



a members' guide  
to work-related

# stress

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# Introduction

The Stress, Stigma, Solutions campaign from the BECTU sector of Prospect is based on the premise that stress and stigma can be overcome: that there are solutions.

Sometimes solutions can come from within ourselves if we have the insight, will, strength and support to explore them. However **work-related stress** is triggered by work factors so we must also rely on our employers to help manage it and to support us through those difficult times.

Just like any other occupational risks to health and safety, employers have moral and legal duties of care to protect their employees from harm. Where they fail, they may have to make adaptations or be liable to compensate those affected so it must be taken seriously.

As a union, it's our approach to ensure our members understand some of the causes of stress and work-related stress, and how they can best protect themselves and their colleagues from it, because prevention is so much better than cure. Where we identify issues in the workplace that are causing stress we need to take those up and find collective solutions.

The recession has changed the work landscape. We are all under pressure to do more, with less. Technology makes new demands of us and it's harder and harder to switch off. We're juggling more caring responsibilities at home. Management has become less compromising and in many instances, work is less secure. When you combine the societal pressures with difficult

managerial situations, an unsupportive manager say, or unrealistic expectations of productivity – things can quickly become too much for the people caught in the middle.

An independent, government-commissioned review of mental health at work, released in October 2017, found that 300,000 people with a long term mental health condition are forced to leave their jobs each year. This is twice the rate as those without a mental health condition, and higher than those with a long-term physical condition.

So this tells us something about our need as a union to make sure we're protecting those of us that are experiencing these difficulties and that we must tackle that stigma. Because talking about these concerns can often be the start of finding a solution. But the fear of the associated stigma makes too many of us scared to ask for the right support at the right time.

The statistics tell us that many of us will have a period in our life when we need a bit more support, but that there absolutely can be solutions and a way through it.

This guide advises members about stress, stigma and **self-help solutions**.

We want our members to be able to understand this issue, to talk about it and to support one another.

Together, we make a difference.

# What is stress?

Pressures affect us in a number of ways, physically and emotionally, and to varying degrees.

All sorts of situations stress us. The most common involve money, work and our family relationships. Stressors outside the range of normal human experience, such as abuse or witnessing horror, may lead to post-traumatic stress disorders. **Anyone can become stressed**, though not everyone notices it. We react differently to pressures, depending on the circumstances, our personalities and our self-awareness.

Some pressures can be positive, making us more alert and helping us to perform better, for instance deadlines, live theatre or TV, job interviews or public speaking. Some people are positively exhilarated and thrive on the excitement of high-risk activities. This is fine when it is short-lived. But sustained or relentless pressure that we don't feel in control of - that keeps us in a heightened state of urgency can exceed our ability to cope, exhaust us and damage our physical and mental health.

**This can have implications at home and at work.** Productivity is reduced by increased presenteeism – when staff are unwell and underperform – or absenteeism – when staff are off sick or go AWOL. These give rise to resource and reputational risks. Discrimination can occur if mental health problems associated with stress are stigmatised. While one in six workers has a stress-related problem such as anxiety or depression, one in five fears disclosing it will mark them out for redundancy.

## Stress is serious

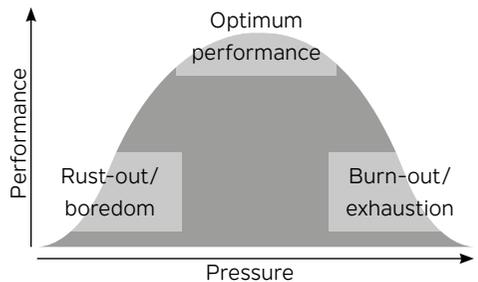
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**Definition:** Stress is the adverse reaction people have to excessive pressure or relentless demands that exceed their resources to cope.

**Physiology:** The physical reaction we have to a perceived threat is the involuntary 'fight or flight' response.

Hormones are released, raising heart rate and blood pressure to increase oxygen and glucose supplies to the muscles, which are cooled by increased perspiration. The body is, in effect, revved up to maximise its efficiency to respond to and protect itself from the drama that has happened.

### The stress pressure-performance curve



When short-lived, this response to pressure can be beneficial: it motivates and can generate a buzz. However, if it goes on for too long or too frenetically, without opportunities for escape or recovery, it can have the opposite effect. The build-up of stress hormones, notably adrenaline and cortisol, and the changes they produce can be damaging.

## The problems with stress

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Severe and sustained pressures that exceed a person's resources to cope are stress factors, or stressors. Stressors can trigger acute and chronic physical and psychological health problems, as well as bad habits and feelings that may exacerbate the situation. Below we summarise key concerns. For a list of signs and symptoms, *see Appendix 1*.

There are clear implications for individuals, their relationships at home and at work and, potentially, their families, employing organisations and ultimately their job security – *listed below*.

## Individual impact

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### Physical health

- heart disease
- raised sugar and fat deposits
- diabetes
- decreased thyroid activity
- lowered immunity

### Mental health

- insomnia
- anxiety
- depression
- existing mental health problems made worse
- post-traumatic stress disorders

### Bad habits

- comfort eating
- drinking more alcohol
- smoking more
- taking drugs
- isolating yourself

## Feelings and emotions

- poor concentration and memory
- edgy and hypersensitive
- indecisive
- poor judgement
- dark thoughts ('black dog days').

## Organisational impact

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- productivity and quality
- resource use or profitability
- flexibility, agility, creativity and innovation
- staff turnover
- customer and staff safety and health
- business image and corporate social responsibility reputation.

# Causes of stress

**Modern living is high tech, high speed and creates high expectations.** All sorts of situations and events can cause stress:

## Work

- work intensification
- skills undervalued
- performance management
- long working hours
- job insecurity
- unfair culture
- bullying and harassment
- trauma at work
- techno-stress

## Life events

- unemployment
- having a baby
- moving house
- marriage
- bereavement
- separation/divorce
- victim of violence
- kids leaving home

## Home

- relationship problems
- financial worries
- serious illness
- disability
- caring responsibilities
- bad housing
- noisy neighbours
- kids moving back!

The experience of stress varies between individuals. Sometimes there is no obvious cause. It may result from a build-up of small things over time, until a straw breaks the camel's back. However in the work setting, there are well-recognised psychosocial risks.

The UK's Whitehall Studies of civil servants have been central to our understanding of the risk factors and how they cause harm. For instance, the impact of high work demands with low autonomy (control or flexibility with workload) has been linked to heart disease. In the UK the highest rates of work-related stress are found in health care and social work, followed by education and the public administration and defence sector. In the following pages we explore the key stressors that our members might experience.

## Work intensification

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Changes in the way that work is organised, rewarded and controlled have led to an increase in the intensity with which work is allocated and performed across the UK economy. As **more is demanded of fewer** people, staff face increased workloads, greater responsibility and tougher deadlines.

## Undervaluing craft skills

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BECTU members are typically specialists in their field. Yet their unique skills can be taken for granted or drowned out in creative workplaces. Sometimes technically skilled people may be working for managers who don't share the same work motivations;

indeed when it comes to detail, they may lack a common language. There is potential for misunderstandings at best, conflict at worst. Failure to value specialists or take skills for granted can reflect in many ways, not least pay. These can compound to create even more stress.

## Micro-management

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We all know that having an inspiring and motivational manager can make all the difference in the world of work. But if you are working in a team that you feel is without trust and respect, and if this is getting in the way of you being able to successfully get on with your job, it can make for an increasingly stressful working day.

## Long working hours

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Statistics suggest that full-time employees in the UK work some of the longest hours in Europe. Reasons they give include fear of job loss, trying to secure promotion and workload.

Workload can be both quantitative and qualitative. Quantitative load is having too much to do and too many interruptions in the normal working day. It can result in a need to work overtime, which may or may not be paid. (The TUC's annual **Work Your Proper Hours day** is usually held in late February or early March. It marks the day when the average person who does unpaid overtime finishes the unpaid days they do every year and starts earning for themselves.) Qualitative load is when an employee struggles to do a job that they find difficult, meaning that everything takes longer.

Many people end up working long hours to increase their chances of promotion. This can be triggered by peer pressure or the business

culture, particularly in organisations that over-value visible time in the workplace.

Research on long hours and health suggests an increased risk of cardiovascular disease. However, this is complex because long hours inevitably trigger other bad habits such as poor diet, smoking and no exercise. Long hours also have an impact on non-working life, endangering personal relationships, which adds to the stress.

**It is important to strike a work-life balance.** Most people recognise that working long hours is an occasional necessary evil but would prefer to work less.

### EYES HALF SHUT?

*BECTU's Eyes Half Shut report is based on a survey of members in freelance branches in the production sector. Some of the key findings are that 6 out of 10 shooting crews reported that they regularly work beyond their contractual hours. Nearly 80% said there had been mistakes made at work that were attributable to tiredness and fatigue. Nearly 90% of respondents said that working long hours had a negative effect on their family lives.*

## New contracts and job insecurity

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Before the 2008 recession, perceptions of job insecurity were at odds with evidence showing that jobs were, in fact, secure. Employers were providing long-term commitments and stability. The situation changed for the private sector in 2008 and since 2010 many public sector jobs have fallen prey to austerity. Demands for employees to work harder have increased in both sectors.

Hopping from one contract to another, or being anxious about putting a foot wrong which will end the chance of contact renewal/ engagement can be hugely stressful within the entertainment industry.

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## Justice and work

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People can be highly stressed by perceptions of unfairness at work. Examples include selection procedures for promotion or redundancy that seem to give preferential treatment; performance management procedures that are at odds with effort and reward; and inconsistent disciplinary procedures.

These problems are often acute during periods of **change or restructuring**. They can jeopardise trust. It's one of the reasons that BECTU believes in collective bargaining to get decent agreements in place that govern the world of work, but that's only ever half of the battle. Ensuring employers walk the walk (as well as talk the talk) is also part of the reason unions, local reps – and plenty of members – are so important.

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## Bullying and harassment

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Bullying and harassment tend to increase when people feel stressed. The 'fight or flight' response is the physiological reaction to a perceived harmful event. Environments from which there is no escape tend to elicit the fight response. Poorly managed change and/ or aggressive management can be a recipe for internal hostility, infighting and general unpleasantness at work.

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## Trauma at work

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Any of us can have an experience that is harrowing, overwhelming and beyond our

control. However, certain occupations, such as the emergency services, traffic officers and accident investigators, are more likely to have to deal with horrifying scenes. For BECTU members, this might include reporting/ filming in or from a war zone or following some kind of natural disaster. Most people, in time, recover from the experience and may not need help. However, for some, traumatic experiences trigger a reaction that can last for months or even years, with flashbacks, nightmares and a host of other frightening physical and emotional symptoms. This acute stress reaction is called post-traumatic stress disorder. It cannot be prevented by a debriefing.

PTSD can start immediately or after a delay, but usually within six months of the traumatic event. Though it may not seem like it, the reaction is intended to help keep a person going. Fortunately, PTSD can be treated so it is important to get expert help.

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## Techno-stress

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Finally, while many of us love our smartphones and the convenience that IT offers, there is a negative effect of consistent technological change, known as 'techno-stress'. This relates to factors such as our anxieties about IT proficiency, frustrations when technology lets us down or potentially concerns about 'big brother' surveillance – and watching what is said on social media. There is also growing evidence that IT reduces meaningful social interaction and might create feelings of social isolation at work. While IT allows us to be flexible, it's also hard to get away from our e-mails and phone calls – which means that our rest days can be interrupted and we don't quite recover in the way our body needs.

# Stress and stigma

It is one thing for a person to identify stress and another for them to open up about it.

Anxiety and depression, the typical medical conditions associated with stress, are categorised as common mental health problems. Mental ill health carries a stigma and risk of discrimination. It's our hope as a union that if we can get our members to talk about these issues, we might start to chip away at that stigma.

It is the psychological harm that distinguishes poor risk management of stress from other areas of health and safety, where injury is typically physical.

Consider the following analogy: If your employer fails to protect you from a fall from height, this is likely to arise from a failure to provide suitable physical barriers or fall mitigation (for instance a harness) and you might be injured, maimed or killed.

If employers fail to protect you from work overload, long hours and bullying behaviours they, in effect, 'mess with your head'. You might still end up 'falling', but if the organisational culture is one where it doesn't feel safe to speak up about your plummeting sense of self, you may resort to self-stigmatising (for instance, by blaming your lesser performance on domestic problems).

Or your employer may question your fitness for the job. We need to join these dots and ensure our workplaces are safe – mentally as well as physically – and encourage BECTU branches to think about what more we can do

in each workplace to ensure those risks have been considered.

So – have there been stress risk assessments carried out, are working hours under control? Can people raise concerns with management? These are just a few of the things we can think about – and act on.

## HSE Management Standards

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The HSE Management Standards define six areas of work design that, if not properly managed, give rise to stress. They can be likened to hazards and are:

- **demands** – such as workload, shifts and the work environment
- **control** – having a say in how and where you work and when you take breaks
- **support** – management and peer encouragement plus the resources to do your job
- **relationships** – with your line manager, colleagues and clients
- **role** – clear and unambiguous, particularly if you have several roles
- **change** – a 'no surprises' approach recognises the adverse impact of uncertainty.

For each of these areas, standards are set with examples of positive signs employers are expected to achieve (listed in Appendix 2).

The Health and Safety Executive has also developed a stress management competency framework which explains the skills and

behaviours known to reduce the likelihood of stress.

An independent review of mental health at work released in October 2017 recommended that all employers, regardless of size or sector, implement six core standards to improve the mental health of their staff. They centre on providing staff with effective support, encouraging open communication and raising awareness of mental health conditions.

The report, called '*Thriving at Work*', also outlined more stretching goals for larger employers and the public sector. These four standards are:

- increase transparency and accountability through internal and external reporting
- demonstrate accountability
- improve the disclosure process
- ensure provision of tailored in-house mental health support and signposting to clinical help.

BECTU has said that these standards should be implemented alongside efforts to tackle work-related stress wherever our members work.

# Self-help solutions

Worried about stress? Worried about stigma? This chapter provides advice and resources to enable you to reflect on your personal situation in private. That way you can consider whether you can help yourself and resolve any concerns without anyone else knowing.

However, if you want help, ask for it – Chapter 7 explains how BECTU can help. We may have many members in a branch who are in the same position as you. Representatives will be stronger in dealing with management if they know how many of their members are suffering.

Remember, the risks of stress should be managed by an employer like any other occupational health and safety danger. When employers fail to do this, responsible employees may feel their inability to cope is their own fault. Self-stigmatising often follows and in no time employees are on a dangerously slippery-slope. Don't go there. Tell your BECTU representative if you feel matters are heading out of control. Give them the chance to intervene and take action.

## Are you at risk of stress?

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You may be at risk of stress if:

- your work is building up
- you stop taking your breaks and eat meals at your workstation
- you have festering or unresolved conflicts
- you feel pressurised or tempted to cut corners, even if you know it is wrong
- you are being subject to unacceptable

behaviours such as bullying

- you are being discriminated against
- your punctuality, performance, quality of work or productivity are suffering
- you work excessive hours or blur boundaries by, for example, allowing 24/7 work access via a smartphone.

## Identifying your stress

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Use the impacts lists on page 3 and Appendix 1 to check for signs and symptoms of stress.

Try to recognise, acknowledge and understand any decline in your wellbeing. Self-awareness will help you take the right course of action, be that a decision to make changes to your work and/or life or a decision to ask for help. Some people keep a mood journal to help spot trends and identify the aspects of their life that trigger stress.

There are some excellent interactive tools you can use to help you solve problems. They are:

- The Long Hours Advice Clinic – quick and easy with instant on-line feedback:  
**[tools.worksmart.org.uk/workyourproperhour/day/quiz](https://tools.worksmart.org.uk/workyourproperhour/day/quiz)**
- i-resilience report – this takes longer and you can print out the results to reflect on them: **[www.robertsoncooper.com/iresilience](http://www.robertsoncooper.com/iresilience)**

## Manage your stress

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Here are 10 tips to help you avoid stress and manage your wellbeing:

- **Manage your time and stay positive.** Work out the time of day when you're at your best so you can make lists and do important tasks then.
- **Regain control.** Plan, prioritise and get some quick wins. Don't be hard on yourself.
- **Take your breaks.** Have a breather. Go for a stroll. Work in a different workspace because a change of scene can change your perspective.
- **Be active and exercise.** It will improve your mood and fitness, release happy hormones and help you sleep.
- **Get enough sleep.** A sleep routine is incredibly important. Cherish and protect it.
- **Laugh and have fun.** It eases tension. Make time for the activities you enjoy. Connecting with friends, family, colleagues and communities enrich us. Evidence shows pets help, too.
- **Eat and drink healthily.**
- **Learn to relax.** Simple breathing exercises, meditation, mindfulness and massages can all help.
- **Kick the bad habits.** Smoking kills, alcohol depresses and caffeine over-stimulates, prompting headaches.
- **Seek help.** If the nine tips above don't work, you may need to ask for help.

## Stress sickness absence

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Stress ill health may necessitate sickness absence if the sufferer becomes unfit to work.

Organisations are not consistent in the way they respond to and manage stress-related absence. A host of variables exists, including sector, organisational size and culture, occupational health provisions and localised line management. Employers in the UK do not

adopt the practice favoured by some other European countries of quietly endorsing a 'duvet day' to deal with short-lived stress. While this may happen unofficially in some workplaces, it would be impossible in many BECTU workplaces because their skills cannot be substituted.

For long-term stress-related sickness, poor management practice with late intervention means that all too often employees are sick for lengthy periods before the link to stress is made. This is unfortunate as a lack of contact with work can exacerbate the stress-related ill health. Indeed, the longer someone is off sick with mental ill health, the less likely they are to return to employment. That's one of the reasons we encourage members to be as self-aware as possible, and take preventative or early action whenever possible.

BECTU's full-time officers and our network of reps (who support members in the workplace) are committed to securing the best possible outcomes for members who are off sick with stress. We are here to support our member in the workplace, and help members to articulate what they need. We often find that just having that support in formal meetings can be a great source of help.

Remember, one in six workers experiences mental ill health at some point. The rate increases to one in four for those looking for work. The UK is advanced in its understanding of the problems and its policy promotion; yet all too often this is not matched by employer practice. Indeed, some employers will deliberately seek to exit 'unfit' staff as a more cost-effective solution than supporting them or providing rehabilitation. This situation is unacceptable.

## Return to work and rehabilitation

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Good employers recognise the benefits of combining good practice that has evolved through health and safety and disability management. They blend principles of work adaptation with reasonable adjustments. Adaptations used to manage stress may have contractual or salary implications, and include the following:

- permission to talk to or see employee assistance services during paid work time
- rearranging responsibilities such as exchanging a single demanding project for a number of smaller tasks
- reducing noise in the work environment
- alternative working patterns such as part-time, job sharing or flexitime
- other flexible options such as occasional or permanent homeworking.

Because stress is so personal to the individual, so must the solution be. We would always encourage our members to be the lead on where they think the solutions lie.

# Line managers and stress management

Many of our members may also be line managers/project managers/directors etc – with huge demands on their time and energy. The role of a manager is made tougher by requirements to implement management strategies which they may not completely support. Squeezed between top-down demands and upward expectations, this is a recipe not only for stress but potentially for bullying.

Middle managers are typically made responsible for implementing stress management measures, though not always with specific training. BECTU members can obtain Prospect's guide for line managers (Members' Guide 29) that seeks to support middle managers in this situation.

It explains improvements to the Health and Safety Executive's Management Standards that were developed to support middle management behaviours and aims to ensure they are effectively equipped to act as stress managers. The 'stress competency framework' was jointly published by HSE and the Chartered Institute of Personnel and Development.

BECTU officials can offer further support to members who are also managers and find themselves in this situation.

# Stress and the law

## Duties of care

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Employers have statutory and common law duties of care to ensure the health, safety and welfare at work of their employees. This includes protecting their staff from stress.

An employer is entitled to assume that an employee can cope with the normal pressures of work unless the employer knows something specific about the job or the individual that prompts them to consider the risk of psychiatric injury. Employers don't have to make intrusive enquiries and are entitled to take what their employee tells them at face value.

So if you feel stressed or mentally unwell from your work and expect your employer to respond, you must make them aware of this. You don't have to be forceful about it; indeed you may not feel well enough. However, if you give the impression that all is well the employer can take that at face value.

Once an employer is aware that someone is feeling stressed or mentally unwell, they have a duty to take reasonable steps to try to resolve or take account of the stressor, irrespective of whether it arises from work or home. Employers are expected to keep abreast of developments in stress management and implement them in good time.

## Disability duties

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Stress is not recognised as a disability, though this is becoming a grey area as the law evolves.

Typically it is not until stress has deteriorated into clinical depression that it is dealt with as an 'impairment' under the Equality Act. If stress triggers or exacerbates pre-existing physical or mental ill health, long-term effects may also constitute a disability. Members who want to understand this aspect of the law better are strongly encouraged to talk to a full time official.

Without the criteria for defined disability being met, however, employers are not obliged to treat stress sufferers with the sensitivity elicited by equality duties (specifically a right to request reasonable adjustments). Clearly this has implications for workers with stress but advice can be obtained from your local rep.

BECTU can seek compensation for stress where there is evidence of employer negligence giving rise to personal injury. But members should note that few stress-related personal injury claims succeed because it is very difficult to prove employers' liability in stress cases. Courts need to be satisfied that work was the cause, the problem was known to the employer, resultant ill health was foreseeable and there was a failure in the duty of care. Successful cases have typically involved a recognised psychiatric injury that is so profound that the plaintiff is no longer employable.

Hence our union's preference for prevention – because the law is there but it's often difficult to use. It is also why we encourage members to ask for help if their own efforts appear to be failing.

# Asking for help

You may wish to start by exploring your options with a trusted friend or relative.

Your BECTU rep is also available to offer advice. They are not trained counsellors but can signpost you to problem-solving support (see Appendix 3) and any professional help available.

Your employer may provide welfare, staff assistance or talking therapies. Some organisations make these permanently available, others require a referral, in which case you will have to disclose your concerns to your employer. Again, you can discuss this with your rep.

A gender-sensitive approach to occupational safety and health can be important (the TUC calls this GOSH). For example, when it comes to asking for help, men are much less likely to do so. This can have tragic outcomes, with men more likely to take drastic measures if pressures tip them over the edge. Remember: it's not necessarily strong to be silent.

## Emergency help

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Some employers provide mental health first-aiders – meaning you may have access to emergency help within your organisation.

If not, the Samaritans provide help 365 days a year. You can phone or email them at any time.

**If you are feeling dangerously stressed and need help immediately, telephone the Samaritans on 116 123.**

**Remember: there is no shame in asking for help and it may be a really important first step.**

## 1: Stress – What, me?

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### How your body may react

- headaches, tiredness
- restless, twitchy
- cramps or muscle spasms
- pins and needles
- high blood pressure
- feeling sick or dizzy
- constipation/ diarrhoea
- indigestion or heartburn
- lack of appetite
- sexual difficulties
- fainting, chest pains
- grinding your teeth.

### How you may feel

- irritable
- aggressive
- depressed
- fearing failure
- dreading the future
- a loss of interest
- neglected, alone
- a loss of sense of humour
- bad or ugly
- fearful you are seriously ill.

### How you may behave

- hard to make decisions
- hard to concentrate
- denying there's a problem

- avoiding difficult situations
- frequently crying
- biting your nails
- hiding your true feelings
- being snappy or aggressive
- hard to talk to others.

## 2: HSE management standards

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Examples of positive signs that employers are expected to achieve

### Demands

- Staff say they can cope with the demands of the job.
- Staff skills and abilities are matched to the job demands.
- Targets and productivity match salaried hours of work.
- Work facilities (eg lighting, workstations) take account of individual needs.

### Control

- Staff have control over their pace of work.
- Staff have a say on how they do their job, including work patterns and breaks.
- Staff are encouraged to use their skills and initiative.
- Staff are encouraged to develop existing skills and learn or develop new skills.

### Support

- Staff say they receive adequate information and support from colleagues and management.

- Policies and procedures support staff.
- Staff are encouraged to support colleagues.
- Staff know what support and resources are available and how to access them. They are able to develop new skills for career progression.
- Staff receive regular and constructive feedback.

### Relationships

- Staff say they are not subjected to unacceptable behaviours such as bullying.
- Policies and procedures promote positive behaviours, prevent unacceptable behaviours, resolve conflict and promote fairness.
- Staff share information relevant to their work.

### Role

- Staff say they understand their role and responsibilities.
- Staff are provided with information that enables them to understand their roles and responsibilities or raise concerns if in doubt.
- The roles and responsibilities of individual staff are clear and compatible with those of other colleagues.

### Change

- Staff say they are involved, consulted and given a chance to shape plans for organisational change.
- Timely information and explanations are provided, along with a timetable.
- Staff are aware of any impact on their jobs and given support, including training if necessary.

## 3: Sources of further help

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### BECTU – a sector of Prospect

- BECTU website [www.bectu.org.uk](http://www.bectu.org.uk)
- Eyes Half Shut (Long working hours report) can be downloaded via our website at this page: [www.bectu.org.uk/advice-resources/library/2363](http://www.bectu.org.uk/advice-resources/library/2363) and further information via <http://bit.ly/eyeshalfshut>

### Prospect

- [www.prospect.org.uk/stress](http://www.prospect.org.uk/stress)
- You can also download ten stress self-help tools from [www.the-stress-site.net/Prospect.html](http://www.the-stress-site.net/Prospect.html)
- There is additional long working hours information via the Prospect WorkTime YourTime campaign: [www.prospect.org.uk/worktime](http://www.prospect.org.uk/worktime)

### Health and Safety Executive

- Information for employees, including signs and symptoms of stress: [www.hse.gov.uk/stress/help-employee.htm](http://www.hse.gov.uk/stress/help-employee.htm)
- Advice for managers on mental health conditions: [www.hse.gov.uk/stress/mental-health.htm](http://www.hse.gov.uk/stress/mental-health.htm)
- Also for line managers, the HSE has a stress management competency indicator tool: [http://bit.ly/competencies\\_tool](http://bit.ly/competencies_tool)

### Mental health charities

- Campaign Against Living Miserably: [www.thecalmzone.net](http://www.thecalmzone.net)
- Mental Health Foundation: [www.mentalhealth.org.uk](http://www.mentalhealth.org.uk)
- Mind: [www.mind.org.uk](http://www.mind.org.uk)
- Rethink Mental Illness: [www.rethink.org](http://www.rethink.org)
- Time To Change: [www.time-to-change.org.uk](http://www.time-to-change.org.uk)

## **NHS**

- The moodzone: **[bit.ly/NHS\\_moodzone](https://bit.ly/NHS_moodzone)**
- Stress reduction advice:  
**[bit.ly/NHS\\_reduce\\_stress](https://bit.ly/NHS_reduce_stress)**
- The NHS website has a great selection of self-help leaflets  
**<https://web.nrw.nhs.uk/selfhelp/>**

## **Quick on-line self-assessments**

- Long hours advice clinic:  
**[tools.worksmart.org.uk/  
workyourproperhoursday/quiz](https://tools.worksmart.org.uk/workyourproperhoursday/quiz)**
- NHS mood self assessment:  
**[bit.ly/NHS\\_self\\_assessment](https://bit.ly/NHS_self_assessment)**
- Stress MOT: **[bit.ly/TUC\\_stress\\_MOT](https://bit.ly/TUC_stress_MOT)**

## **Self-help tool**

- Work-Life Solutions' Pressurised Situation Profiling Tool: **[bit.ly/pspt\\_tool](https://bit.ly/pspt_tool)**

## **Samaritans**

- SAMARITANS 24/7 every day of the year.
- If you need them immediately,  
call: **116 123**
- You can also email **[jo@samaritans.org](mailto:jo@samaritans.org)**



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