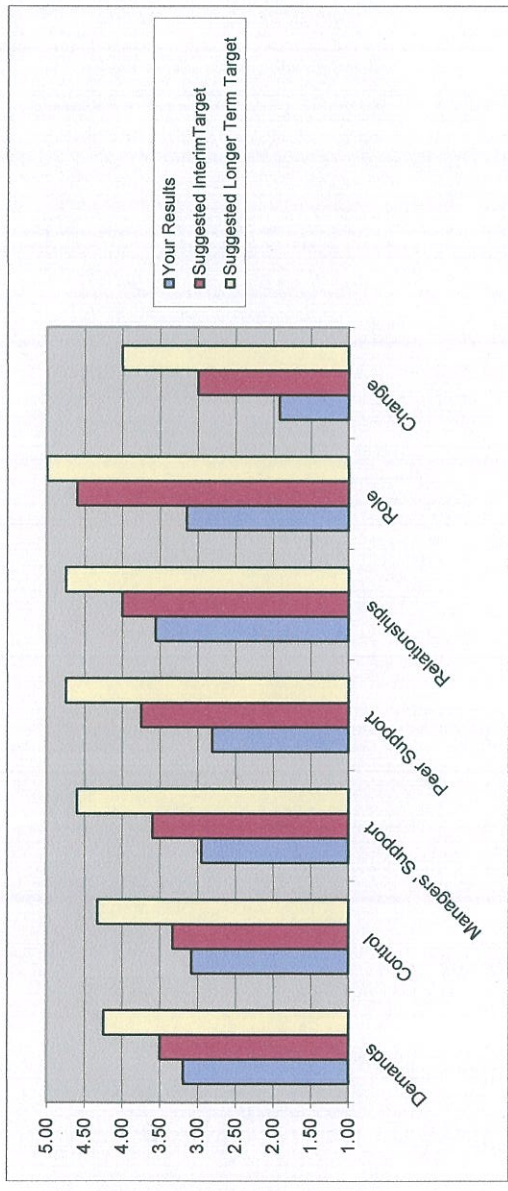


## Summary of Results

	Your Results	Suggested Interim Target	Suggested Longer Term Target	Key
Demands	3.19	3.50	4.25	Doing very well - need to maintain performance
Control	3.08	3.33	4.33	Represents those at, above or close to the 80th percentile†
Managers' Support	2.95	3.60	4.60	Good, but need for improvement
Peer Support	2.81	3.75	4.75	Represents those better than average but not yet at, above or close to the 80th percentile†
Relationships	3.56	4.00	4.75	Clear need for improvement
Role	3.15	4.60	5.00	Represents those likely to be below average but not below the 20th percentile†
Change	1.92	3.00	4.00	Urgent action needed
				Represents those below the 20th percentile†



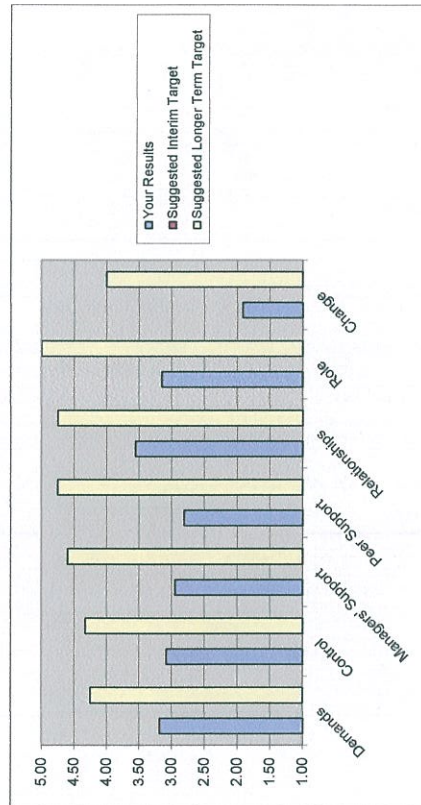
†Compared with results from a representative national survey of employees (see the HSE Analysis Tool User Manual for more information)

## HSE Indicator Tool - Question by Question

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

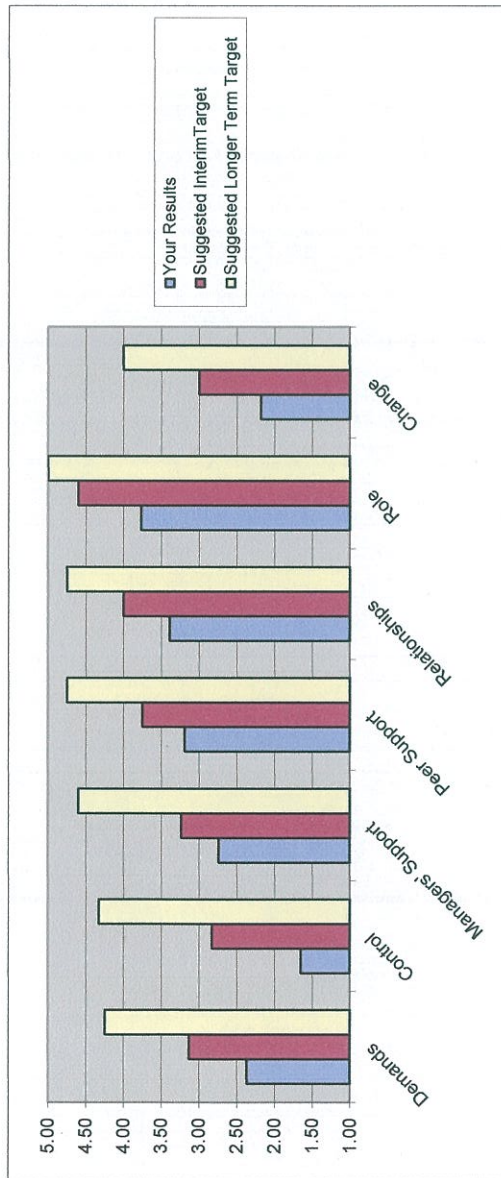
Key	Average
Doing very well - need to maintain performance Represents those at, above or close to the 80th percentile <sup>1</sup>	4.00
Good, but need for improvement. Represents those better than average but not at, above or close to the 80th percentile <sup>2</sup>	2.75
Clear need for improvement. Represents those likely to be below average but not at, below or close to the 20th percentile <sup>3</sup>	4.00
Urgent action needed. Represents those at, below or close to the 20th percentile <sup>4</sup>	3.50

Question	Average	Relationships	Question	Average	Key
<b>Demands</b>					
3 Different groups at work demand things from me that are hard to combine	2.75	5 I am subject to personal harassment in the form of unkind words or behaviour	5	4.00	Represents those at, above or close to the 80th percentile <sup>1</sup>
6 I have unachievable deadlines	3.50	14 There is friction or anger between colleagues	14	2.75	Average but not at, above or close to the 80th percentile <sup>2</sup>
9 I have to work very intensively	2.75	21 I am subject to bullying at work	21	4.00	Clear need for improvement. Represents those likely to be below average but not at, below or close to the 20th percentile <sup>3</sup>
12 I have to neglect some tasks because I have too much to do	3.50	34 Relationships at work are strained	34	3.50	Urgent action needed. Represents those at, below or close to the 20th percentile <sup>4</sup>
16 I am unable to take sufficient breaks	3.00	<b>Overall</b>	<b>Overall</b>	<b>3.56</b>	
18 I am pressured to work long hours	3.50				
20 I have to work very fast	3.00				
22 I have unrealistic time pressures	3.50				
<b>Overall</b>	<b>3.19</b>				
		<b>Role</b>			
		1 I am clear what is expected of me at work	1	3.00	Represents those at, above or close to the 80th percentile <sup>1</sup>
		4 I know how to go about getting my job done	4	4.25	Average but not at, above or close to the 80th percentile <sup>2</sup>
		11 I am clear what my duties and responsibilities are	11	3.00	Clear need for improvement. Represents those likely to be below average but not at, below or close to the 20th percentile <sup>3</sup>
		13 I am clear about the goals and objectives for my department	13	3.00	Average but not at, above or close to the 80th percentile <sup>2</sup>
		17 I understand how my work fits into the overall aim of the organisation	17	2.50	Urgent action needed. Represents those at, below or close to the 20th percentile <sup>4</sup>
<b>Control</b>		<b>Overall</b>	<b>Overall</b>	<b>3.15</b>	
2 I can decide when to take a break	4.00				
10 I have a say in my own work speed	3.25				
15 I have a choice in deciding how I do my work	3.75				
19 I have a choice in deciding what I do at work	2.50				
25 I have some say over the way I work	2.25				
30 My working time can be flexible	2.75				
<b>Overall</b>	<b>3.08</b>				
		<b>Change</b>			
		26 I have sufficient opportunities to question managers about change at work	26	2.00	Average but not at, above or close to the 80th percentile <sup>2</sup>
		28 Staff are always consulted about change at work	28	1.50	Urgent action needed. Represents those at, below or close to the 20th percentile <sup>4</sup>
		32 When changes are made at work, I am clear how they will work out in practice	32	2.25	Average but not at, above or close to the 80th percentile <sup>2</sup>
<b>Overall</b>	<b>2.50</b>	<b>Overall</b>	<b>Overall</b>	<b>1.92</b>	
<b>Managers' Support</b>					
8 I am given supportive feedback on the work I do	2.50				
23 I can rely on my line manager to help me out with a work problem	3.50				
29 I can talk to my line manager about something that has upset or annoyed me about work	3.00				
33 I am supported through emotionally demanding work	3.00				
35 My line manager encourages me at work	2.75				
<b>Overall</b>	<b>2.95</b>				
<b>Peer Support</b>					
7 If work gets difficult, my colleagues will help me	3.00				
24 I get help and support I need from colleagues	3.00				
27 I receive the respect at work I deserve from my colleagues	2.50				
31 My colleagues are willing to listen to my work-related problems	2.75				
<b>Overall</b>	<b>2.81</b>				



## Summary of Results

	Your Results	Suggested Interim Target	Suggested Longer Term Target	Key
Demands	2.37	3.13	4.25	Doing very well - need to maintain performance
Control	1.65	2.83	4.33	Represents those at, above or close to the 80th percentile†
Managers' Support	2.74	3.24	4.60	Good, but need for improvement
Peer Support	3.19	3.75	4.75	Represents those better than average but not yet at, above or close to the 80th percentile†
Relationships	3.39	4.00	4.75	Clear need for improvement
Role	3.77	4.60	5.00	Represents those likely to be below average but not below the 20th percentile†
Change	2.18	3.00	4.00	Urgent action needed
				Represents those below the 20th percentile†



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

## HSE Indicator Tool - Question by Question

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

Question	Average	Key
3 Different groups at work demand things from me that are hard to combine	2.54	Doing very well - need to maintain performance
6 I have unachievable deadlines	2.26	Represents those at, above or close to the 80th percentile <sup>†</sup>
9 I have to work very intensively	1.72	Good, but need for improvement. Represents those better than average but not at, above or close to the 80th percentile <sup>†</sup>
12 I have to neglect some tasks because I have too much to do	2.49	Clear need for improvement. Represents those likely to be below average but not at, below or close to the 20th percentile <sup>†</sup>
16 I am unable to take sufficient breaks	2.63	Urgent action needed. Represents those at, below or close to the 20th percentile <sup>†</sup>
18 I am pressured to work long hours	3.63	

Question	Average	Key
5 I am subject to personal harassment in the form of unkind words or behaviour	4.00	Doing very well - need to maintain performance
14 There is friction or anger between colleagues	2.80	Represents those at, above or close to the 80th percentile <sup>†</sup>
21 I am subject to bullying at work	4.30 *	Good, but need for improvement. Represents those better than average but not at, above or close to the 80th percentile <sup>†</sup>
34 Relationships at work are strained	2.43	Clear need for improvement. Represents those likely to be below average but not at, below or close to the 20th percentile <sup>†</sup>

**Overall - 10 or your staff report that they are always, often or sometimes bullied.**

Question	Average
20 I have to work very fast	1.72
22 I have unrealistic time pressures	1.93
<b>Overall</b>	<b>2.37</b>

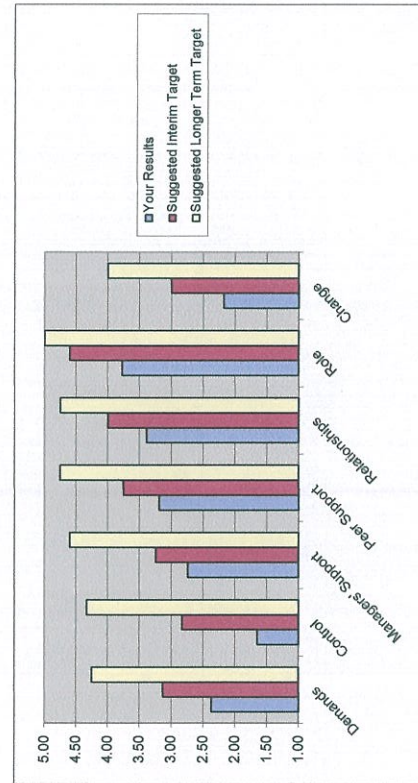
Question	Average
2 I can decide when to take a break	1.53
10 I have a say in my own work speed	1.50
15 I have a choice in deciding how I do my work	1.72
19 I have a choice in deciding what I do at work	1.46
25 I have some say over the way I work	2.04
30 My working time can be flexible	1.67
<b>Overall</b>	<b>1.65</b>

Question	Average
1 I am clear what is expected of me at work	3.83
4 I know how to go about getting my job done	3.91
11 I am clear what my duties and responsibilities are	3.91
13 I am clear about the goals and objectives for my department	3.67
17 I understand how my work fits into the overall aim of the organisation	3.54
<b>Overall</b>	<b>3.77</b>

Question	Average
26 I have sufficient opportunities to question managers about change at work	2.26
28 Staff are always consulted about change at work	2.09
32 When changes are made at work, I am clear how they will work out in practice	2.20
<b>Overall</b>	<b>2.18</b>

Question	Average
8 I am given supportive feedback on the work I do	2.74
23 I can rely on my line manager to help me out with a work problem	3.26
29 I can talk to my line manager about something that has upset or annoyed me about work	2.87
33 I am supported through emotionally demanding work	2.04
35 My line manager encourages me at work	2.78
<b>Overall</b>	<b>2.74</b>

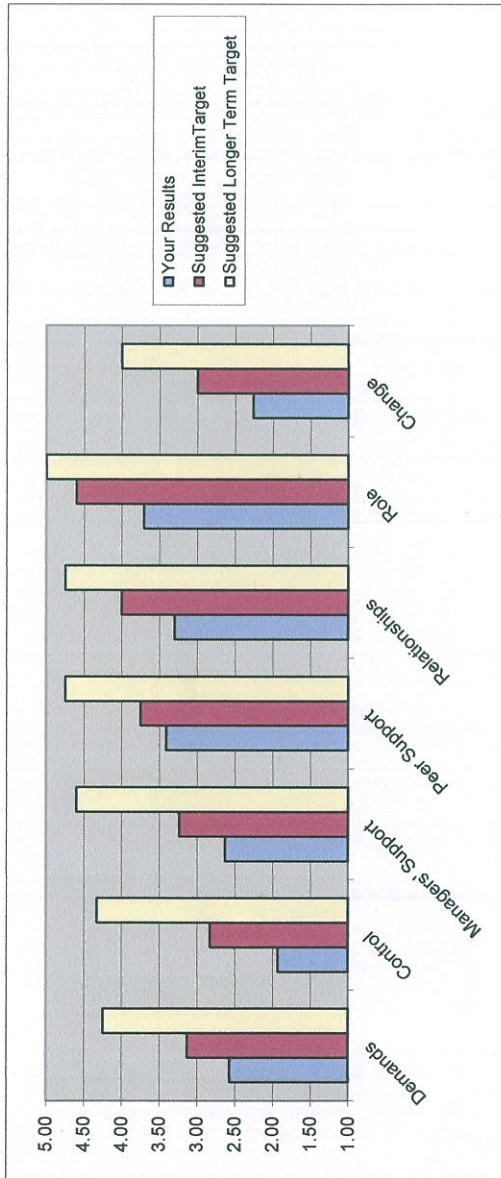
Question	Average
7 If work gets difficult, my colleagues will help me	3.38
24 I get help and support I need from colleagues	3.33
27 I receive the respect at work I deserve from my colleagues	3.11
31 My colleagues are willing to listen to my work-related problems	2.93
<b>Overall</b>	<b>3.19</b>



# CUSTOMER COLLECTIONS + SERVICE

## Summary of Results

	Your Results	Suggested Interim Target	Suggested Longer Term Target	Key
Demands	2.57	3.13	4.25	Doing very well - need to maintain performance
Control	1.93	2.83	4.33	Represents those at, above or close to the 80th percentile†
Managers' Support	2.63	3.24	4.60	Good, but need for improvement
Peer Support	3.41	3.75	4.75	Represents those better than average but not yet at, above or close to the 80th percentile†
Relationships	3.30	4.00	4.75	Clear need for improvement
Role	3.71	4.60	5.00	Represents those likely to be below average but not below the 20th percentile†
Change	2.26	3.00	4.00	Urgent action needed
				Represents those below the 20th percentile†



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

## HSE Indicator Tool - Question by Question

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

Question	Relationships	Question	Average	Key
5	I am subject to personal harassment in the form of unkind words or behaviour	5	4.10	Doing very well - need to maintain performance
14	There is friction or anger between colleagues	14	2.73	Represents those at, above or close to the 80th percentile <sup>1</sup>
21	I am subject to bullying at work	21	4.13	Good, but need for improvement. Represents those better than average but not at, above or close to the 80th percentile <sup>1</sup>
34	Relationships at work are strained	34	2.30	Clear need for improvement. Represents those likely to be below average but not at, above or close to the 20th percentile <sup>2</sup>
Overall		Overall	3.30	Urgent action needed. Represents those at, below or close to the 20th percentile <sup>2</sup>

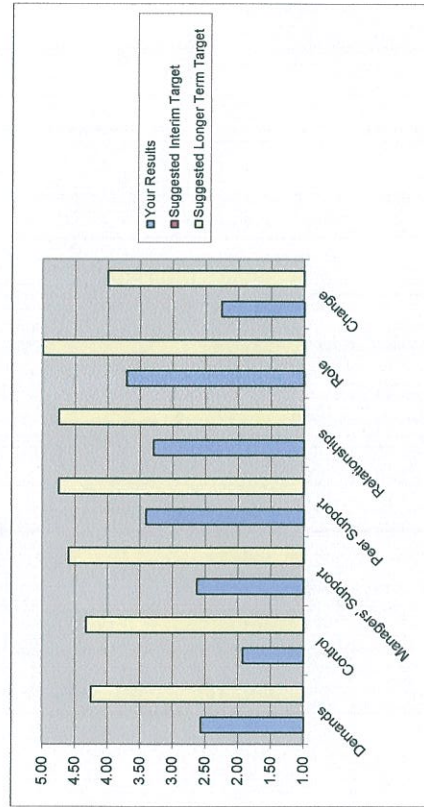
Question	Relationships	Question	Average	Key
1	I am clear what is expected of me at work	1	3.71	Doing very well - need to maintain performance
4	I know how to go about getting my job done	4	4.14	Represents those at, above or close to the 80th percentile <sup>1</sup>
11	I am clear what my duties and responsibilities are	11	3.91	Good, but need for improvement. Represents those better than average but not at, above or close to the 80th percentile <sup>1</sup>
13	I am clear about the goals and objectives for my department	13	3.43	Clear need for improvement. Represents those likely to be below average but not at, above or close to the 20th percentile <sup>2</sup>
17	I understand how my work fits into the overall aim of the organisation	17	3.35	Urgent action needed. Represents those at, below or close to the 20th percentile <sup>2</sup>
Overall		Overall	3.71	

Question	Relationships	Question	Average	Key
2	I can decide when to take a break	2	2.04	Doing very well - need to maintain performance
10	I have a say in my own work speed	10	1.78	Represents those at, above or close to the 80th percentile <sup>1</sup>
15	I have a choice in deciding how I do my work	15	1.83	Good, but need for improvement. Represents those better than average but not at, above or close to the 80th percentile <sup>1</sup>
19	I have a choice in deciding what I do at work	19	1.48	Clear need for improvement. Represents those likely to be below average but not at, above or close to the 20th percentile <sup>2</sup>
25	I have some say over the way I work	25	2.17	Urgent action needed. Represents those at, below or close to the 20th percentile <sup>2</sup>
30	My working time can be flexible	30	2.30	
Overall		Overall	1.93	

Question	Relationships	Question	Average	Key
8	I am given supportive feedback on the work I do	8	2.39	Doing very well - need to maintain performance
23	I can rely on my line manager to help me out with a work problem	23	3.04	Represents those at, above or close to the 80th percentile <sup>1</sup>
29	I can talk to my line manager about something that has upset or annoyed me about work	29	3.04	Good, but need for improvement. Represents those better than average but not at, above or close to the 80th percentile <sup>1</sup>
33	I am supported through emotionally demanding work	33	2.13	Clear need for improvement. Represents those likely to be below average but not at, above or close to the 20th percentile <sup>2</sup>
35	My line manager encourages me at work	35	2.57	Urgent action needed. Represents those at, below or close to the 20th percentile <sup>2</sup>
Overall		Overall	2.63	

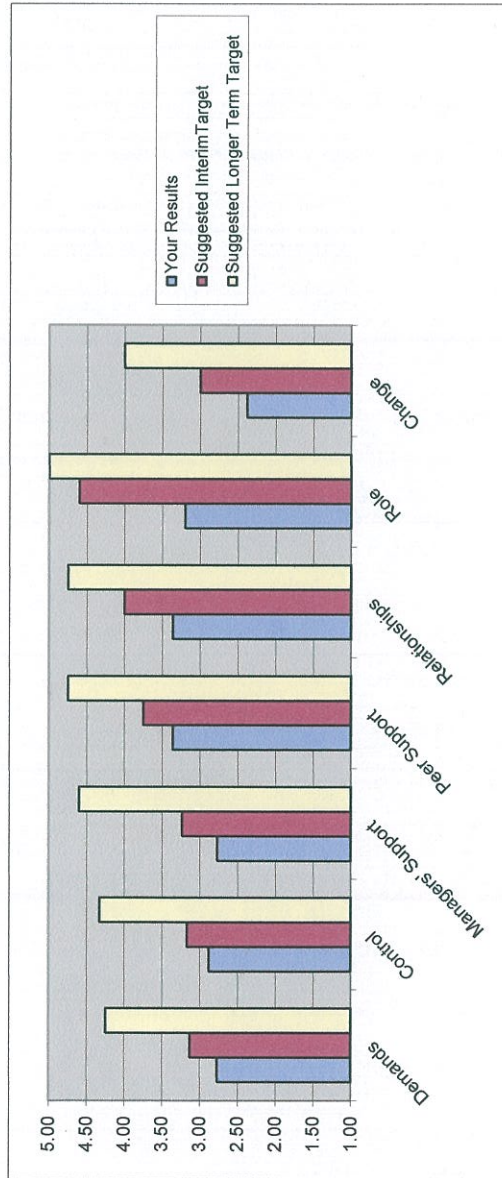
Question	Relationships	Question	Average	Key
7	If work gets difficult, my colleagues will help me	7	3.65	Doing very well - need to maintain performance
24	I get help and support I need from colleagues	24	3.43	Represents those at, above or close to the 80th percentile <sup>1</sup>
27	I receive the respect at work I deserve from my colleagues	27	3.13	Good, but need for improvement. Represents those better than average but not at, above or close to the 80th percentile <sup>1</sup>
31	My colleagues are willing to listen to my work-related problems	31	3.43	Clear need for improvement. Represents those likely to be below average but not at, above or close to the 20th percentile <sup>2</sup>
Overall		Overall	3.41	Urgent action needed. Represents those at, below or close to the 20th percentile <sup>2</sup>

Question	Relationships	Question	Average	Key
26	I have sufficient opportunities to question managers about change at work	26	2.30	Doing very well - need to maintain performance
28	Staff are always consulted about change at work	28	1.87	Represents those at, above or close to the 80th percentile <sup>1</sup>
32	When changes are made at work, I am clear how they will work out in practice	32	2.61	Good, but need for improvement. Represents those better than average but not at, above or close to the 80th percentile <sup>1</sup>
Overall		Overall	2.26	Clear need for improvement. Represents those likely to be below average but not at, above or close to the 20th percentile <sup>2</sup>



## Summary of Results

	Your Results	Suggested Interim Target	Suggested Longer Term Target	Key
Demands	2.77	3.13	4.25	Doing very well - need to maintain performance
Control	2.88	3.17	4.33	Represents those at, above or close to the 80th percentile†
Managers' Support	2.77	3.24	4.60	Good, but need for improvement
Peer Support	3.36	3.75	4.75	Represents those better than average but not yet at, above or close to the 80th percentile†
Relationships	3.36	4.00	4.75	Clear need for improvement
Role	3.20	4.60	5.00	Represents those likely to be below average but not below the 20th percentile†
Change	2.38	3.00	4.00	Urgent action needed
				Represents those below the 20th percentile†

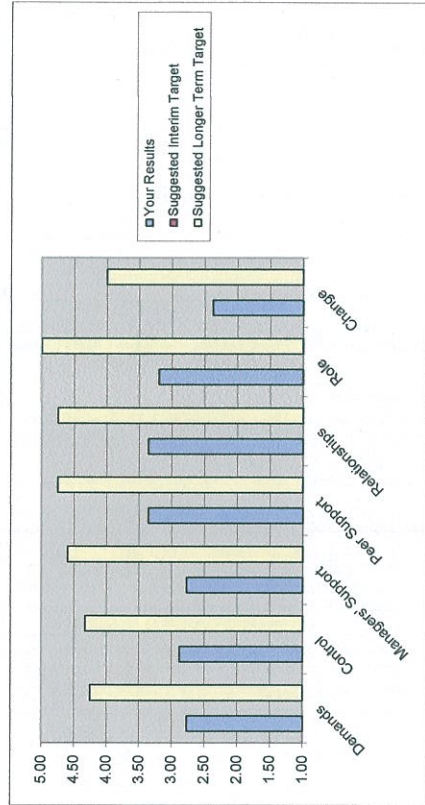


†Compared with results from a representative national survey of employees (see the HSE Analysis Tool User Manual for more information)

## HSE Indicator Tool - Question by Question

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

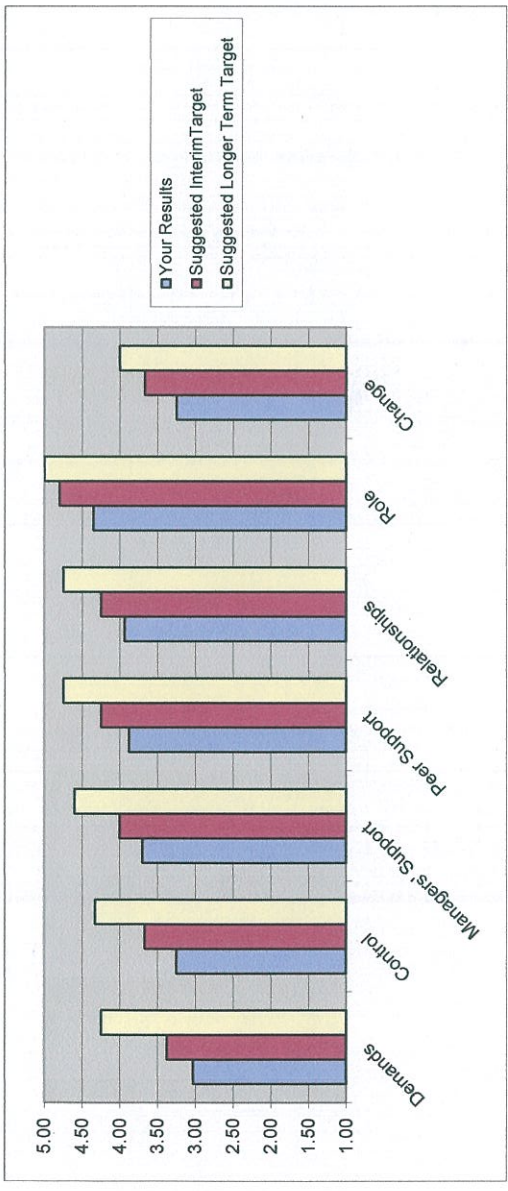
Question	Average	Relationships	Question	Average	Key
<b>Demands</b>					
3 Different groups at work demand things from me that are hard to combine	3.14		5 I am subject to personal harassment in the form of unkind words or behaviour	4.29	Doing very well - need to maintain performance
6 I have unachievable deadlines	3.29		14 There is friction or anger between colleagues	2.57	Represents those at, above or close to the 80th percentile*
9 I have to work very intensively	2.14		21 I am subject to bullying at work	4.43	Good, but need for improvement. Represents those better than average but not at, above or close to the 80th percentile*
12 I have to neglect some tasks because I have too much to do	2.57		34 Relationships at work are strained	2.14	Clear need for improvement. Represents those likely to be below average but not at, below or close to the 20th percentile*
16 I am unable to take sufficient breaks	3.14		<b>Overall</b>	3.36	Urgent action needed. Represents those at, below or close to the 20th percentile*
18 I am pressured to work long hours	3.86				
20 I have to work very fast	1.71	<b>Role</b>	1 I am clear what is expected of me at work	3.29	
22 I have unrealistic time pressures	2.29		4 I know how to go about getting my job done	3.86	
<b>Overall</b>	2.77		11 I am clear what my duties and responsibilities are	3.29	
			13 I am clear about the goals and objectives for my department	2.71	
<b>Control</b>			17 Understand how my work fits into the overall aim of the organisation	2.86	
2 I can decide when to take a break	4.00		<b>Overall</b>	3.20	
10 I have a say in my own work speed	2.29				
15 I have a choice in deciding how I do my work	3.29		26 I have sufficient opportunities to question managers about change at work	2.29	
19 I have a choice in deciding what I do at work	2.14	<b>Change</b>	28 Staff are always consulted about change at work	2.57	
25 I have some say over the way I work	2.57		32 When changes are made at work, I am clear how they will work out in practice	2.29	
30 My working time can be flexible	3.00		<b>Overall</b>	2.38	
<b>Overall</b>	2.88				
<b>Managers' Support</b>					
8 I am given supportive feedback on the work I do	2.57				
23 I can rely on my line manager to help me out with a work problem	3.43				
29 I can talk to my line manager about something that has upset or annoyed me about work	3.14				
33 I am supported through emotionally demanding work	1.71				
35 My line manager encourages me at work	3.00				
<b>Overall</b>	2.77				
<b>Peer Support</b>					
7 If work gets difficult, my colleagues will help me	3.71				
24 I get help and support I need from colleagues	3.71				
27 I receive the respect at work I deserve from my colleagues	2.86				
31 My colleagues are willing to listen to my work-related problems	3.14				
<b>Overall</b>	3.36				





## Summary of Results

	Your Results	Suggested Interim Target	Suggested Longer Term Target	Key
Demands	3.03	3.38	4.25	Doing very well - need to maintain performance
Control	3.25	3.67	4.33	Represents those at, above or close to the 80th percentile†
Managers' Support	3.70	4.00	4.60	Good, but need for improvement
Peer Support	3.88	4.25	4.75	Represents those better than average but not yet at, above or close to the 80th percentile†
Relationships	3.94	4.25	4.75	Clear need for improvement
Role	4.35	4.80	5.00	Represents those likely to be below average but not below the 20th percentile†
Change	3.25	3.67	4.00	Urgent action needed
				Represents those below the 20th percentile†

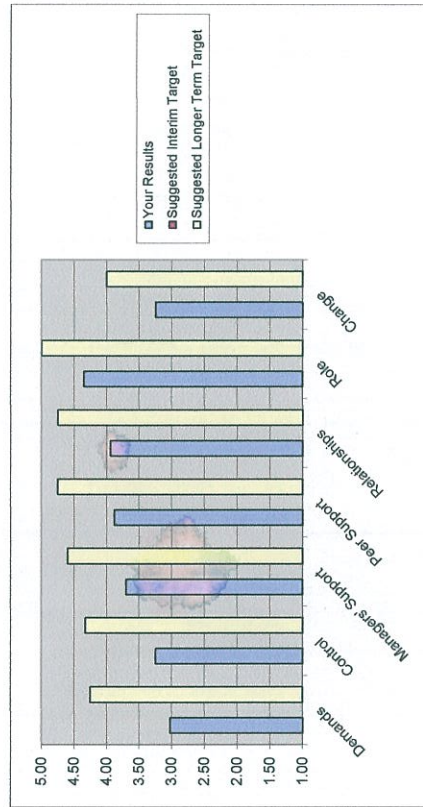


†Compared with results from a representative national survey of employees (see the HSE Analysis Tool User Manual for more information)

## HSE Indicator Tool - Question by Question

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

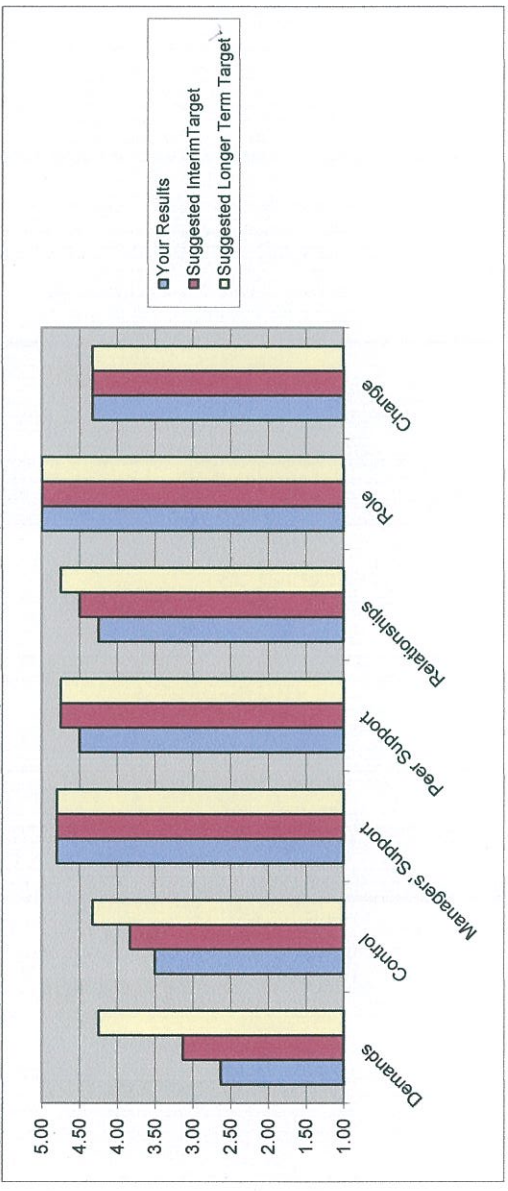
Question	Average	Question	Average	Key
<b>Demands</b>		<b>Relationships</b>		
3 Different groups at work demand things from me that are hard to combine	2.75	5 I am subject to personal harassment in the form of unkind words or behaviour	4.75	Doing very well - need to maintain performance
6 I have unachievable deadlines	3.50	14 There is friction or anger between colleagues	3.50	Represents those at, above or close to the 80th percentile†
9 I have to work very intensively	2.25	21 I am subject to bullying at work	4.75	Good, but need for improvement. Represents those better than average but not at, above or close to the 80th percentile†
12 I have to neglect some tasks because I have too much to do	3.00	34 Relationships at work are strained	2.75	Clear need for improvement. Represents those likely to be below average but not at, below or close to the 20th percentile†
16 I am unable to take sufficient breaks	3.00	<b>Overall</b>	3.94	Urgent action needed. Represents those at, below or close to the 20th percentile†
18 I am pressured to work long hours	4.00			
20 I have to work very fast	2.50	<b>Role</b>		
22 I have unrealistic time pressures	3.25	1 I am clear what is expected of me at work	4.25	
<b>Overall</b>	3.03	4 I know how to go about getting my job done	4.25	
		11 I am clear what my duties and responsibilities are	4.50	
<b>Control</b>		13 I am clear about the goals and objectives for my department	4.25	
2 I can decide when to take a break	3.75	17 I understand how my work fits into the overall aim of the organisation	4.50	
10 I have a say in my own work speed	3.25	<b>Overall</b>	4.35	
15 I have a choice in deciding how I do my work	3.25			
19 I have a choice in deciding what I do at work	2.75	<b>Change</b>		
25 I have some say over the way I work	3.75	26 I have sufficient opportunities to question managers about change at work	3.50	
30 My working time can be flexible	2.75	28 Staff are always consulted about change at work	2.75	
<b>Overall</b>	3.25	32 When changes are made at work, I am clear how they will work out in practice	3.50	
		<b>Overall</b>	3.25	
<b>Managers' Support</b>				
8 I am given supportive feedback on the work I do	3.50			
23 I can rely on my line manager to help me out with a work problem	4.00			
29 I can talk to my line manager about something that has upset or annoyed me about work	4.00			
33 I am supported through emotionally demanding work	3.50			
35 My line manager encourages me at work	3.50			
<b>Overall</b>	3.70			
<b>Peer Support</b>				
7 If work gets difficult, my colleagues will help me	3.75			
24 I get help and support I need from colleagues	3.75			
27 I receive the respect at work I deserve from my colleagues	4.25			
31 My colleagues are willing to listen to my work-related problems	3.75			
<b>Overall</b>	3.88			



## Summary of Results

	Your Results	Suggested Interim Target	Suggested Longer Term Target	Key
Demands	2.63	3.13	4.25	Doing very well - need to maintain performance Represents those at, above or close to the 80th percentile†
Control	3.50	3.83	4.33	Good, but need for improvement
Managers' Support	4.80	4.80	4.80 *	Represents those better than average but not yet at, above or close to the 80th percentile†
Peer Support	4.50	4.75	4.75	Clear need for improvement
Relationships	4.25	4.50	4.75	Represents those likely to be below average but not below the 20th percentile†
Role	5.00	5.00	5.00 *	Urgent action needed
Change	4.33	4.33	4.33 *	Represents those below the 20th percentile†

\*You are doing very well on the following stress factors: Managers' Support, Role, Change (you are above the 80th percentile for these stress factors). We suggest that you set your own interim and longer-term targets for continuous improvement.



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

## HSE Indicator Tool - Question by Question

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

Question	Relationships	Average	Key
3	Different groups at work demand things from me that are hard to combine	2.00	Doing very well - need to maintain performance
6	I have unachievable deadlines	3.00	Represents those at, above or close to the 80th percentile†
9	I have to work very intensively	1.00	Good, but need for improvement. Represents those better than average but not at, above or close to the 80th percentile†
12	I have to neglect some tasks because I have too much to do	4.00	Clear need for improvement. Represents those likely to be below average but not at, below or close to the 20th percentile†
16	I am unable to take sufficient breaks	2.00	Urgent action needed. Represents those at, below or close to the 20th percentile†
18	I am pressured to work long hours	4.00	20th percentile†

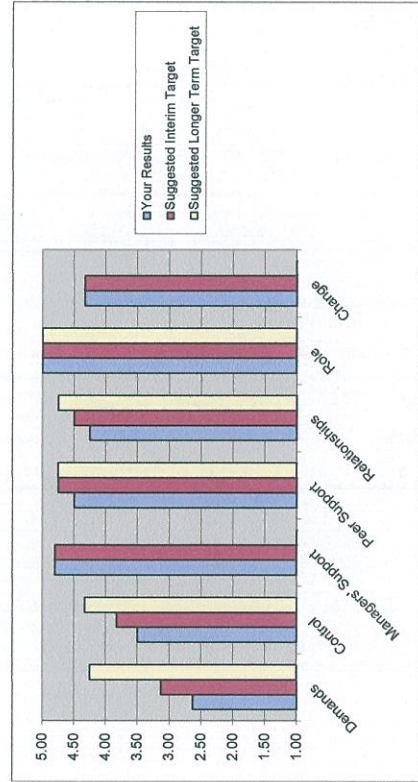
Question	Relationships	Average	Key
21	I am subject to bullying at work	5.00 *	Doing very well - need to maintain performance
34	Relationships at work are strained	4.00	Represents those at, above or close to the 80th percentile†
Overall		4.25	

Question	Relationships	Average	Key
1	I am clear what is expected of me at work	5.00	Doing very well - need to maintain performance
4	I know how to go about getting my job done	5.00	Represents those at, above or close to the 80th percentile†
11	I am clear what my duties and responsibilities are	5.00	Good, but need for improvement. Represents those better than average but not at, above or close to the 80th percentile†
13	I am clear about the goals and objectives for my department	5.00	Clear need for improvement. Represents those likely to be below average but not at, below or close to the 20th percentile†
17	I understand how my work fits into the overall aim of the organisation	5.00	Urgent action needed. Represents those at, below or close to the 20th percentile†
Overall		5.00	

Question	Relationships	Average	Key
2	I can decide when to take a break	5.00	Doing very well - need to maintain performance
10	I have a say in my own work speed	3.00	Represents those at, above or close to the 80th percentile†
15	I have a choice in deciding how I do my work	4.00	Good, but need for improvement. Represents those better than average but not at, above or close to the 80th percentile†
19	I have a choice in deciding what I do at work	1.00	Clear need for improvement. Represents those likely to be below average but not at, below or close to the 20th percentile†
25	I have some say over the way I work	3.00	Urgent action needed. Represents those at, below or close to the 20th percentile†
30	My working time can be flexible	5.00	Doing very well - need to maintain performance
Overall		3.50	

Question	Relationships	Average	Key
8	I am given supportive feedback on the work I do	5.00	Doing very well - need to maintain performance
23	I can rely on my line manager to help me out with a work problem	5.00	Represents those at, above or close to the 80th percentile†
29	I can talk to my line manager about something that has upset or annoyed me about work	5.00	Good, but need for improvement. Represents those better than average but not at, above or close to the 80th percentile†
33	I am supported through emotionally demanding work	4.00	Clear need for improvement. Represents those likely to be below average but not at, below or close to the 20th percentile†
35	My line manager encourages me at work	5.00	Urgent action needed. Represents those at, below or close to the 20th percentile†
Overall		4.80	

Question	Relationships	Average	Key
7	If work gets difficult, my colleagues will help me	4.00	Doing very well - need to maintain performance
24	I get help and support I need from colleagues	4.00	Represents those at, above or close to the 80th percentile†
27	I receive the respect at work I deserve from my colleagues	5.00	Good, but need for improvement. Represents those better than average but not at, above or close to the 80th percentile†
31	My colleagues are willing to listen to my work-related problems	5.00	Clear need for improvement. Represents those likely to be below average but not at, below or close to the 20th percentile†
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