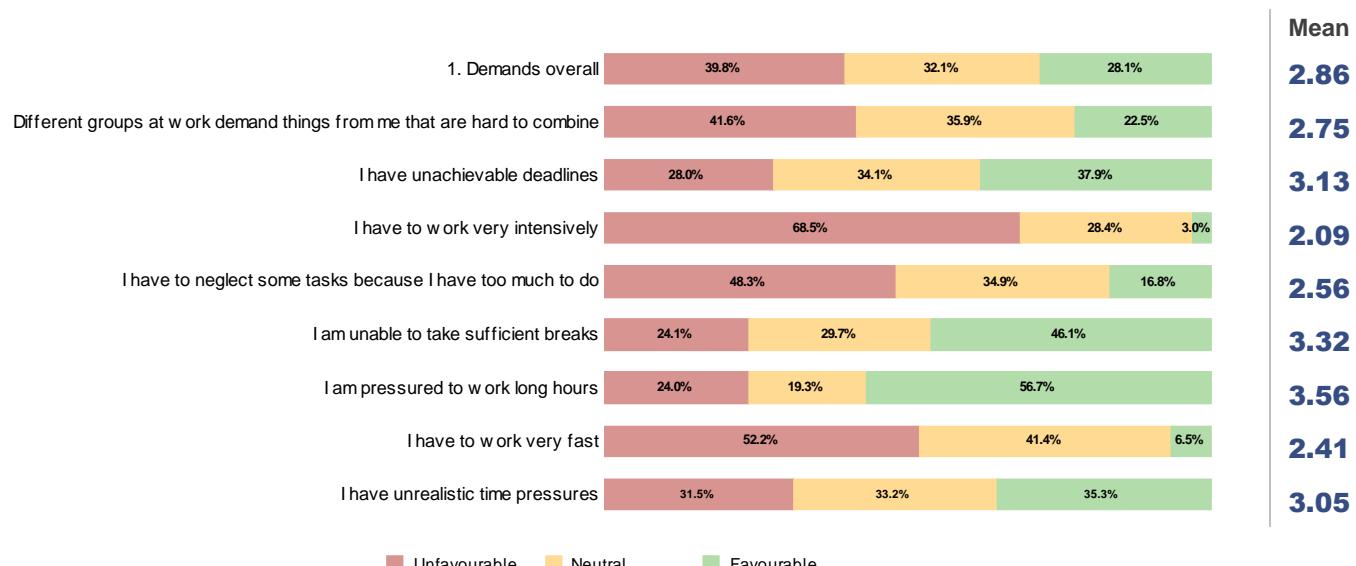
You should:

- Send a statement of commitment from senior management emphasising that bullying and harassment will not be tolerated.
- Establish a formal system for reporting and tackling inappropriate behaviour - keep it simple and include staff (and their representatives) when developing it.
- Provide examples of the different types of behaviour that is unacceptable so that everyone is reminded of their responsibility to one another.
- Remind employees what they should do if they believe they are subject to bullying or harassment.
- Explain the types of support available to them, e.g. company intranet, Employee Assistance Programmes, other helplines or websites, members of staff they can talk to in confidence etc.
- Reassure employees that they will be dealt with fairly and confidentially if they come forward to report an incident of bullying or harassment.

For advice on what to do with your findings see 'Next Steps' section at the end of this report.

1. Demands

The Demands factor is made up of a number of statements that explore issues such as workload, work patterns and the work environment. The findings for UHI North, West and Hebrides (Current year) are presented below.



Your most favourable and unfavourable aspects of Demands are shown below. These statements are identified on a comparative basis. Therefore, it is recommended that the scores be interpreted in context. For example, the statements with the highest scores may still represent areas of weakness if those scores are relatively low. In contrast, the lowest scoring statements may have relatively high scores.

I am pressured to work long hours (56.7% favourable)

I have to work very intensively (68.5% unfavourable)

Your performance in context

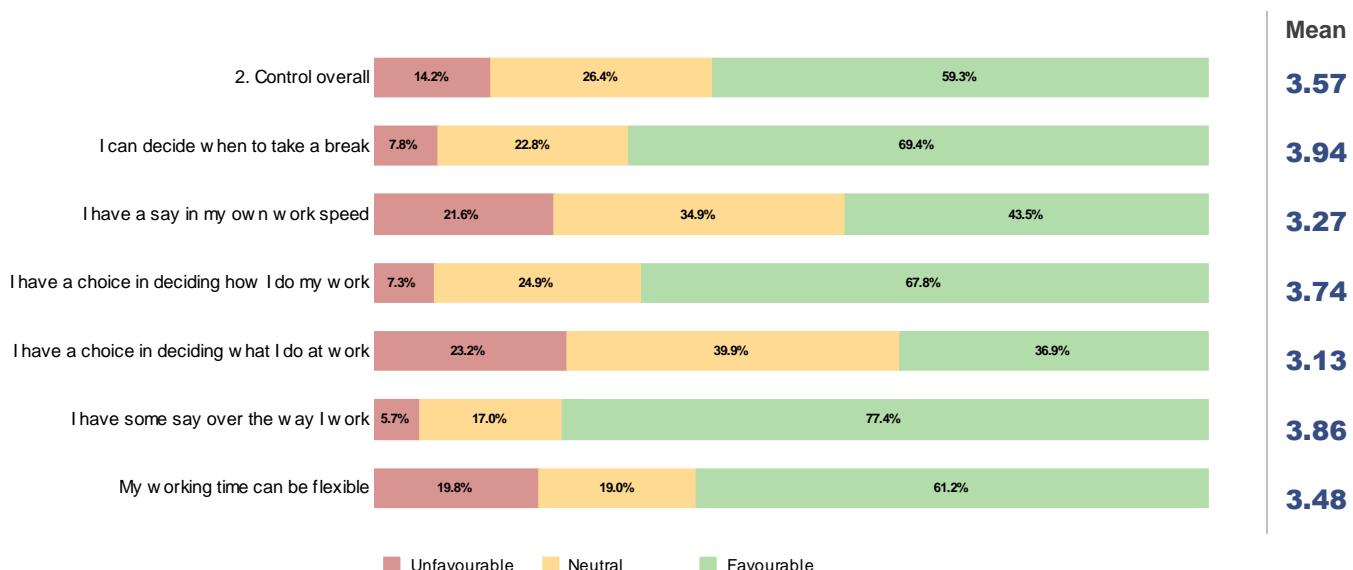
The following chart shows your mean score for Demands against the HSE benchmarks for the public sector. The red line indicates the 25th percentile score and the green line indicates the 75th percentile score for the comparative sample.



The Demands domain refers to aspects of work such as workload, work patterns and the work environment. Organisations performing well in this area are likely to have achievable deadlines, adequate demands in relation to hours of work and systems in place to respond to individual concerns. Your score for Demands is below the 25th percentile, suggesting that your employees' perceptions of their workload, work patterns and work environment are more negative than 75% of organisations in the comparative sample. This indicates a high level of risk to employee health and wellbeing and we recommend that this is a priority area for further consideration. Further exploration of items within this domain would reveal areas of particularly high or low risk.

2. Control

The Control factor is made up of a number of statements that explore how much say the person has in the way they do their work. The findings for UHI North, West and Hebrides (Current year) are presented below.



Your most favourable and unfavourable aspects of Control are shown below. These statements are identified on a comparative basis. Therefore, it is recommended that the scores be interpreted in context. For example, the statements with the highest scores may still represent areas of weakness if those scores are relatively low. In contrast, the lowest scoring statements may have relatively high scores.



I have some say over the way I work (77.4% favourable)



I have a choice in deciding what I do at work (23.2% unfavourable)

Your performance in context

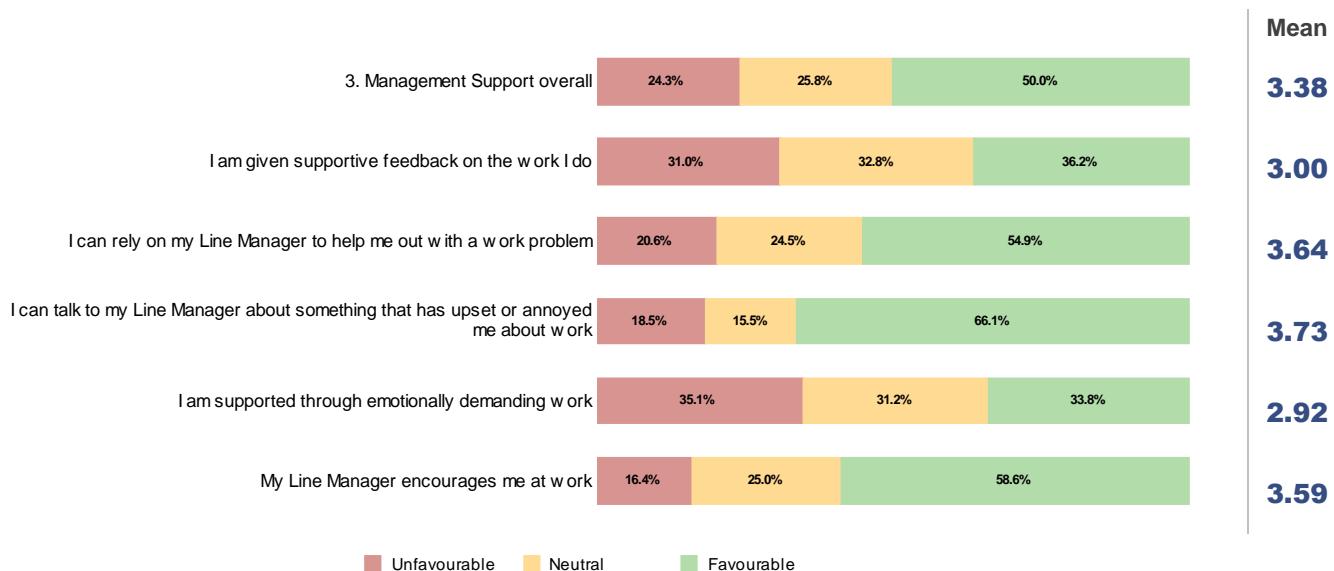
The following chart shows your mean score for Control against the HSE benchmarks for the public sector. The red line indicates the 25th percentile score and the green line indicates the 75th percentile score for the comparative sample.



The Control domain refers to the extent to which employees feel they have discretion over the ways in which they do their work. Organisations performing well in this area are likely to encourage autonomy and initiative, with clear systems for employees to influence their own work and work patterns. Your score for Control is between the 25th and 75th percentile, suggesting that your employees' perceptions of their work discretion and autonomy are aligned with the middle 50% of organisations in the comparative sample. Whilst your overall score is aligned with the majority of other organisations, there is room for improvement against the Management Standards. It is possible that there may be pockets of high risk in this area. Further exploration of items within this domain would reveal areas of particularly high or low risk.

3. Management support

The Management Support factor is made up of a number of statements that explore the encouragement, sponsorship and resources provided by the organisation and line management. The findings for UHI North, West and Hebrides (Current year) are presented below.



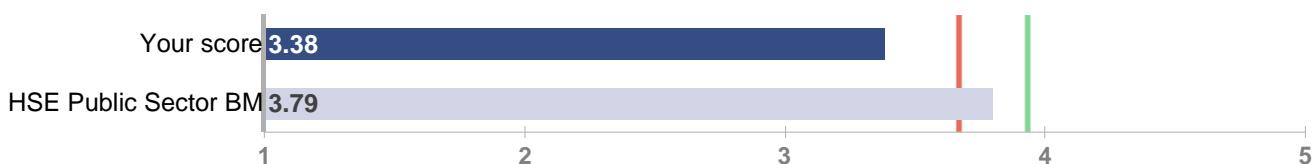
Your most favourable and unfavourable aspects of Management Support are shown below. These statements are identified on a comparative basis. Therefore, it is recommended that the scores be interpreted in context. For example, the statements with the highest scores may still represent areas of weakness if those scores are relatively low. In contrast, the lowest scoring statements may have relatively high scores.

 I can talk to my Line Manager about something that has upset or annoyed me about work (66.1% favourable)

 I am supported through emotionally demanding work (35.1% unfavourable)

Your performance in context

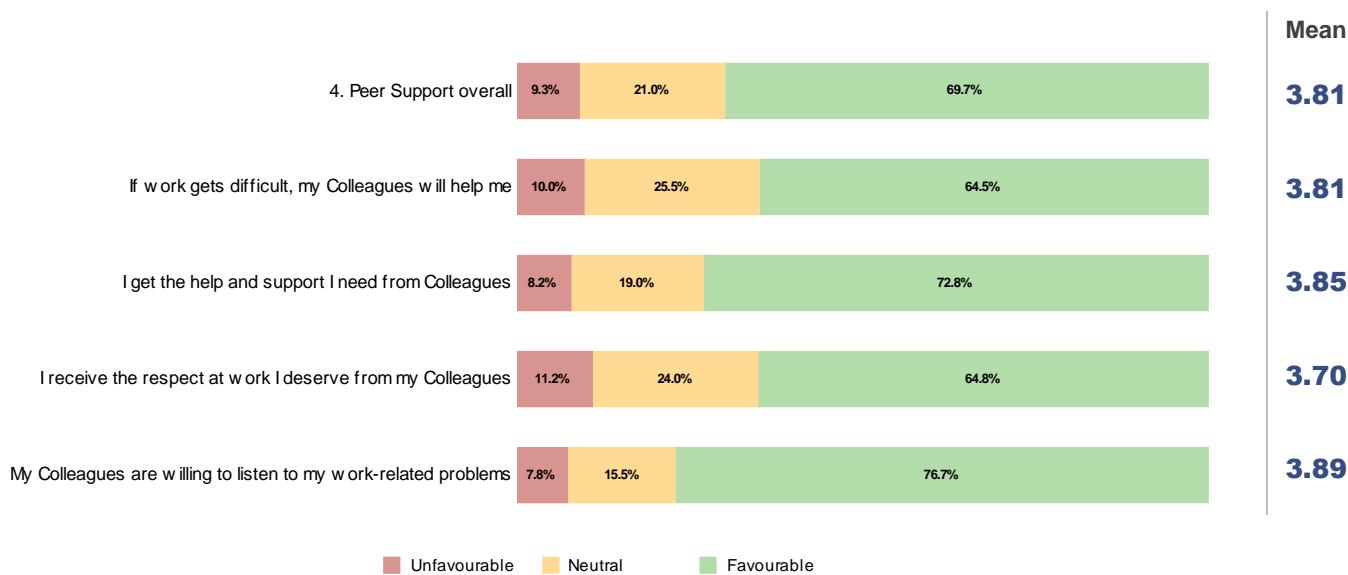
The following chart shows your mean score for Management Support against the HSE benchmarks for the public sector. The red line indicates the 25th percentile score and the green line indicates the 75th percentile score for the comparative sample.



The Management Support domain refers to the extent to which employees feel they are appropriately supported by their management. Organisations performing well in this area are likely to have clear systems which enable and encourage managers to support their staff and provide regular and constructive feedback. Your score for Management Support is below the 25th percentile, suggesting that your employees' perceptions of their support and feedback are more negative than 75% of organisations in the comparative sample. This indicates a high level of risk to employee health and wellbeing and we recommend that this is a priority area for further consideration.

4. Peer support

The Peer Support factor is made up of a number of statements that explore the encouragement, sponsorship and resources provided by colleagues. The findings for UHI North, West and Hebrides (Current year) are presented below.



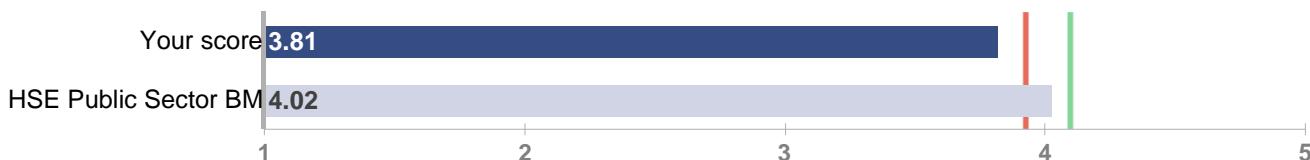
■ Unfavourable ■ Neutral ■ Favourable

Your most favourable and unfavourable aspects of Peer Supprt are shown below. These statements are identified on a comparative basis. Therefore, it is recommended that the scores be interpreted in context. For example, the statements with the highest scores may still represent areas of weakness if those scores are relatively low. In contrast, the lowest scoring statements may have relatively high scores.

 My Colleagues are willing to listen to my work-related problems (76.7% favourable)  I receive the respect at work I deserve from my Colleagues (11.2% unfavourable)

Your performance in context

The following chart shows your mean score for Peer Support against the HSE benchmarks for the public sector. The red line indicates the 25th percentile score and the green line indicates the 75th percentile score for the comparative sample.



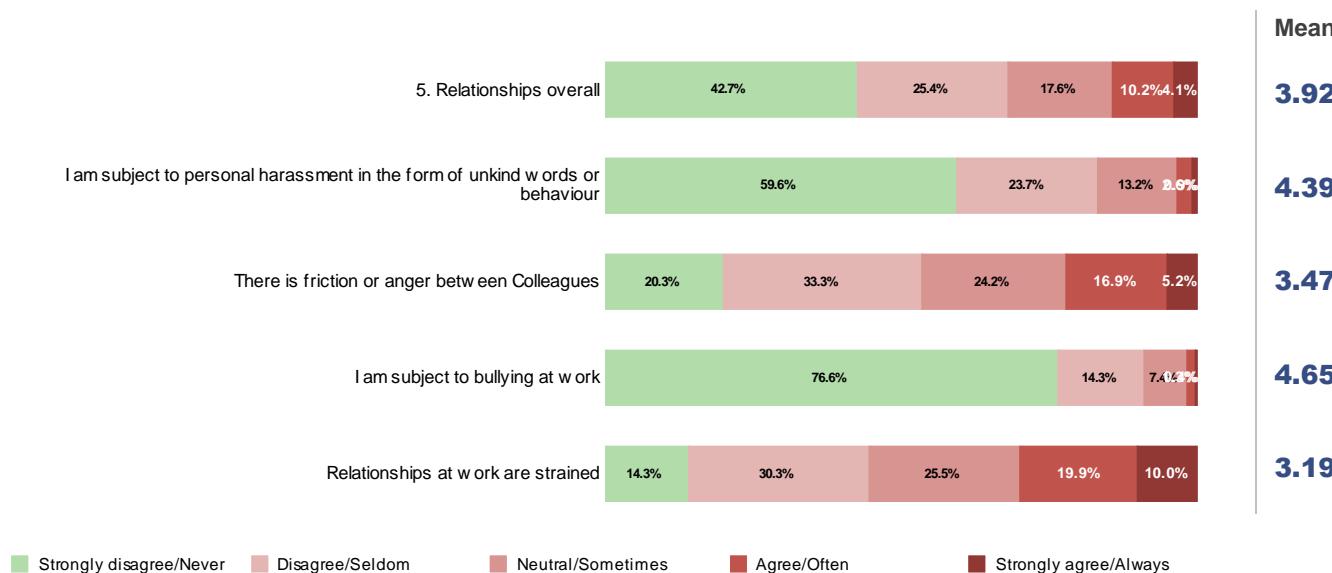
The Peer Support domain refers to the extent to which employees feel they are appropriately supported by their colleagues. Organisations performing well in this area are likely to have helpful and compassionate teams, with systems which facilitate respect and peer support. Your score for Peer Support is below the 25th percentile, suggesting that your employees' perceptions of peer respect, help and support is more negative than 75% of organisations in the comparative sample. This indicates a high level of risk to employee health and wellbeing and we recommend that this is a priority area for further consideration.

5. Relationships

The Relationships factor is made up of a number of statements that explore promoting positive working to avoid conflict and dealing with unacceptable behaviour. The findings for UHI North, West and Hebrides (Current year) are presented below.

As you will see from the items below, a respondent who selects "Often/Agree" or "Always/Strongly agree" to these items would be reporting a potentially serious issue within your organisation.

The coding approach adopted above (Favourable / Neutral / Unfavourable) is adjusted here, to reflect the HSE's view that any experience of bullying and harassment in the workplace is unacceptable and should be addressed by the organisation. Below, the proportion of responses for each response category are detailed, to provide greater granularity of your results.



Your most favourable and unfavourable scoring items are shown below. These statements are identified on a comparative basis, so it is particularly important here that the scores are interpreted in context. For example, the statements with the highest mean score may still represent areas of concern. In contrast, the lowest scoring statements may have relatively high scores.

Lowest risk – I am subject to bullying at work (4.65) Highest risk – Relationships at work are strained (3.19)

Your performance in context

The following chart shows your mean score for Relationships against the HSE benchmarks for the public sector. The red line indicates the 25th percentile score and the green line indicates the 75th percentile score for the comparative sample.



The Relationships domain refers to the extent to which employees feel they are exposed to negative personal interaction in their workplace. Organisations performing well in this area are likely to promote positive working and effectively deal with conflict and unacceptable behaviour. Your score for this domain is below the 25th percentile, suggesting that your employees' perceptions of their workplace relationships are more negative than 75% of organisations in the comparative sample. This indicates a high level of risk to employee health and wellbeing and we recommend that this is a priority area for further consideration.

Some statements in the survey specifically address harassment and bullying in the workplace.

In this survey:

- 54 respondents (23.4%) reported that they have experienced bullying in the workplace.
- 92 respondents (40.4%) reported that they have experienced harassment in the workplace.

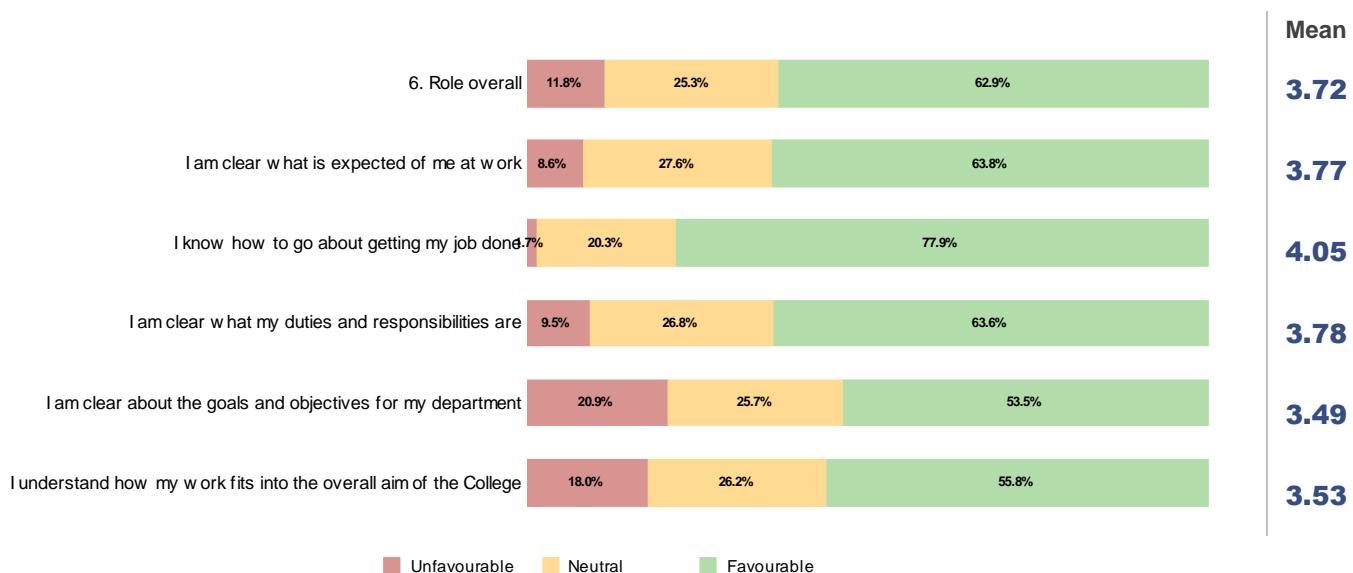
It is important you take steps to tackle such behaviour, you could:

- Send a statement of commitment from senior management emphasising that bullying and harassment will not be tolerated.
- Establish a formal system for reporting and tackling inappropriate behaviour - keep it simple and include staff (and their representatives) when developing it.
- Provide examples of the different types of behaviour that is unacceptable so that everyone is reminded of their responsibility to one another.
- Remind employees what they should do if they believe they are subject to bullying or harassment.
- Explain the types of support available to them, e.g. company intranet, Employee Assistance Programmes, other helplines or websites, members of staff they can talk to in confidence etc.
- Reassure employees that they will be dealt with fairly and confidentially if they come forward to report an incident of bullying or harassment.

As the survey is anonymous, you may not be able to identify affected individuals, but you may be able to identify affected groups e.g. work areas or job types that have higher incidence rates by using the filtered report or from pre-existing data relating to disciplinary action, staff reporting, team meeting feedback, etc.

6. Role

The Role factor is made up of a number of statements that explore whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles. The findings for UHI North, West and Hebrides (Current year) are presented below.



Your most favourable and unfavourable aspects of Role are shown below. These statements are identified on a comparative basis. Therefore, it is recommended that the scores be interpreted in context. For example, the statements with the highest scores may still represent areas of weakness if those scores are relatively low. In contrast, the lowest scoring statements may have relatively high scores.

 I know how to go about getting my job done (77.9% favourable)

 I am clear about the goals and objectives for my department (20.9% unfavourable)

Your performance in context

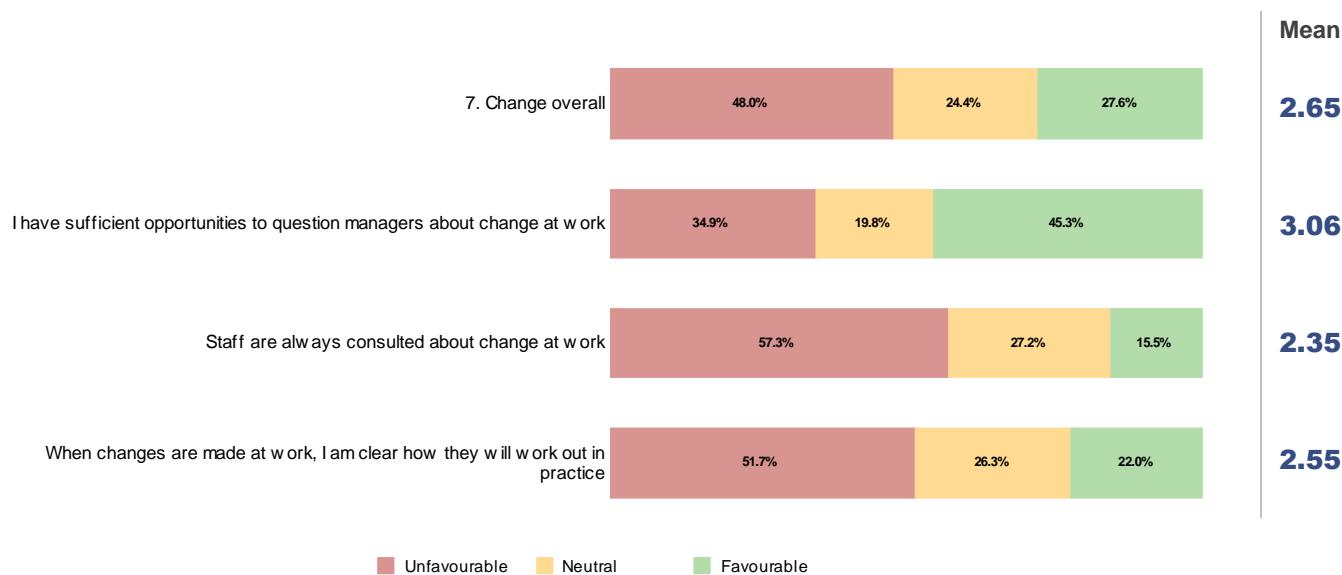
The following chart shows your mean score for Role against the HSE benchmarks for the public sector. The red line indicates the 25th percentile score and the green line indicates the 75th percentile score for the comparative sample.



The Role domain refers to the extent to which employees understand their role within the organisation and the extent to which the organisation ensures that employees do not have conflicting roles. Organisations performing well in this area are likely to promote clear duties, goals and responsibilities and have systems in place to address role conflict. Your score for this domain is below the 25th percentile, suggesting that your employees' perceptions of their role clarity and conflict are more negative than 75% of organisations in the comparative sample. This indicates a high level of risk to employee health and wellbeing and we recommend that this is a priority area for further consideration.

7. Change

The Change factor is made up of a number of statements that explore how organisational change (large or small) is managed and communicated in the organisation. The findings for UHI North, West and Hebrides (Current year) are presented below.



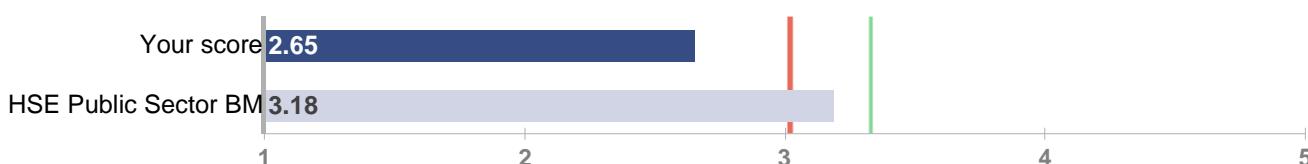
Your most favourable and unfavourable aspects of Change are shown below. These statements are identified on a comparative basis. Therefore, it is recommended that the scores be interpreted in context. For example, the statements with the highest scores may still represent areas of weakness if those scores are relatively low. In contrast, the lowest scoring statements may have relatively high scores.

 I have sufficient opportunities to question managers about change at work (45.3% favourable)

 Staff are always consulted about change at work (57.3% unfavourable)

Your performance in context

The following chart shows your mean score for Change against the HSE benchmarks for the public sector. The red line indicates the 25th percentile score and the green line indicates the 75th percentile score for the comparative sample.



The Change domain refers to organisational change management practices. Organisations performing well in this area are likely to have effective change management systems which ensure change is appropriately consulted, thoughtfully implemented and well-communicated. Your score for Change is below the 25th percentile, suggesting that your employees' perceptions of change management are more negative than 75% of organisations in the comparative sample. This indicates a high level of risk to employee health and wellbeing and we recommend that this is a priority area for further consideration.

Next steps

To get the most out of your survey, explore the reasons underlying people's survey responses. We recommend talking to your staff (e.g. focus groups) to investigate the reasons behind their survey responses, and work with them to develop your action plans. See Online Help for more information (it can be accessed from your survey homepage).

Priorities for improvement based on the survey findings

When developing your action plan, start by focusing on the following key areas identified by the survey results:

The statements with the lowest mean scores were:

-  1: Demands - I have to work very intensively (2.09)
-  7: Change - Staff are always consulted about change at work (2.35)
-  1: Demands - I have to work very fast (2.41)

Below are some suggestions relating to your areas for improvement. These are intended as a starting point for discussion only, as not all points will be relevant in your organisation.

Factor	Suggestions
1. Demands	<ul style="list-style-type: none">■ Allow regular breaks, especially when the work is complex or emotionally demanding.■ Provide realistic deadlines. Provide adequate training and resources for doing the job.■ Design jobs that provide stimulation and opportunities for workers to use their skills.■ Provide sufficient challenge/pressure to keep staff motivated and interested in their work.■ Attend to the physical environment - take steps to reduce unwanted distraction, disturbance, noise levels, vibration, dust etc. where possible.■ Assess the risk of physical violence and verbal abuse, and take steps to deal with it.

Factor	Suggestions
7. Change	<ul style="list-style-type: none">■ Explain what the organisation wants to achieve and why it is essential that the change(s) takes place.■ Consult staff at an early stage, and throughout the change process.■ Involve staff in the planning process so that they understand how their work fits in.

This summary report has been automatically produced by the HSE SIT software and provides an overview of your results. We recommend further exploration of the SIT charts for more detailed understanding.

In order to gain a deeper understanding of the issues underpinning your results, we also recommend conducting independently run focus groups with employees. Please refer to the "Need more support" section of this report for further details about this.

Need more support?

A survey forms only a part of your stress risk assessment and identifying areas for improvement is just the start of your programme to reduce work-related stress and enhance performance and wellbeing.

If you need support taking further steps, specialists in HSE's Work Psychology Team are available every step of the way to help you get the most from your survey results and guide your progress.

Whether it's training your managers, helping you to set up a focus group or providing independent advice, we have a team of work psychology experts that are uniquely placed to support your interventions.

If you would like further support on how to design and implement an effective action plan, please contact hseorders@tso.co.uk

<https://solutions.hse.gov.uk>

Home and Hybrid Working

This section of the report presents and explains the elements of stress risk assessment that focus on home and hybrid working (HHW). Current benchmarks are based on a sample of 4,471 respondents, from 33 public and private sector organisations.

The Home and Hybrid Working stress risk domains are in line with the domains of the SIT, but with three key differences:

1. There is no subscale for 'Role' in the HHW scale. This is because when analysed, the MSI role items were sufficient in explaining the stress risks associated with role in home, hybrid and general working contexts.
2. A new domain emerged, called Work/Home Interface, consisting of risk items associated with balancing home and work when working from home or in a hybrid way.
3. There is a single item about monitoring. This is presented as a single item, rather than a scale, because this item was not a good fit with any of the subscales, but was highly predictive of mental health outcomes and thus warranted inclusion in the tool to ensure that the important risks can be fully captured.

This means that the HHW section includes the following domains:

- HHW Demands
- HHW Control
- HHW Peer Support
- HHW Management Support
- HHW Relationships
- HHW Change
- Work/home Interface
- Monitoring

For further background on the development of this tool see:

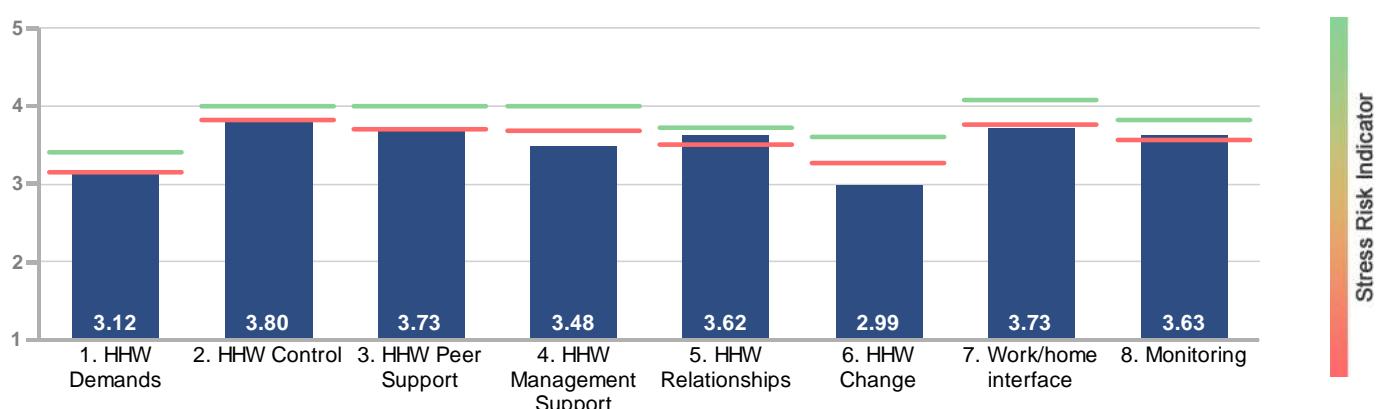
<https://humanfactors.hull.ac.uk/wp-content/uploads/2020/11/FWD-Risk-Assessment-Tool-Guidance-v4.pdf>

How Your Results are Presented

In alignment with the SIT results, the HHW results are presented by domain. Like the SIT, the scoring system used in the survey was based on a 5-point scale. The scoring system is again complex as some scales and items are reverse scored. Therefore, to support your meaningful interpretation, results have once again been collated into three categories: favourable, neutral and unfavourable responses, shown as percentages of respondents. However, the Relationships domain in HHW is again presented as frequency data instead of favourable/unfavourable categories because of the potential for the presence of any of these issues to indicate a possible serious problem developing or existing within the workforce. A more detailed explanation of this approach is provided in the Executive Summary.

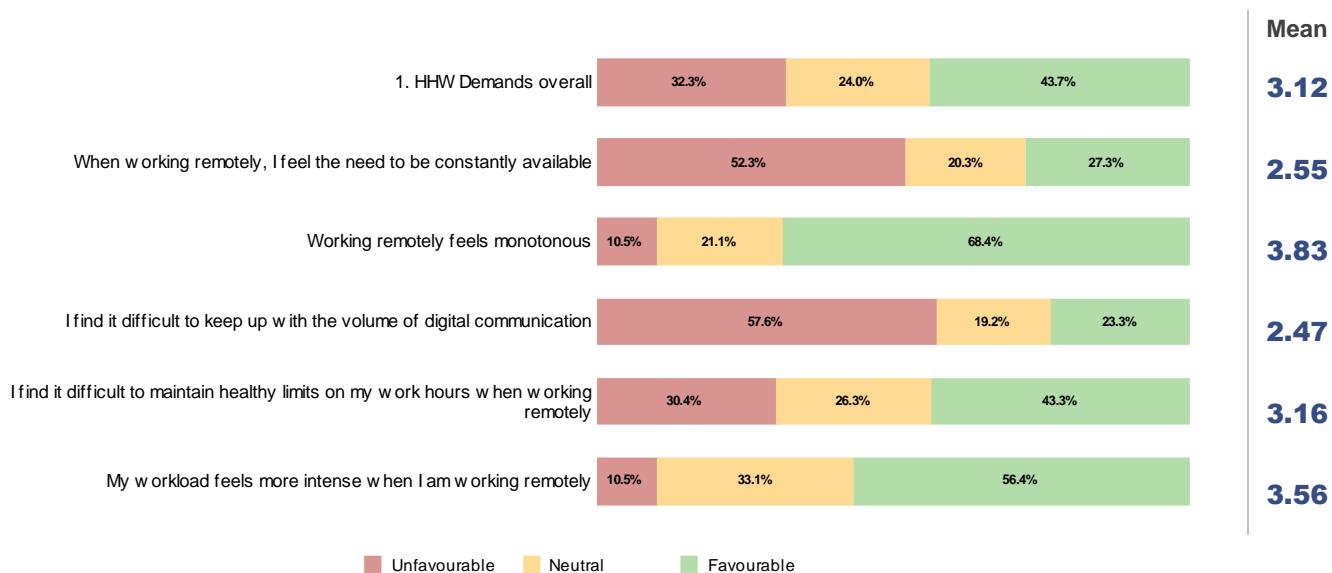
Main findings

74% of your employees (Current year) said that they work at home or away from the office at least some of the time. The following chart shows UHI North, West and Hebrides's mean scores for each of the HHW domains. The scores range from 1 (poor) to 5 (desirable).



1. HHW Demands

The HHW Demands factor is made up of a number of statements that explore issues such as workload, work patterns and the work environment when working remotely. The findings for UHI North, West and Hebrides (Current year) are presented below.



Your most favourable and unfavourable aspects of HHW Demands are shown below. These statements are identified on a comparative basis. Therefore, it is recommended that the scores be interpreted in context. For example, the statements with the highest scores may still represent areas of weakness if those scores are relatively low. In contrast, the lowest scoring statements may have relatively high scores.



Working remotely feels monotonous (68.4% favourable)



I find it difficult to keep up with the volume of digital communication (57.6% unfavourable)

Your performance in context

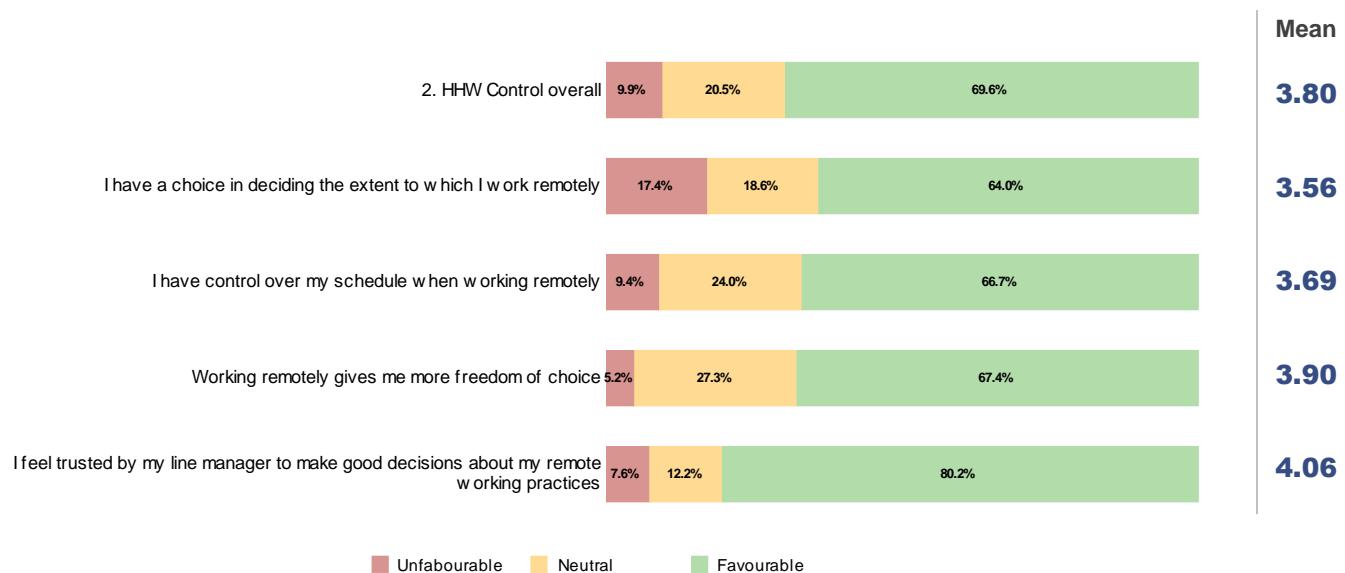
The following chart shows your mean score for this domain against the comparative sample. The red line indicates the 25th percentile score and the green line indicates the 75th percentile score for the comparative sample.



Your score for HHW Demands is below the 25th percentile, suggesting that your employees' perceptions are more negative than 75% of organisations in the comparative sample. This indicates a high level of risk to employee health and wellbeing and we recommend that this is a priority area for further consideration. Further exploration of items within this domain would reveal areas of particularly high or low risk.

2. HHW Control

The HHW Control factor is made up of a number of statements that explore how much say the person has in the way they do their work when they are working remotely. The findings for UHI North, West and Hebrides (Current year) are presented below.



Your most favourable and unfavourable aspects of HHW Control are shown below. These statements are identified on a comparative basis. Therefore, it is recommended that the scores be interpreted in context. For example, the statements with the highest scores may still represent areas of weakness if those scores are relatively low. In contrast, the lowest scoring statements may have relatively high scores.



I feel trusted by my line manager to make good decisions about my remote working practices (80.2% favourable)



I have a choice in deciding the extent to which I work remotely (17.4% unfavourable)

Your performance in context

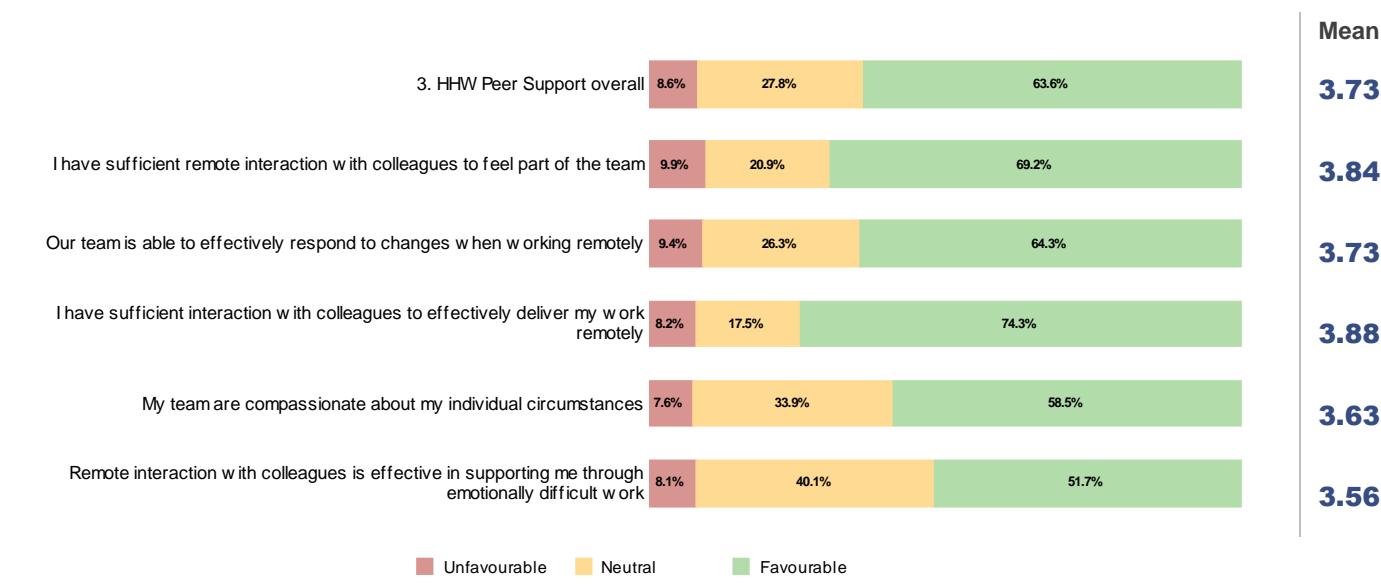
The following chart shows your mean score for this domain against the comparative sample. The red line indicates the 25th percentile score and the green line indicates the 75th percentile score for the comparative sample.



Your score for HHW Control is below the 25th percentile, suggesting that your employees' perceptions are more negative than 75% of organisations in the comparative sample. This indicates a high level of risk to employee health and wellbeing and we recommend that this is a priority area for further consideration. Further exploration of items within this domain would reveal areas of particularly high or low risk.

3. HHW Peer Support

The HHW Peer Support factor is made up of a number of statements that explore the encouragement, sponsorship and resources provided by colleagues when working remotely. The findings for UHI North, West and Hebrides (Current year) are presented below.



Your most favourable and unfavourable aspects of HHW Peer Support are shown below. These statements are identified on a comparative basis. Therefore, it is recommended that the scores be interpreted in context. For example, the statements with the highest scores may still represent areas of weakness if those scores are relatively low. In contrast, the lowest scoring statements may have relatively high scores.



I have sufficient interaction with colleagues to effectively deliver my work remotely (74.3% favourable)



I have sufficient remote interaction with colleagues to feel part of the team (9.9% unfavourable)

Your performance in context

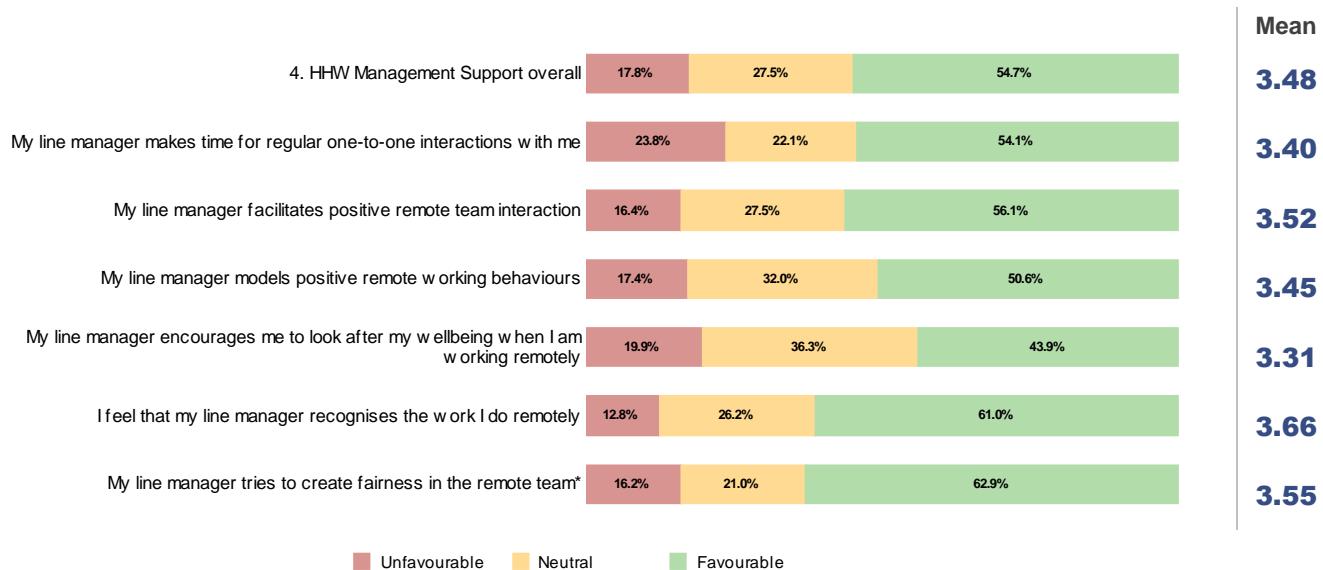
The following chart shows your mean score for this domain against the comparative sample. The red line indicates the 25th percentile score and the green line indicates the 75th percentile score for the comparative sample.



Your score for HHW Peer Support is between the 25th and 75th percentile, suggesting that your employees' perceptions are aligned with the middle 50% of organisations in the comparative sample. Whilst your overall score is aligned with the majority of other organisations, there is room for improvement. It is possible that there may be pockets of high risk in this area. Further exploration of items within this domain would reveal areas of particularly high or low risk.

4. HHW Management Support

The HHW Management Support factor is made up of a number of statements that explore the encouragement, sponsorship and resources provided by the organisation and line management, when working remotely. The findings for UHI North, West and Hebrides (Current year) are presented below.



Your most favourable and unfavourable aspects of HHW Management Support are shown below. These statements are identified on a comparative basis. Therefore, it is recommended that the scores be interpreted in context. For example, the statements with the highest scores may still represent areas of weakness if those scores are relatively low. In contrast, the lowest scoring statements may have relatively high scores.

 My line manager tries to create fairness in the remote team* (62.9% favourable)

 My line manager makes time for regular one-to-one interactions with me (23.8% unfavourable)

Your performance in context

The following chart shows your mean score for this domain against the comparative sample. The red line indicates the 25th percentile score and the green line indicates the 75th percentile score for the comparative sample.

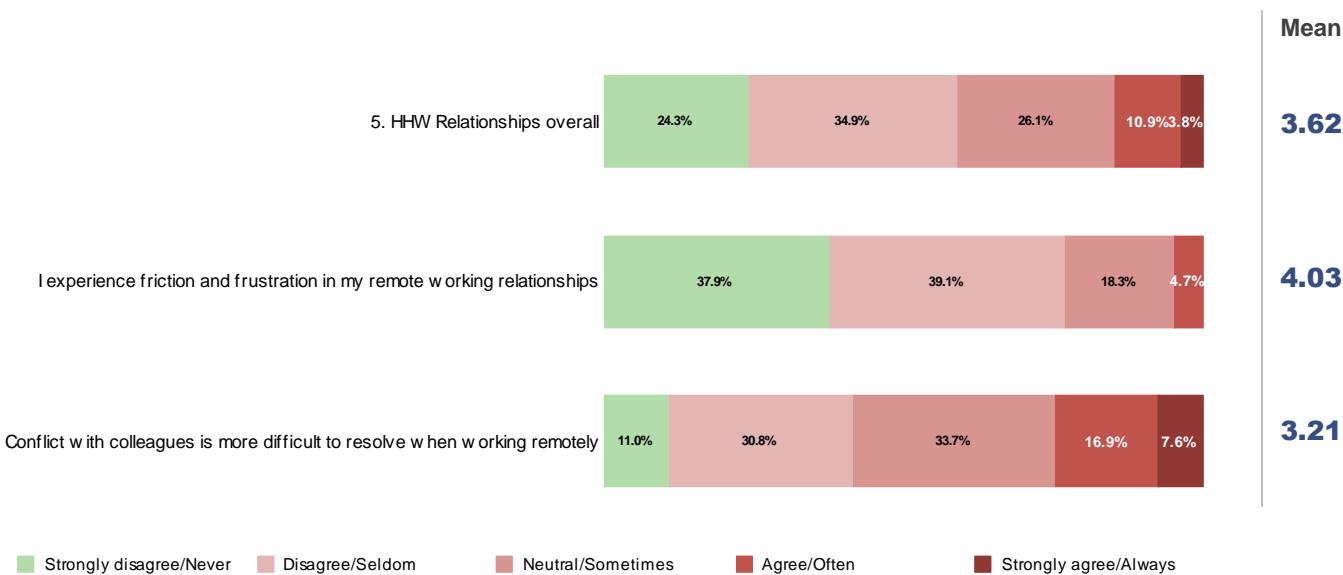


Your score for HHW Management Support is below the 25th percentile, suggesting that your employees' perceptions are more negative than 75% of organisations in the comparative sample. This indicates a high level of risk to employee health and wellbeing and we recommend that this is a priority area for further consideration. Further exploration of items within this domain would reveal areas of particularly high or low risk.

5. HHW Relationships

The HHW Relationships factor is made up of two statements that explore conflict and conflict resolution when working remotely. The findings for UHI North, West and Hebrides (Current year) are presented below.

The coding approach adopted above (Favourable / Neutral / Unfavourable) is adjusted here, and instead, the proportion of responses for each response category are detailed, to provide greater granularity of your results.



Your most favourable and unfavourable scoring items are shown below. These statements are identified on a comparative basis, so it is particularly important here that the scores are interpreted in context. For example, the statements with the highest mean score may still represent areas of concern. In contrast, the lowest scoring statements may still have relatively high scores.

 Lowest risk – I experience friction and frustration in my remote working relationships (4.03)

 Highest risk – Conflict with colleagues is more difficult to resolve when working remotely (3.21)

Your performance in context

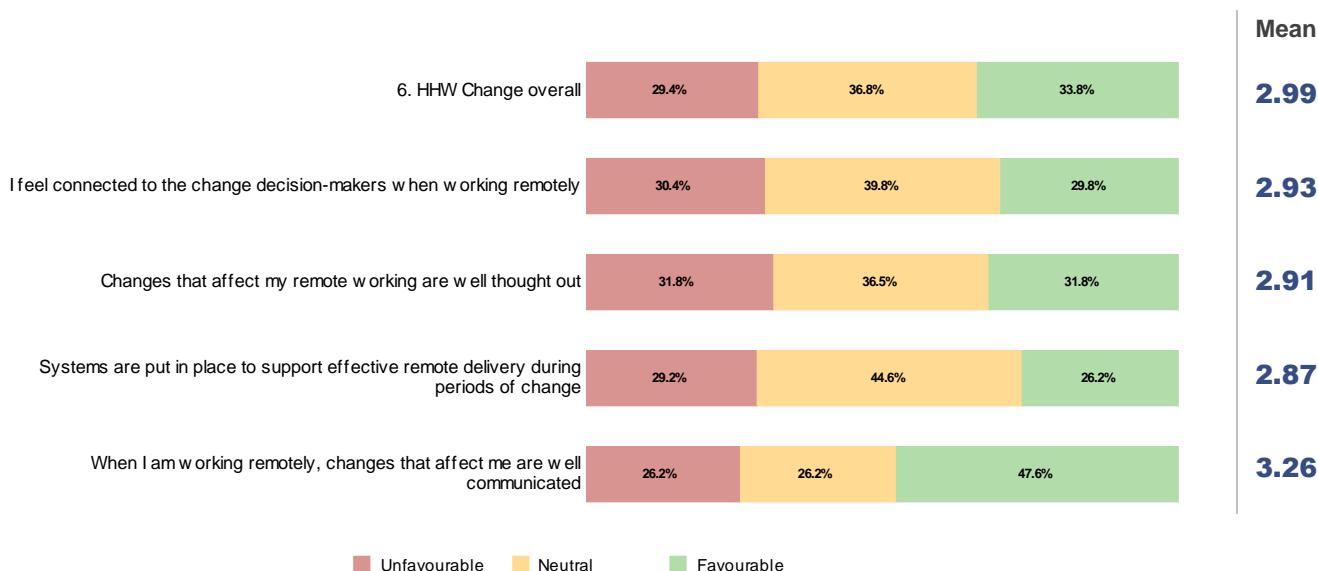
The following chart shows your mean score for this domain against the comparative sample. The red line indicates the 25th percentile score and the green line indicates the 75th percentile score for the comparative sample.



Your score for HHW Relationships is between the 25th and 75th percentile, suggesting that your employees' perceptions are aligned with the middle 50% of organisations in the comparative sample. Whilst your overall score is aligned with the majority of other organisations, there is room for improvement. It is possible that there may be pockets of high risk in this area. Further exploration of items within this domain would reveal areas of particularly high or low risk.

6. HHW Change

The HHW Change factor is made up of a number of statements that explore how organisational change (large or small) is managed and communicated in the organisation when working remotely. The findings for UHI North, West and Hebrides (Current year) are presented below.



Unfavourable Neutral Favourable

Your most favourable and unfavourable aspects of HHW Change are shown below. These statements are identified on a comparative basis. Therefore, it is recommended that the scores be interpreted in context. For example, the statements with the highest scores may still represent areas of weakness if those scores are relatively low. In contrast, the lowest scoring statements may have relatively high scores.

 When I am working remotely, changes that affect me are well communicated (47.6% favourable)  Changes that affect my remote working are well thought out (31.8% unfavourable)

Your performance in context

The following chart shows your mean score for this domain against the comparative sample. The red line indicates the 25th percentile score and the green line indicates the 75th percentile score for the comparative sample.

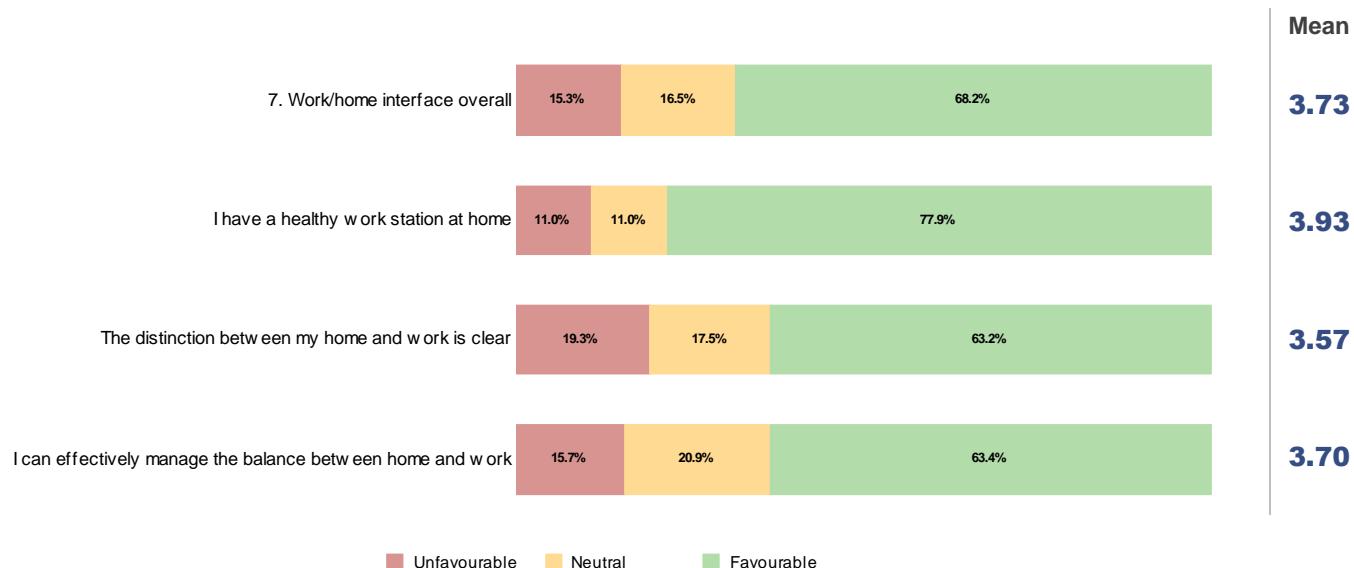


Your score for HHW Change is below the 25th percentile, suggesting that your employees' perceptions are more negative than 75% of organisations in the comparative sample. This indicates a high level of risk to employee health and wellbeing and we recommend that this is a priority area for further consideration. Further exploration of items within this domain would reveal areas of particularly high or low risk.

7. Work/Home Interface

The Work/Home Interface factor is made up of three statements that explore risks associated with balancing work and home when working remotely. The findings for UHI North, West and Hebrides (Current year) are presented below.

These questions are positively phrased so that a score of 5 ("Strongly agree") would indicate low risk, and a score of 1 ("Strongly disagree") would indicate high risk.



Your most favourable and unfavourable aspects of Work/Home Interface are shown below. These statements are identified on a comparative basis. Therefore, it is recommended that the scores be interpreted in context. For example, the statements with the highest scores may still represent areas of weakness if those scores are relatively low. In contrast, the lowest scoring statements may have relatively high scores.

 I have a healthy work station at home (77.9% favourable)

 The distinction between my home and work is clear (19.3% unfavourable)

Your performance in context

The following chart shows your mean score for this domain against the comparative sample. The red line indicates the 25th percentile score and the green line indicates the 75th percentile score for the comparative sample.

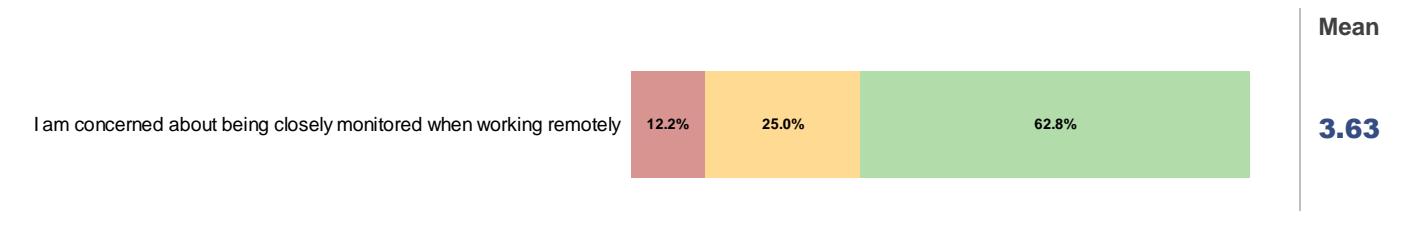


Your score for Work/Home Interface is below the 25th percentile, suggesting that your employees' perceptions are more negative than 75% of organisations in the comparative sample. This indicates a high level of risk to employee health and wellbeing and we recommend that this is a priority area for further consideration. Further exploration of items within this domain would reveal areas of particularly high or low risk.

8. Monitoring

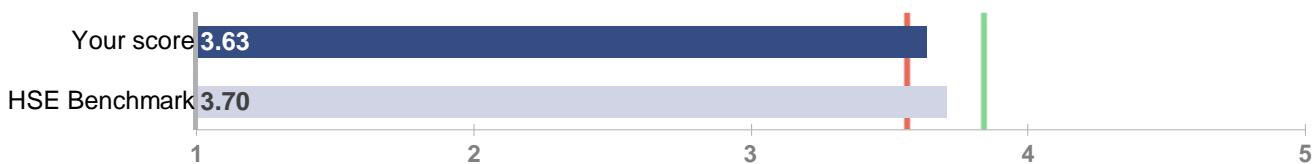
Concerns about monitoring have been measured using a single item that was devised following qualitative data analysis. This item was found to be a standalone item worthy of measurement due to its prevalence as a stress risk and association with health outcomes.

The item is negatively phrased so that a score of 5 ("Strongly agree") would indicate high risk, and a score of 1 ("Strongly disagree") would indicate low risk.



Your performance in context

The following chart shows your mean score for this domain against the comparative sample. The red line indicates the 25th percentile score and the green line indicates the 75th percentile score for the comparative sample.



Your score for Monitoring is between the 25th and 75th percentile, suggesting that your employees' perceptions are aligned with the middle 50% of organisations in the comparative sample. Whilst your overall score is aligned with the majority of other organisations, there is room for improvement. It is possible that there may be pockets of high risk in this area.

Next steps

To get the most out of your HHW survey, explore the reasons underlying people's survey responses. We recommend talking to your staff (e.g. focus groups) to investigate the reasons behind their survey responses, and work with them to develop your action plans. See Online Help for more information (it can be accessed from your survey homepage).

Priorities for improvement based on the survey findings

When developing your action plan, start by focusing on the following key areas identified by the survey results:

The statements with the lowest mean scores were:

-  1. HHW Demands: I find it difficult to keep up with the volume of digital communication (2.47)
-  1. HHW Demands: When working remotely, I feel the need to be constantly available (2.55)
-  6. HHW Change: Systems are put in place to support effective remote delivery during periods of change (2.87)

Below are some suggestions relating to your areas for improvement. These are intended as a starting point for discussion only, as not all points will be relevant in your organisation.

Factor	Suggestions
1. HHW Demands	<ul style="list-style-type: none">■ Talk to home and hybrid workers so they understand the demands on them.■ Ensure any links between online presence and performance/productivity measures are A) clear to staff B) take account of the need for staff to take breaks away from the computer.■ Empower staff to take breaks when working remotely so they do not feel guilty about being away from the computer■ Consider whether more variety can be introduced into monotonous tasks, and/or whether certain types of work can be re-distributed across teams.■ Explore what motivates workers when working from home/remote and seek opportunities for them to engage in learning and development.■ Discuss with staff how to manage their digital communications yet still meet priorities and expectations; for example, setting aside focus time and knowing when it is OK not to respond to everything immediately.■ Ensure workload and targets are achievable within contracted working hours and encourage staff to discuss their workload if they are working extra hours.■ Discuss targets with staff.

Factor	Suggestions
6. HHW Change	<ul style="list-style-type: none">■ Create genuine opportunities for dialogue about change that engage home and hybrid workers.■ Ensure home and hybrid workers have sufficient access to information about why decisions have been made.■ Have a clear support structure for home and hybrid workers who may be impacted by change.

We recommend further exploration of the Home and Hybrid Working charts for more detailed understanding.

In order to gain a deeper understanding of the issues underpinning your results, we also recommend conducting independently run focus groups with employees. Please refer to the “Need more support” section of this report for further details about this.

Need more support?

A survey forms only a part of your stress risk assessment and identifying areas for improvement is just the start of your programme to reduce work-related stress in home and hybrid workers, and enhance performance and wellbeing.

If you need support taking further steps, specialists in the Work Psychology Teams at HSE and University of Hull are available every step of the way to help you get the most from your survey results and guide your progress.

Whether it's training your managers, helping you to set up a focus group or providing independent advice, we have a team of work psychology experts that are uniquely placed to support your interventions.

If you would like further support on how to design and implement an effective action plan, please contact
hseorders@tso.co.uk

<https://solutions.hse.gov.uk>

Psychological health outcome measure

The Stress Indicator Tool (SIT) provides insight into staff perceptions of how work is managed, and this gives an indication of the risk of stress: if staff feel work is managed well, there is a lower risk of stress developing and, conversely, if staff feel work is not managed well, there is a higher risk of stress developing. The relationship between people's perceptions of how work is managed and whether that results in them experiencing stress is a complex one, and, as researchers, we would like to have a better understanding of it. There can be a wide range of physical and psychological/mental symptoms for stress - these are referred to as health outcomes – and anxiety and depression are two very common mental health outcomes. Although anxiety and depression can be caused by many different factors, not just work, we would like to understand whether there is a relationship between levels of anxiety and depression and staff perceptions of how work is managed. To do this, as well as the SIT data, we need to gather data on the level of anxiety and depression within organisations, and the Patient Health Questionnaire – 4 (PHQ-4) serves this purpose.

Staff are asked to rate on a four-point scale, “Over the last two weeks how often have you been bothered by ‘feeling nervous, anxious or on edge’, ‘not being able to stop or control worrying’, ‘little interest or pleasure in doing things’ and ‘feeling down, depressed or hopeless’”: the first two questions measure anxiety and the second two measure depression.

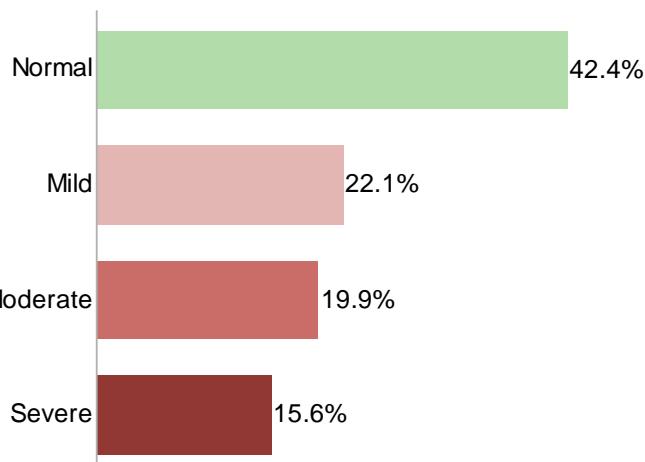
We are presenting the summary charts for the four PHQ-4 questions in this section of the report, because we think the information may strengthen your business case for implementing preventative interventions to manage stress.



If there are significant portions of the bar chart that are yellow, pink or red, this could indicate that staff are experiencing or starting to experience stress which is affecting their mental health and action needs to be taken.

The responses above are based on the frequency with which the respondents have experienced the symptoms. These data we can then combine to produce a score which categorises current levels of anxiety and/or depression as normal, mild, moderate, or severe. The following figure provides the current proportion of staff experiencing symptoms.

Current organisational levels of anxiety and/or depression (for Current year)



How your organisation can use the data

In the first instance, make staff aware of the support that is available to them from their line manager, an employee assistance programme, a union and charities such as the Samaritans and MIND. This should not be the only action as it is reactive rather than preventative.

Use the SIT data to target improvements in how work is managed, and this should reduce the risk of anxiety or depression. Taking action not only means organisations fulfil their legal duty to protect staff mental health, investing in interventions could bring business benefits, as staff may become more productive, turnover may reduce, the quality of services and output may improve so customers are more satisfied and organisations are able to attract the best staff as they become an employer of choice.

Please note: People with clinically diagnosed anxiety and depression can be fully effective members of staff if organisations provide the appropriate work context.

The PHQ-4 is not a clinical tool. For further information about the PHQ-4, please see:

Kroenke, K., Spitzer, R. L., Williams, J. B. W. & Löwe, B. (2009) An ultra-brief screening scale for anxiety and depression: the PHQ-4. *Psychosomatics*. 50 (6): 613-21.

Löwe, B., Wahl, I., Rose, M., et al. (2010) A 4-item measure of depression and anxiety: validation and standardization of the Patient Health Questionnaire-4 (PHQ-4) in the general population. *Journal of Affective Disorders*. 122 (1-2): 86-95.

Net Promoter Score: Meaning and Interpretation

NPS® or Net Promoter Score® is an advocacy measure, based on an 11 point scale. In this case, respondents were asked how likely they were to recommend working at UHI North, West and Hebrides to a friend. They were then classified as either a Promoter, Passive, or Detractor, based on their response.

NPS is calculated by subtracting the % of Detractors from the % of Promoters, giving us a score of between -100 and 100.

Net Promoter, Net Promoter System, Net Promoter Score, NPS and the NPS-related emoticons are registered trademarks of Bain & Company, Inc, Fred Reichheld and Satmetrix Systems, Inc.

The data below show that your NPS is **-54**. Average scores can vary greatly by industry, but any score below zero needs improvement, as it means that there are more Detractors than Promoters.

This score was based on 233 responses and calculated as 12% Promoters - 66% Detractors.



The Stress Indicator Tool provides suggestions for next steps and recommendations on how to address them – but we're here to provide a little extra help if you need it.

Incorporating the Stress Indicator Tool into your organisation

Mitigating the risk of Work-related Stress (WRS) on employees may mean understanding the culture your organisation cultivates and how preventative measures against the risk of stress (preventing the onset of WRS) are more effective than interventions (which are measures taken to alleviate the damage of WRS rather than stop it happening in the first place). Culture change happens slowly and changing the attitudes and behaviours that influence your culture takes effort, commitment, resource and, most importantly, time. We can help you to look at the wider process and break down what you are trying to do into more manageable steps.

We can also help you to present the moral, legal, and financial reasons for change to senior leaders in your organisation to enable change to be communicated effectively from the top-down. The health of employees is everyone's responsibility.

Register your interest by emailing: hseorders@tso.co.uk

Training

Work-related Stress: Developing Manager Capability

This one-day online course (delivered over two half-days) is designed to increase delegates' confidence and competence in managing work-related stress at the organisational, team and individual level. The course provides advice on fostering a supportive working environment.

NEBOSH HSE Certificate in Managing Stress at Work

HSE and NEBOSH have jointly developed this one day qualification aimed at helping delegates and their organisations to identify and reduce workplace stressors in order to create a positive, healthier workplace.

For a full list of dates and to enrol, visit: <https://solutions.hse.gov.uk/health-and-safety-training-courses>