Annex A.
Workforce Transformation Programme

A.1. Workforce questionnaire

See overleaf.

D-SITAR Evaluating the Drug Strategy Investment in Treatment And Recovery | RAND EUROPE | King's College London | The University of Manchester | NHS South London and Maudsley NHS Foundation Trust | FUNDED BY NIHR National Institute for Health and Care Research

D-SITAR WORKFORCE QUESTIONNAIRE

This questionnaire collects information about you, the pressures of your job, and how you feel about your workplace. It is **anonymous** and you do not have to answer any questions if you don't want to.

ABOUT YOU: These questions are about your job role and your background
*Please tick only **one** option for each question below*

Q1: What is your job role?
- ☐ Drug and alcohol worker
- ☐ Peer support worker
- ☐ Volunteer
- ☐ Regulated professionals *e.g. nurse, psychiatrist*
- ☐ Commissioner
- ☐ Other

Q2: How are you employed?
- ☐ Full-time
- ☐ Part-time
- ☐ Not employed - Voluntary

Q3: If you are employed, what type of contract are you on?
- ☐ Fixed term contract
- ☐ Permanent contract
- ☐ Bank/agency/temporary

Q4: Do you work directly with people who use alcohol or other drugs?
- ☐ Yes
- ☐ No

Q5: Do you supervise others?
Including supervising volunteers or peer support workers
- ☐ Yes
- ☐ No

Q6: How long have you worked in the drug and alcohol sector?
- ☐ Less than 1 year
- ☐ 1 year – 3 years
- ☐ 3 years – 5 years
- ☐ More than 5 years

Q7: Would you say you have appropriate and achievable career development pathways in your current role?
- ☐ Yes
- ☐ No

Q8: Do you have lived experience of drug and alcohol treatment and recovery?
Lived experience is the experience of people are or have been affected by problem drug or alcohol use
- ☐ Yes
- ☐ No

Q9: What is your age?
- ☐ 18-25
- ☐ 26-35
- ☐ 36-50
- ☐ 51-65
- ☐ Over 65

Q10: What is your gender?
- ☐ Male
- ☐ Female
- ☐ Non-binary
- ☐ Prefer not to say

Q11: What is your ethnic group?
- ☐ White
- ☐ Mixed or Multiple ethnic groups
- ☐ Asian or Asian British
- ☐ Black, Black British, Caribbean or African
- ☐ Other ethnic group (specify):

_____

_____

HOW YOU FEEL ABOUT YOUR JOB AND YOUR WORKPLACE: Questions 12 and 13 help us understand how your job affects you, what it's like to work in your organisation, and how satisfied you are in your role.
*Please tick only **one** option (column) for each question (row) below*

Q12: How often do you feel the following statements?
Please tick one column per row

	Never	Almost never	Rarely	Sometimes	Often	Very often	Always
A) At my work, I feel **bursting with energy**							
B) I am **enthusiastic about my job**							
C) I am **immersed in my work**							
D) I feel **worn out** at the end of the working day							
E) I am **exhausted** in the morning at the thought of another day at work							
F) I feel that every **working hour** is **tiring** for me							
H) I have enough **energy for family and friends** during leisure time							
I) I feel my work is **emotionally exhausting**							
J) I feel **burnt out** because of my work							
K) I feel **frustrated** by my work							

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Q13: To what extent do you agree or disagree about the following statements? *Please tick one column per row*	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Demands					
1) Different groups at work **demand things from me** that are hard to combine					
2) I have **unachievable deadlines**					
3) I have to **work very intensively**					
4) I have to neglect some tasks because I have **too much to do**					
5) I am unable to take **sufficient breaks**					
6) I am pressured to work **long hours**					
7) I have to **work very fast**					
8) I have **unrealistic time pressures**					
Control					
9) I can decide when to **take a break**					
10) I have a say in my own **work speed**					
11) I have a choice in deciding **how I do my work**					
12) I have a choice in deciding **what I do at work**					
13) I have some say over **the way I work**					
14) My **working time** can be flexible					
Managerial Support					
15) I am given **supportive feedback** on the work I do					
16) I can **rely on my line manager** to help me out with a work problem					
17) I can **talk to my line manager** about something that has upset or annoyed me about work					
18) I am **supported through emotionally demanding work**					
19) My **line manager encourages me** at work					
Peer Support					
20) If work gets difficult, my **colleagues will help me**					
21) I get **help and support** I need from **colleagues**					
22) I receive the **respect** at work I deserve from my colleagues					
23) My colleagues are **willing to listen** to my work-related problems					
Relationships					
24) I am subject to **personal harassment** in the form of unkind words or behaviour					
25) There is **friction or anger** between colleagues					
26) I am subject to **bullying** at work					
27) **Relationships** at work are **strained**					
Role					
28) I am **clear what is expected of me** at work					
29) I know **how to go about getting my job done**					
30) I am clear what my **duties and responsibilities** are					
31) I am clear about the **goals and objectives** for my department					
32) I understand how my **work fits into the overall aim of the organisation**					
Change					
33) I have sufficient opportunities to **question managers about change** at work					
34) Staff are always **consulted about change** at work					
35) When changes are made at work, I am clear how they will **work out in practice**					
Intentions to leave					
36) I often **think about leaving** this organisation					
37) I will probably look for a **job at a new organisation** in the next 12 months					
38) As soon as I can **find another job**, I will leave this organisation					
Job Satisfaction					
39) I am satisfied with my **level of pay**					
40) I have adequate **materials, supplies and equipment** to do my work					
41) There are **enough staff** at this organisation for me to do my job properly					

A.2. Sample characteristics of the alcohol and/or other drugs workforce

A.2.1. Phases 1 and 2

	Phase 1 and 2 – % (n)
	n=241
What is your job role?	
Drug and alcohol worker	35.8% (86)
Other	32.1% (77)
Regulated professionals	15.4% (37)
Commissioner	7.9% (19)
Volunteer	5.8% (14)
Peer support worker	2.9% (7)
Missing	1
How are you employed?	
Full-time	80.3% (191)
Part-time	12.2% (29)
Not employed – Voluntary	7.6% (18)
Missing	3
If you are employed, what type of contract are you on?	
Permanent contract	74.1% (163)
Fixed/bank/agency/temporary	25.9% (57)
Missing	21
Do you work directly with people who use alcohol and/or other drugs?	
Yes	80.0% (192)
No	20.0% (48)
Missing	1
Do you supervise others?	
Yes	60.5% (144)
No	39.5% (94)
Missing	3
How long have you worked in the drug and alcohol sector?	
Less than 1 year	14.2% (34)
1 year – 3 years	20.8% (50)

	Phase 1 and 2 – % (n)
	n=241
3 years – 5 years	11.3% (27)
More than 5 years	53.8% (129)
Missing	1
Would you say you have appropriate and achievable career development pathways in your current role?	
Yes	77.1% (182)
No	22.9% (54)
Missing	5
Do you have lived experience of alcohol and/or other drugs treatment and recovery?	
Yes	56.3% (135)
No	43.8% (105)
Missing	1
What is your age?	
18–25	3.8% (9)
26–35	20.0% (48)
36–50	43.3% (104)
Over 50	32.9% (79)
Missing	1
What is your gender?	
Female	57.6% (137)
Male	42.4% (101)
Missing	3
What is your ethnic group?	
White	82.4% (197)
Asian or Asian British	6.7% (16)
Black/Black British/Caribbean or African	5.4% (13)
Other/Mixed	5.4% (13)
Missing	2

A.2.2. Phase 3

	Phase 3 – %(n)
	n=16
What is your job role?	
Other	50.0% (8)
Commissioner	*
Drug and alcohol worker	*
Regulated professionals	*
Peer support worker	*
Volunteer	*
How are you employed?	
Full-time	*
Part-time	*
Not employed – Voluntary	*
If you are employed, what type of contract are you on?	
Permanent contract	*
Fixed/bank/agency/temporary	*
Do you work directly with people who use alcohol and/or other drugs?	
Yes	56.3% (9)
No	43.8% (7)
Do you supervise others?	
No	*
Yes	*
Missing	1
How long have you worked in the drug and alcohol sector?	
Less than 1 year	*
1 year – 3 years	*
3 years – 5 years	*
More than 5 years	75.0% (12)
Would you say you have appropriate and achievable career development pathways in your current role?	
No	*
Yes	*

	Phase 3 – %(n)
	n=16
Do you have lived experience of alcohol and/or other drugs treatment and recovery?	
No	*
Yes	*
What is your age?	
18–25	*
26–35	*
36–50	*
Over 50	62.5% (10)
What is your gender?	
Female	68.8% (11)
Male	31.3% (5)
What is your ethnic group?	
White	*
Other/Mixed	*
Asian or Asian British	*
Black/Black British/Caribbean or African	*

** Denotes a number that has been obscured to prevent identification.*

A.3. Phases 1 and 2 results from workforce survey – Figures and Tables

A.3.1. CBI – Copenhagen Burnout Inventory

Figure A.3.1. Workforce members from Phases 1 and 2 responses to 7 questions from the CBI

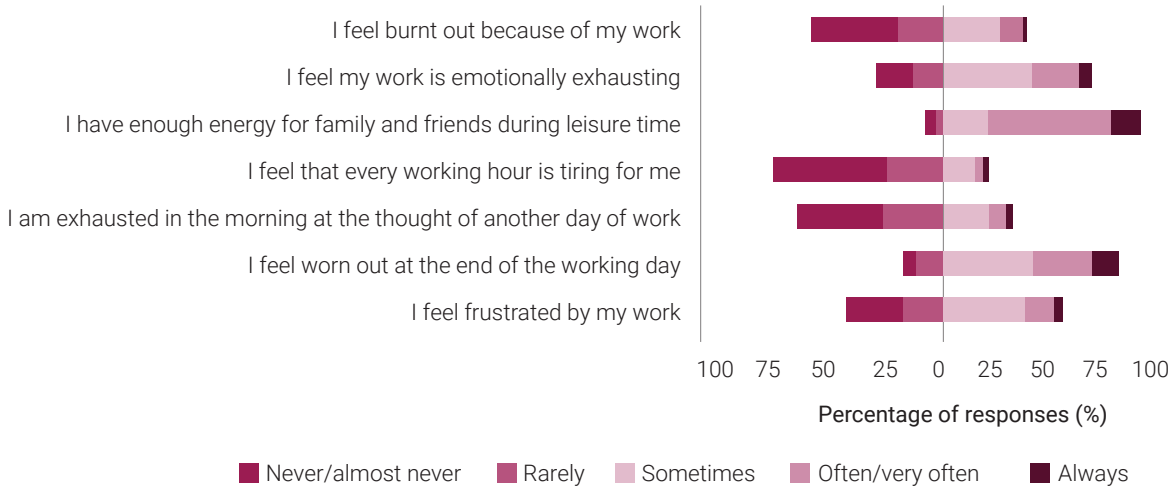


Table A.3.1. The percentage of workforce members from Phases 1 and 2 who selected 'Often', 'Very Often' or 'Always' to 7 questions from the CBI

I feel worn out at the end of the working day	I am exhausted in the morning at the thought of another day of work	I feel that every working hour is tiring for me	I have enough energy for family and friends during leisure time	I feel my work is emotionally exhausting	I feel burnt out because of my work	I feel frustrated by my work
39.5%	10.8%	6.1%	70.7%	27.5%	12.1%	17.9%

A.3.1.1 Results by sample characteristics of the CBI question 'I feel worn out at the end of the working day'

Figure A.3.1.1.1. Workforce members from Phases 1 and 2 responses to 'I feel worn out at the end of the working day' by job role

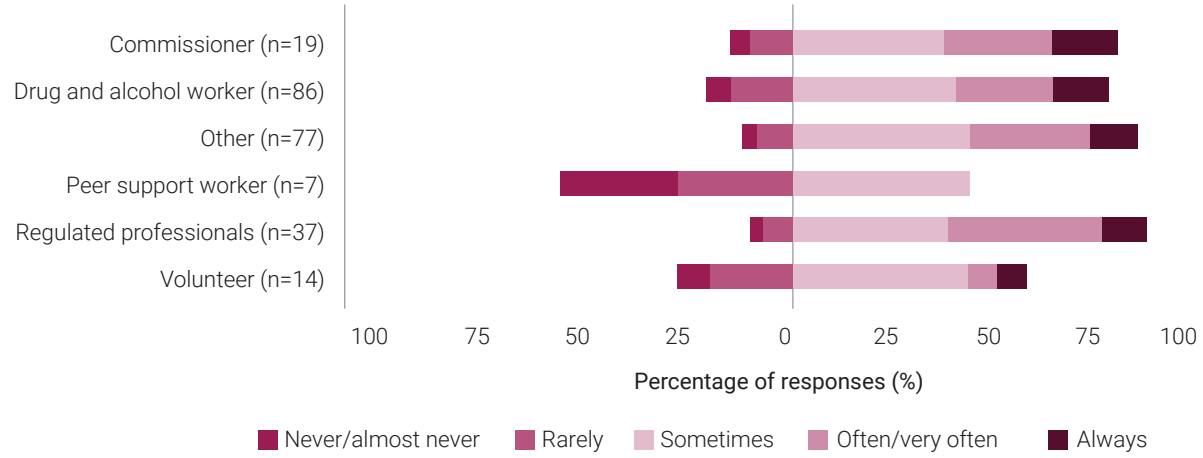


Figure A.3.1.1.2. Workforce members from Phases 1 and 2 responses to 'I feel worn out at the end of the working day' by employment status

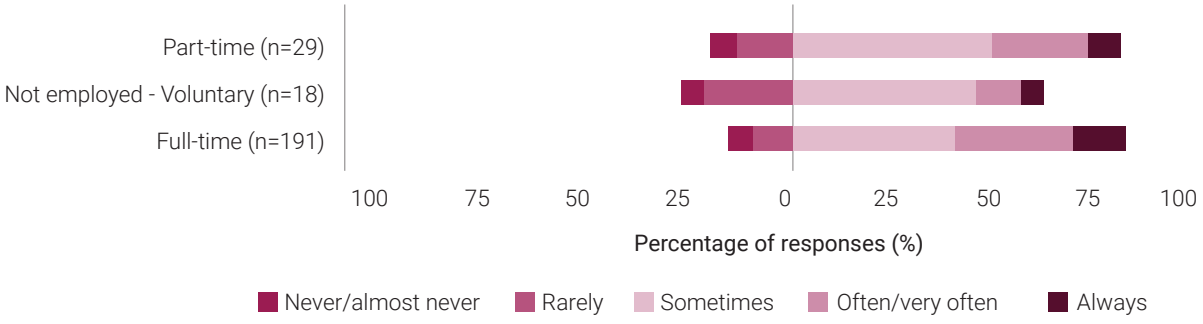


Figure A.3.1.1.3. Workforce members from Phases 1 and 2 responses to 'I feel worn out at the end of the working day' by contract

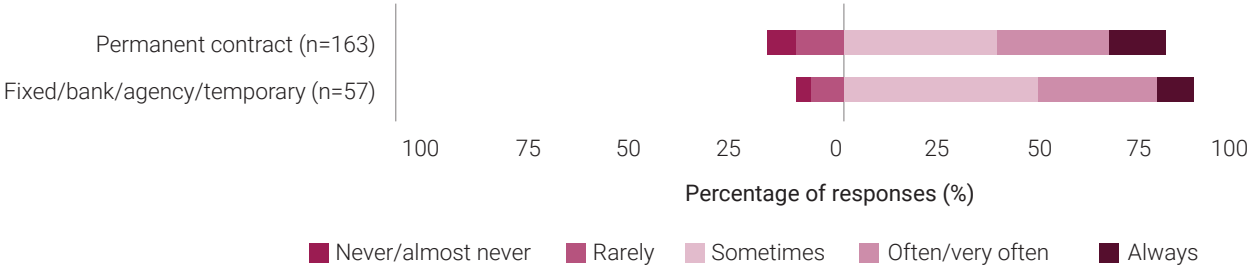


Figure A.3.1.1.4. Workforce members from Phases 1 and 2 responses to 'I feel worn out at the end of the working day' by whether they work directly with people who use alcohol and/or other drugs

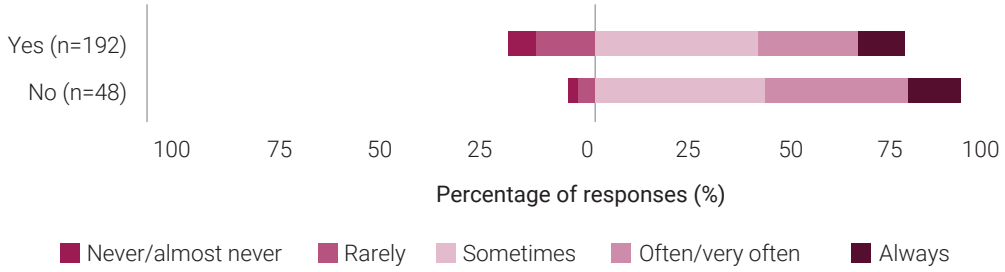


Figure A.3.1.1.5. Workforce members from Phases 1 and 2 responses to 'I feel worn out at the end of the working day' by whether they supervise others

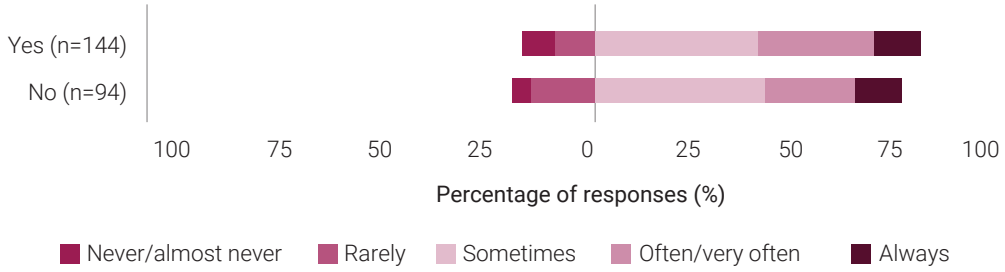


Figure A.3.1.1.6. Workforce members from Phases 1 and 2 responses to 'I feel worn out at the end of the working day' by length of time working in the sector

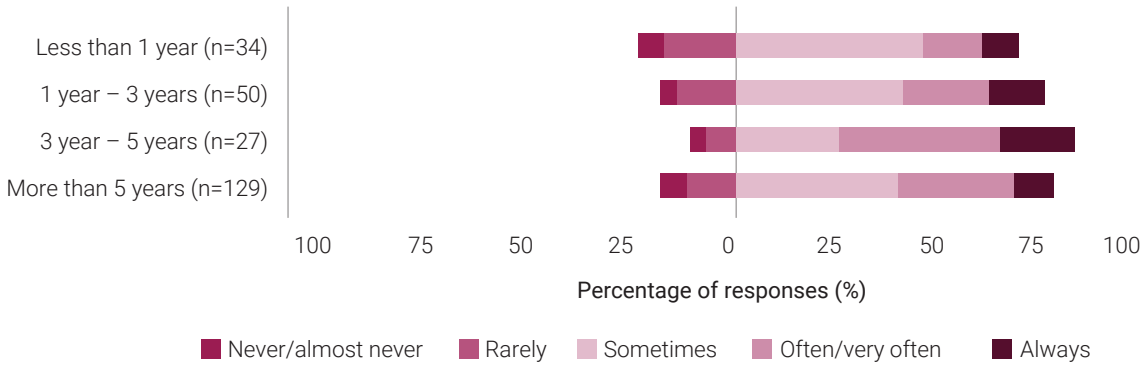


Figure A.3.1.1.7. Workforce members from Phases 1 and 2 responses to 'I feel worn out at the end of the working day' by whether they would say they have appropriate and achievable career development pathways in their current role

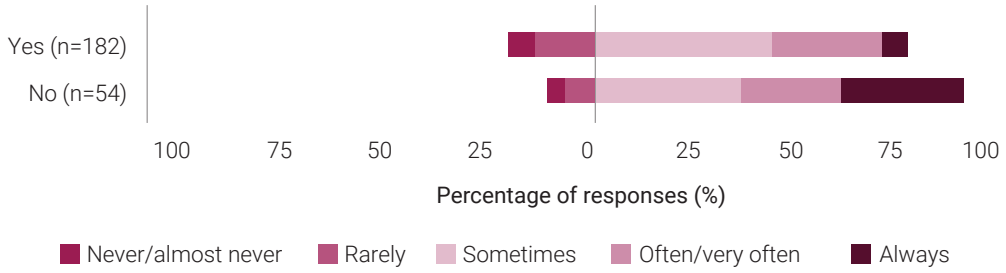


Figure A.3.1.1.8. Workforce members from Phases 1 and 2 responses to 'I feel worn out at the end of the working day' by whether they have lived experience

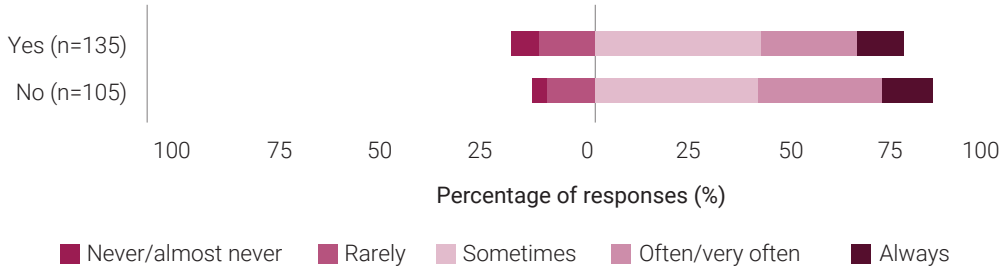


Figure A.3.1.1.9. Workforce members from Phases 1 and 2 responses to 'I feel worn out at the end of the working day' by age group

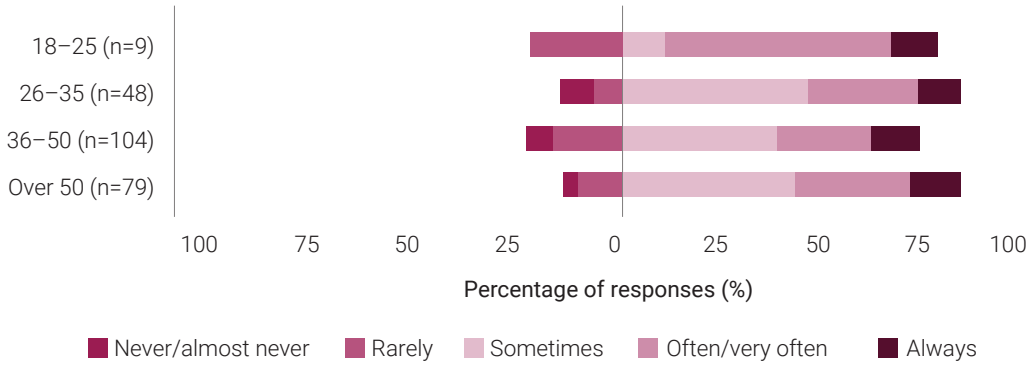


Figure A.3.1.1.10. Workforce members from Phases 1 and 2 responses to 'I feel worn out at the end of the working day' by gender

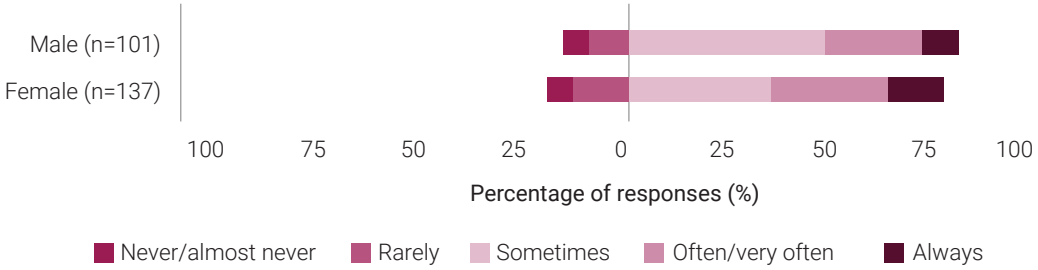
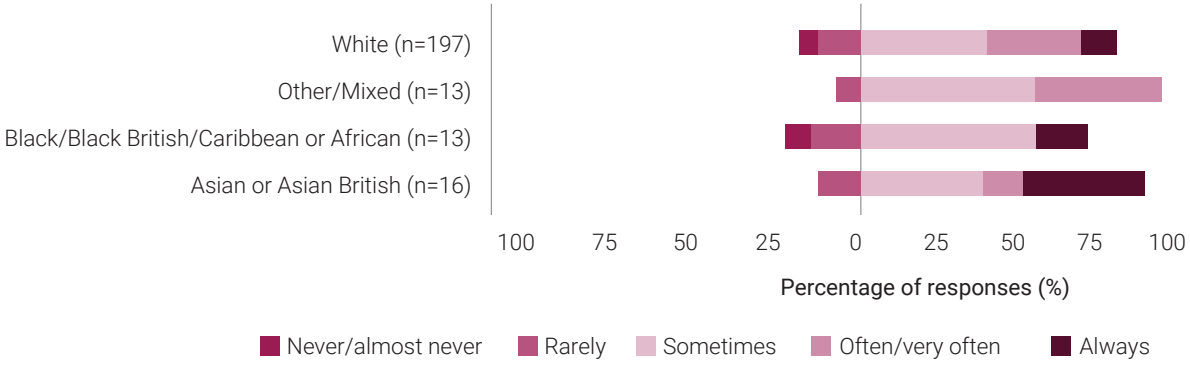


Figure A.3.1.1.11. Workforce members from Phases 1 and 2 responses to 'I feel worn out at the end of the working day' by ethnic groups



A.3.1.2 Results by sample characteristics of the CBI question 'I am exhausted in the morning at the thought of another day at work'

Figure A.3.1.2.1. Workforce members from Phases 1 and 2 responses to 'I am exhausted in the morning at the thought of another day at work' by job role

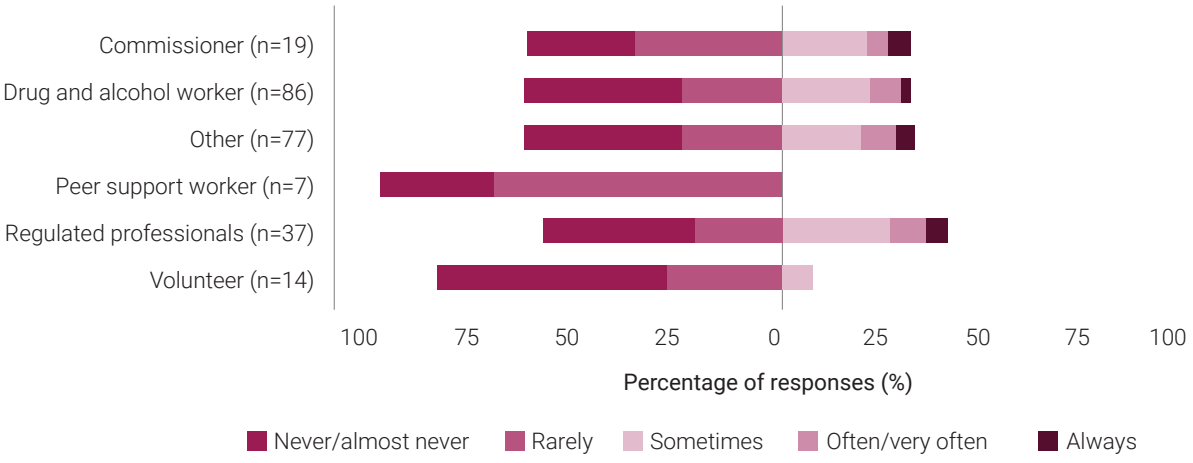


Figure A.3.1.2.2. Workforce members from Phases 1 and 2 responses to 'I am exhausted in the morning at the thought of another day at work' by employment status

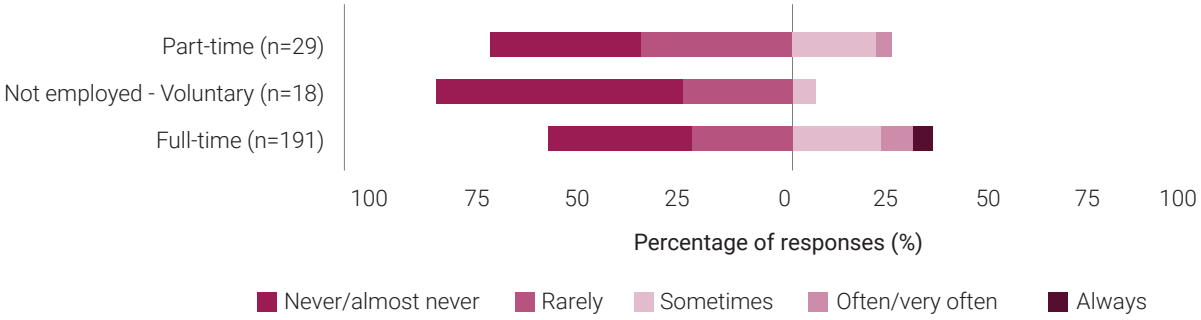


Figure A.3.1.2.3. Workforce members from Phases 1 and 2 responses to 'I am exhausted in the morning at the thought of another day at work' by contract

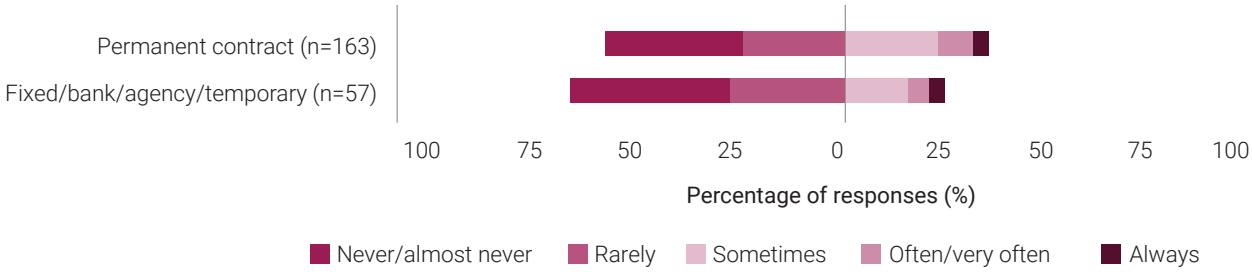


Figure A.3.1.2.4. Workforce members from Phases 1 and 2 responses to 'I am exhausted in the morning at the thought of another day at work' by whether they work directly with people who use alcohol and/or other drugs

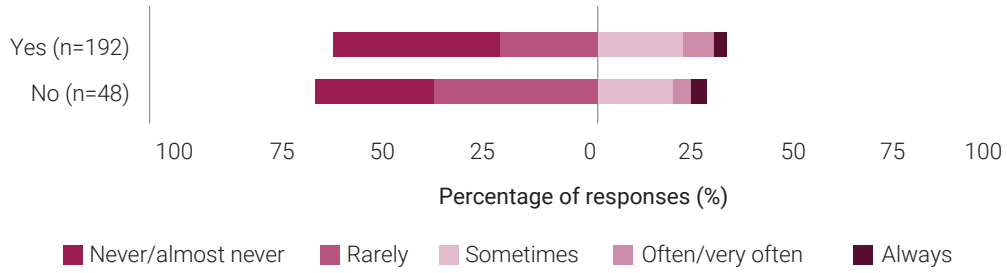


Figure A.4.3.2.5. Workforce members from Phases 1 and 2 responses to 'I am exhausted in the morning at the thought of another day at work' by whether they supervise others

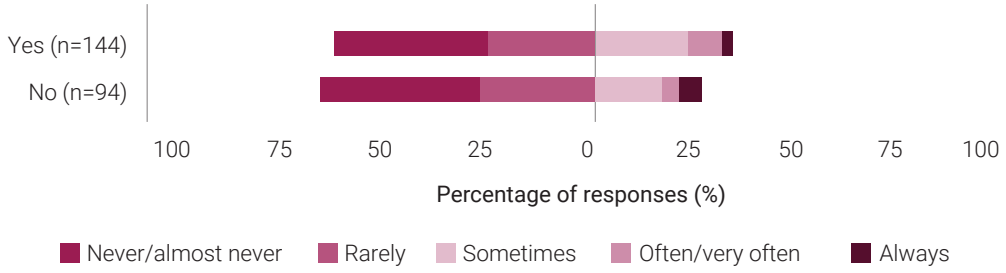


Figure A.3.1.2.6. Workforce members from Phases 1 and 2 responses to 'I am exhausted in the morning at the thought of another day at work' by length of time working in the sector

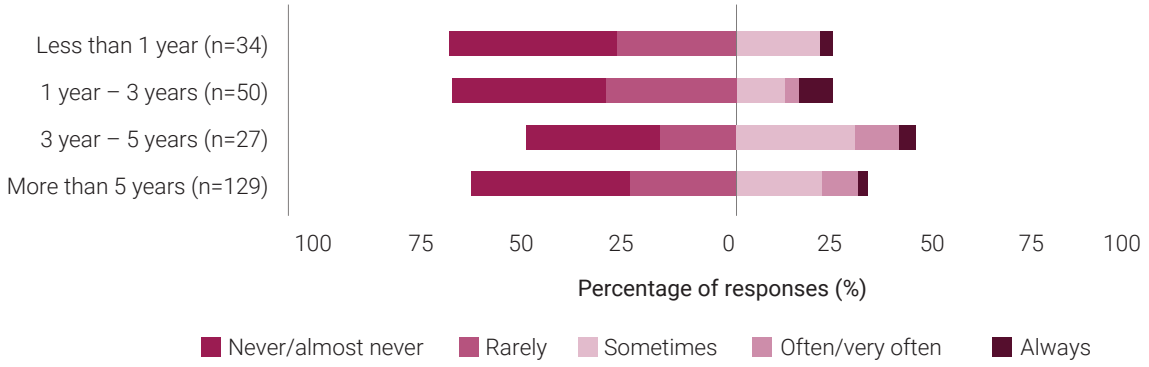


Figure A.3.1.2.7. Workforce members from Phases 1 and 2 responses to 'I am exhausted in the morning at the thought of another day at work' by whether they would say they have appropriate and achievable career development pathways in their current role

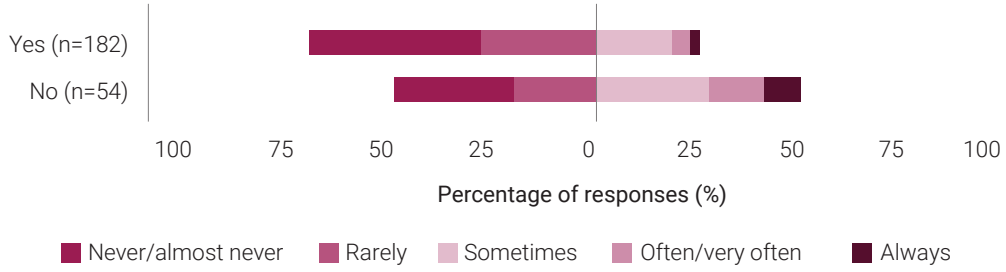


Figure A.3.1.2.8. Workforce members from Phases 1 and 2 responses to 'I am exhausted in the morning at the thought of another day at work' by whether they have lived experience

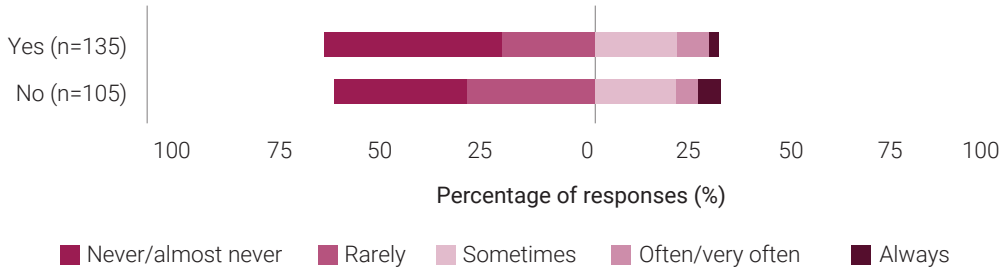


Figure A.3.1.2.9. Workforce members from Phases 1 and 2 responses to 'I am exhausted in the morning at the thought of another day at work' by age group

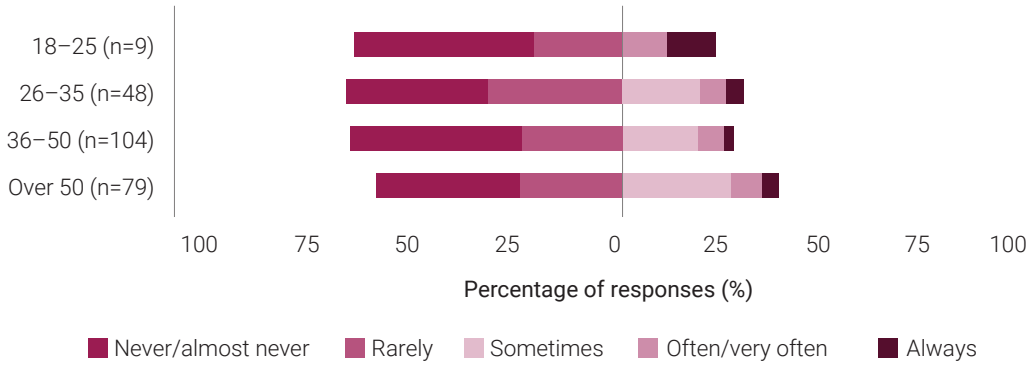


Figure A.3.1.2.10. Workforce members from Phases 1 and 2 responses to 'I am exhausted in the morning at the thought of another day at work' by gender

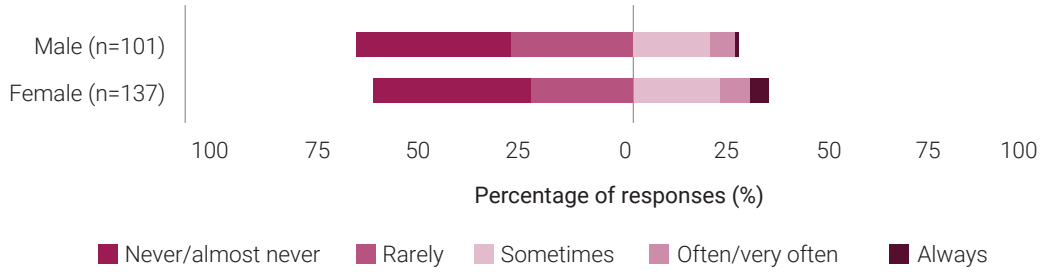
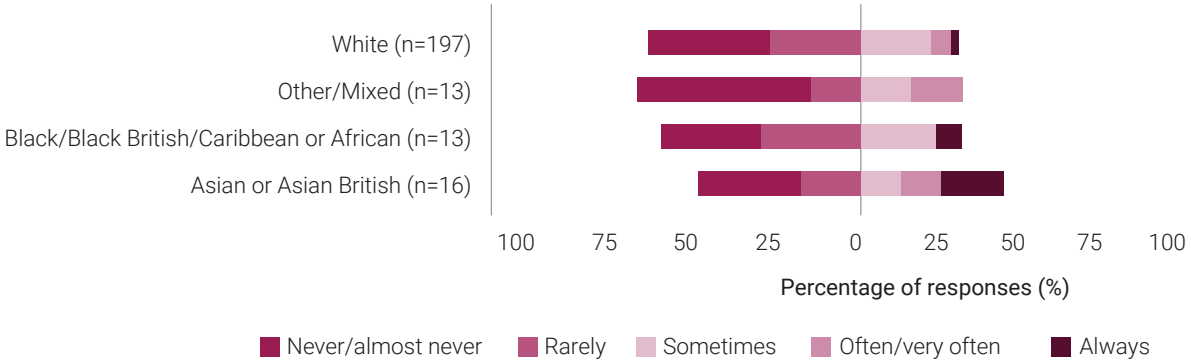


Figure A.3.1.2.11. Workforce members from Phases 1 and 2 responses to 'I am exhausted in the morning at the thought of another day at work' by ethnic groups



A.3.1.3 Results by sample characteristics of the CBI question 'I feel that every working hour is tiring for me'

Figure A.3.1.3.1. Workforce members from Phases 1 and 2 responses to 'I feel that every working hour is tiring for me' by job role

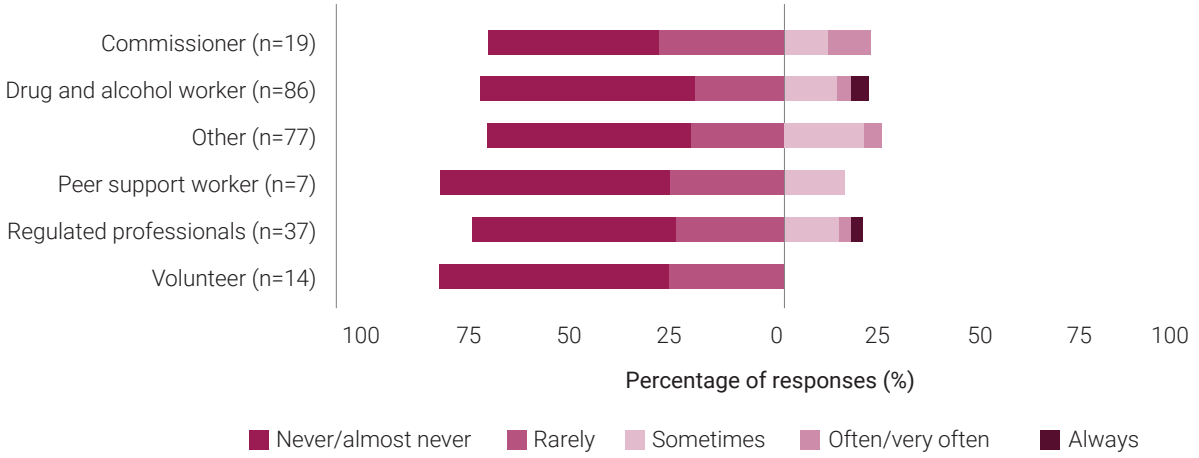


Figure A.3.1.3.2. Workforce members from Phases 1 and 2 responses to 'I feel that every working hour is tiring for me' by employment status

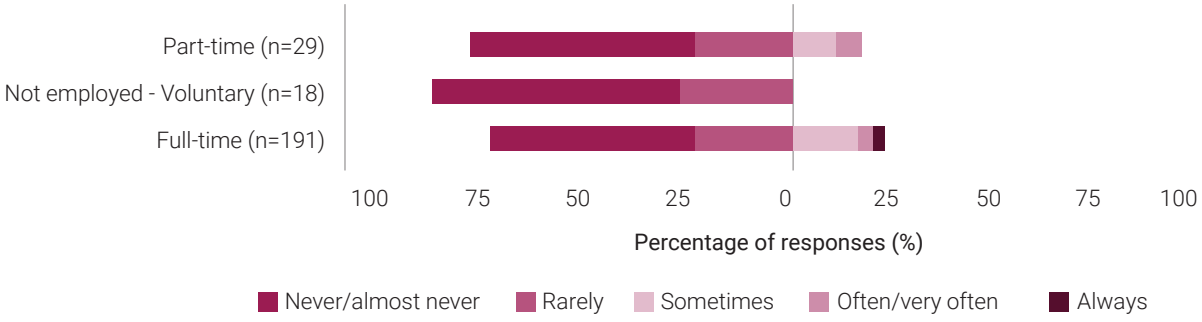


Figure A.3.1.3.3. Workforce members from Phases 1 and 2 responses to 'I feel that every working hour is tiring for me' by contract

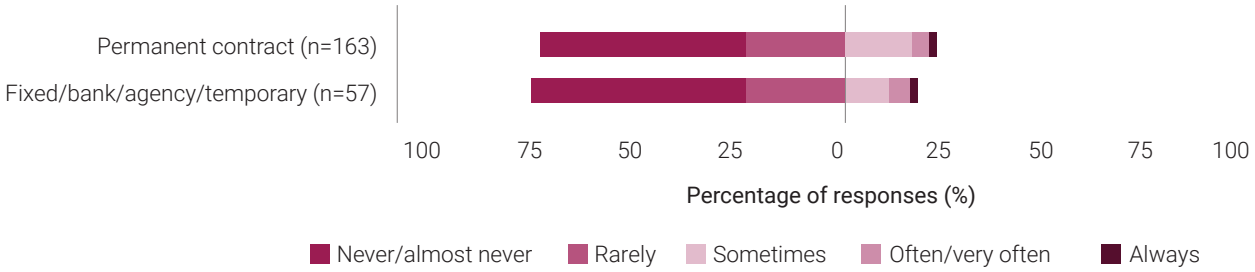


Figure A.3.1.3.4. Workforce members from Phases 1 and 2 responses to 'I feel that every working hour is tiring for me' by whether they work directly with people who use alcohol and/or other drugs

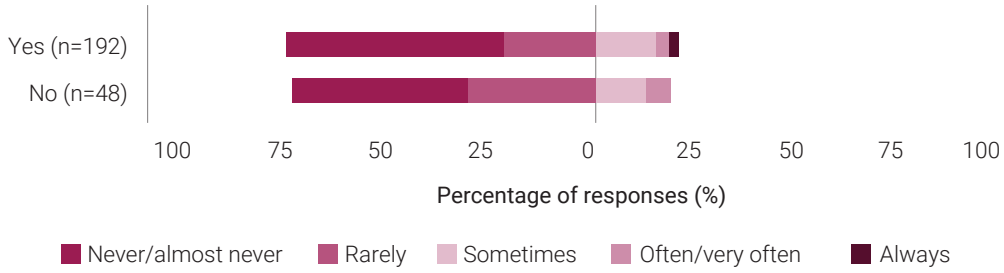


Figure A.3.1.3.5. Workforce members from Phases 1 and 2 responses to 'I feel that every working hour is tiring for me' by whether they supervise others

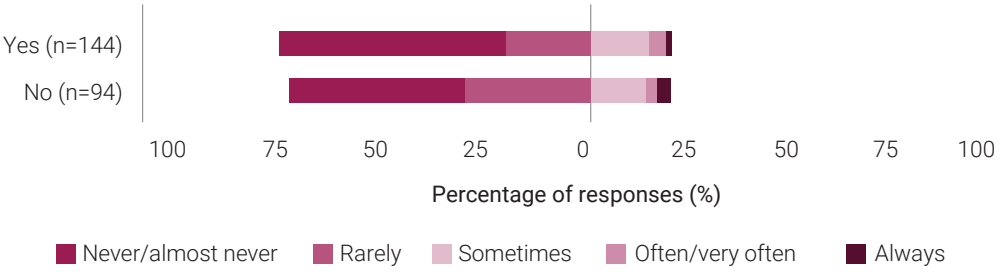


Figure A.3.1.3.6. Workforce members from Phases 1 and 2 responses to 'I feel that every working hour is tiring for me' by length of time working in the sector

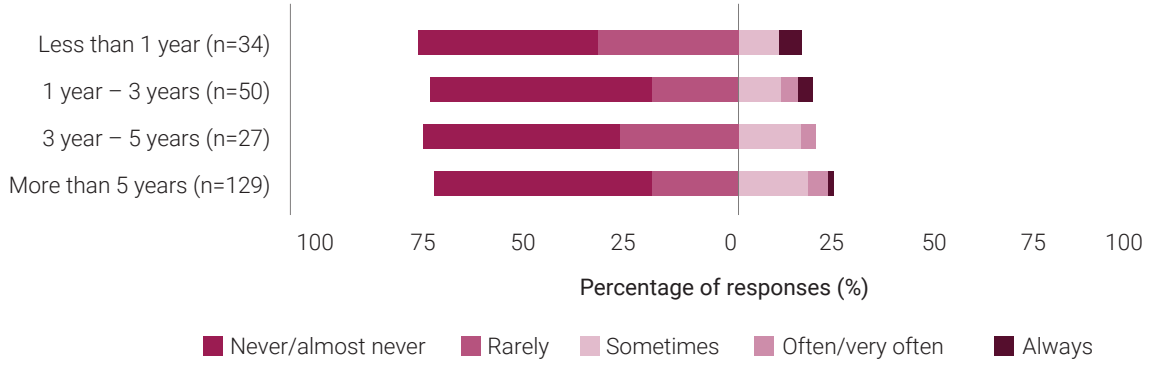


Figure A.3.1.3.7. Workforce members from Phases 1 and 2 responses to 'I feel that every working hour is tiring for me' by whether they would say they have appropriate and achievable career development pathways in their current role

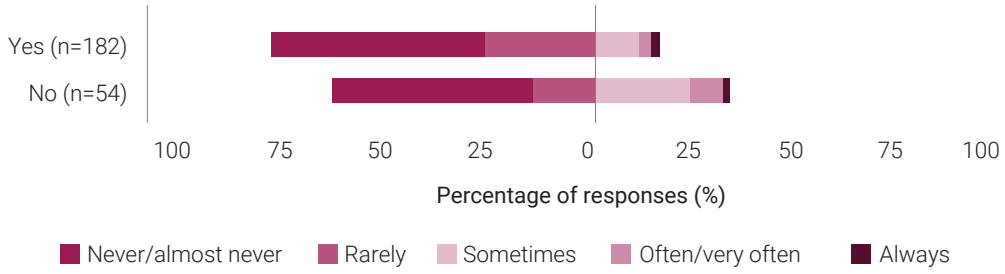


Figure A.3.1.3.8. Workforce members from Phases 1 and 2 responses to 'I feel that every working hour is tiring for me' by whether they have lived experience

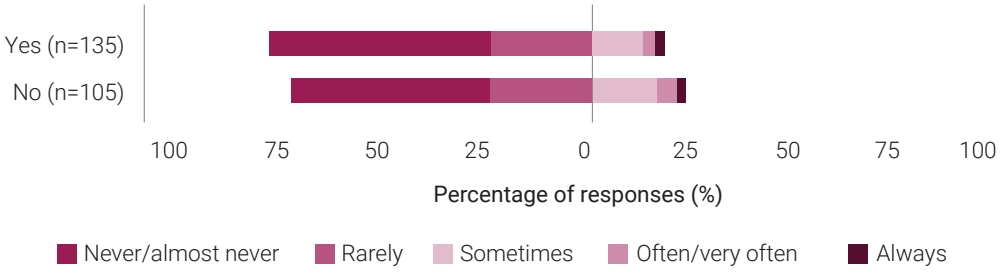


Figure A.3.1.3.9. Workforce members from Phases 1 and 2 responses to 'I feel that every working hour is tiring for me' by age group

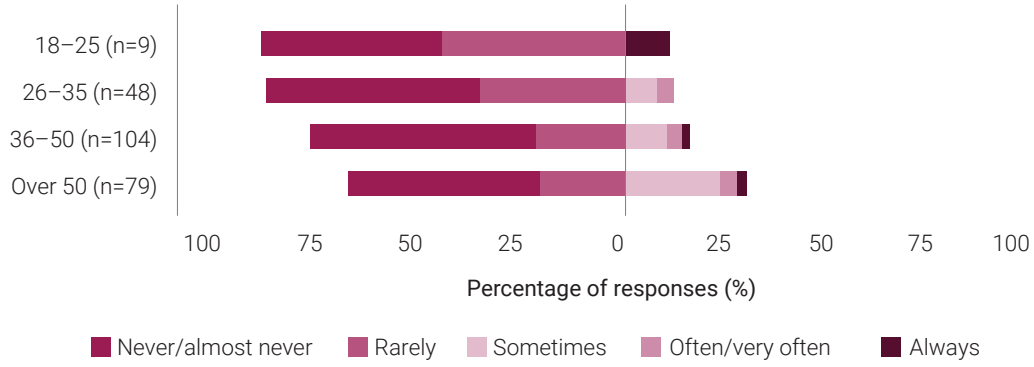


Figure A.3.1.3.10. Workforce members from Phases 1 and 2 responses to 'I feel that every working hour is tiring for me' by gender

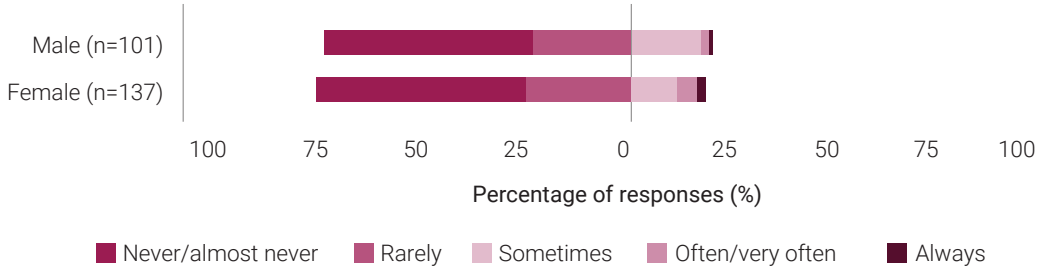
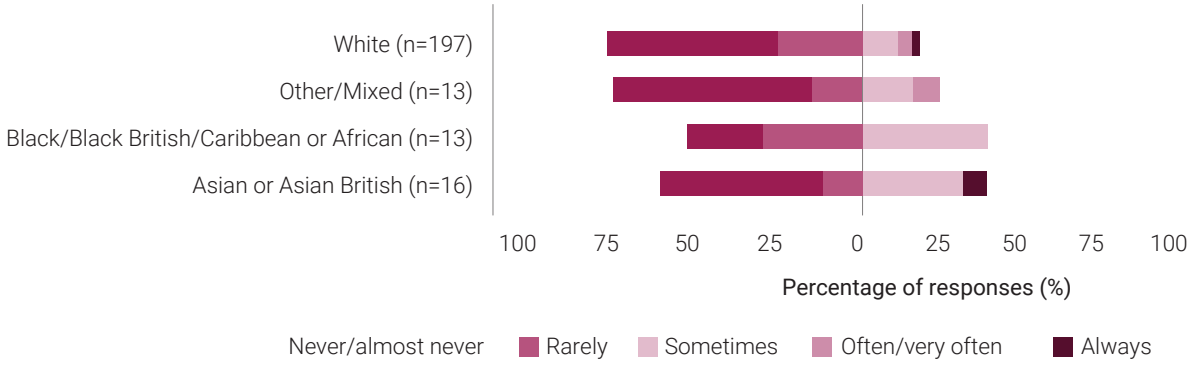


Figure A.3.1.3.11. Workforce members from Phases 1 and 2 responses to 'I feel that every working hour is tiring for me' by ethnic groups



A.3.1.4 Results by sample characteristics of the CBI question 'I have enough energy for family and friends during leisure time'

Figure A.3.1.4.1. Workforce members from Phases 1 and 2 responses to 'I have enough energy for family and friends during leisure time' by job role

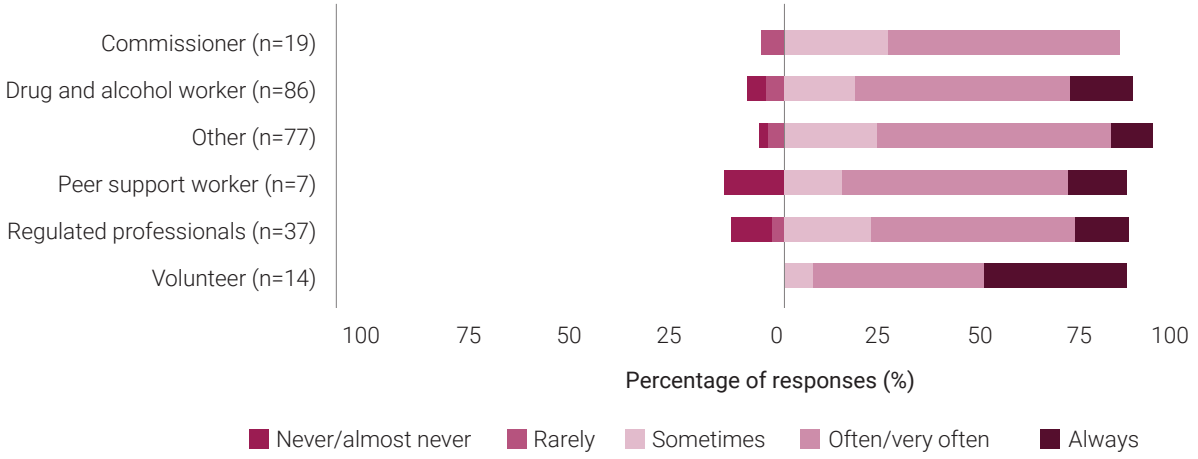


Figure A.3.1.4.2. Workforce members from Phases 1 and 2 responses to 'I have enough energy for family and friends during leisure time' by employment status

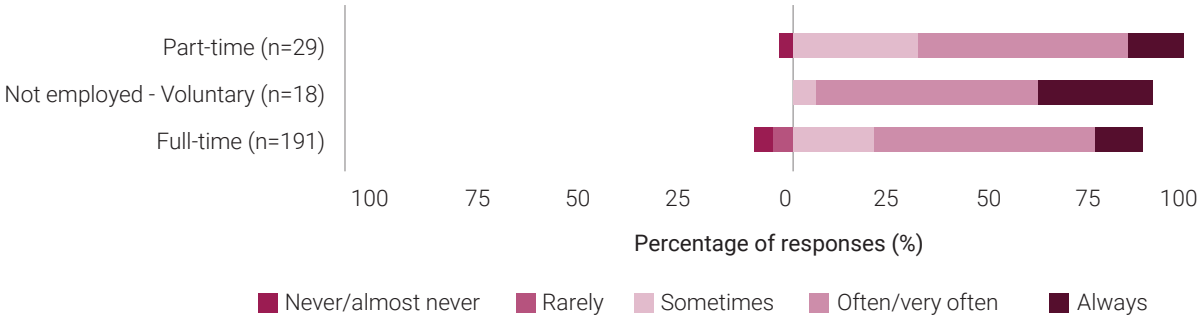


Figure A.3.1.4.3. Workforce members from Phases 1 and 2 responses to 'I have enough energy for family and friends during leisure time' by contract

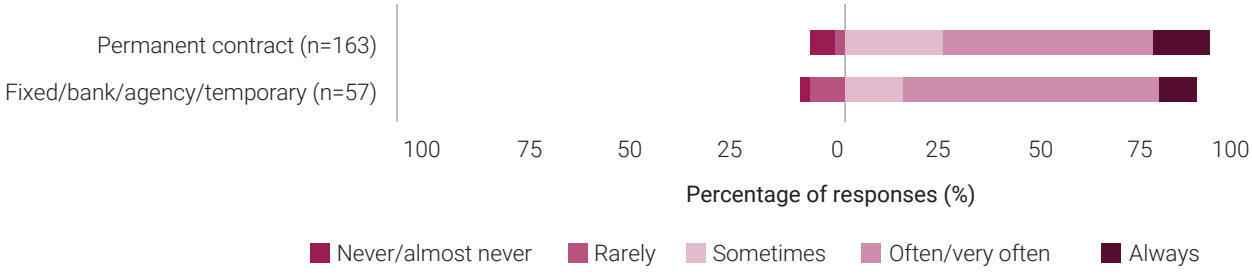


Figure A.3.1.4.4. Workforce members from Phases 1 and 2 responses to 'I have enough energy for family and friends during leisure time' by whether they work directly with people who use alcohol and/or other drugs

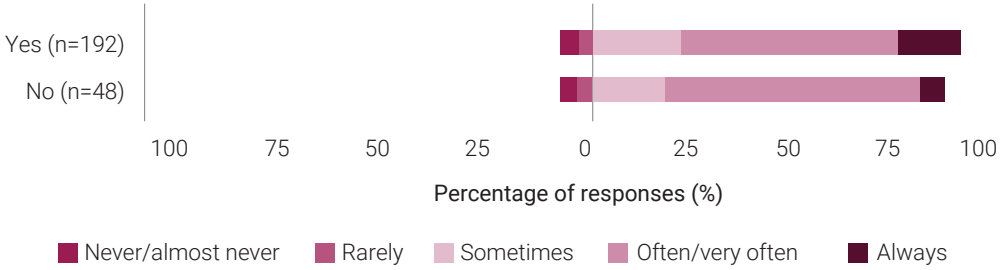


Figure A.3.1.4.5. Workforce members from Phases 1 and 2 responses to 'I have enough energy for family and friends during leisure time' by whether they supervise others

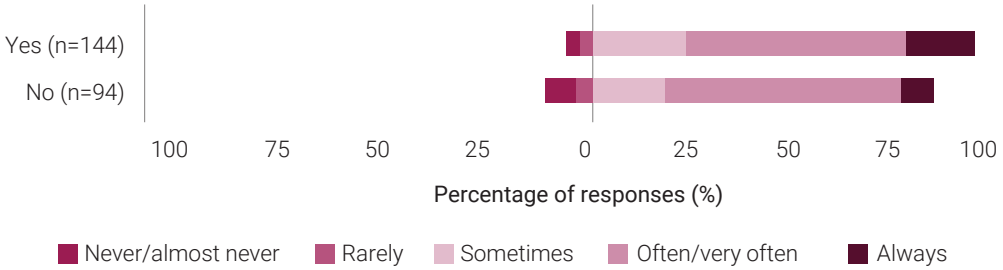


Figure A.3.1.4.6. Workforce members from Phases 1 and 2 responses to 'I have enough energy for family and friends during leisure time' by length of time working in the sector

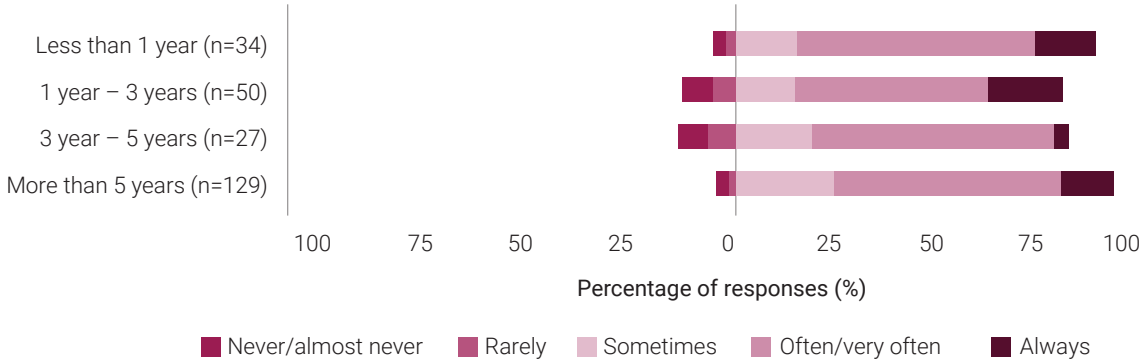


Figure A.3.1.4.7. Workforce members from Phases 1 and 2 responses to 'I have enough energy for family and friends during leisure time' by whether they would say they have appropriate and achievable career development pathways in their current role

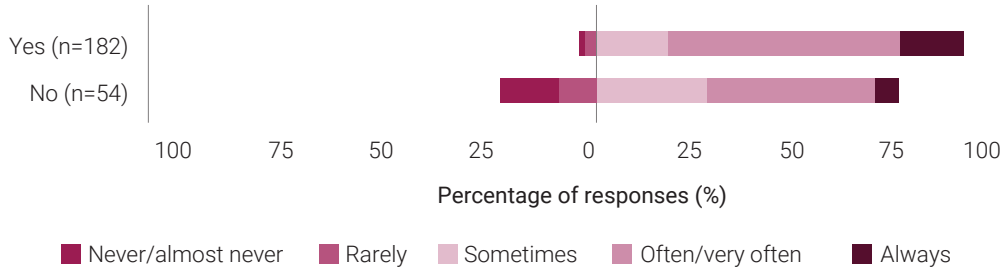


Figure A.3.1.4.8. Workforce members from Phases 1 and 2 responses to 'I have enough energy for family and friends during leisure time' by whether they have lived experience

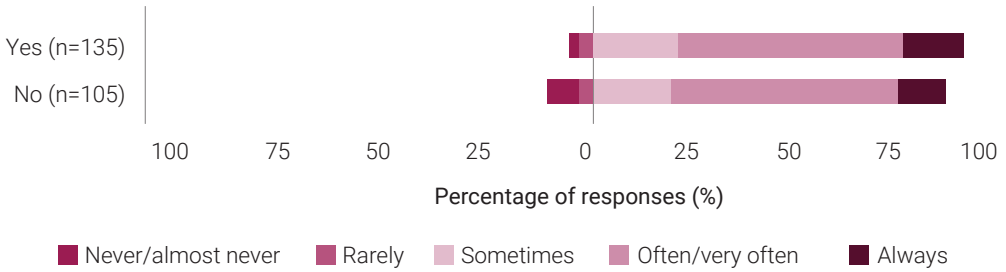


Figure A.3.1.4.9. Workforce members from Phases 1 and 2 responses to 'I have enough energy for family and friends during leisure time' by age group

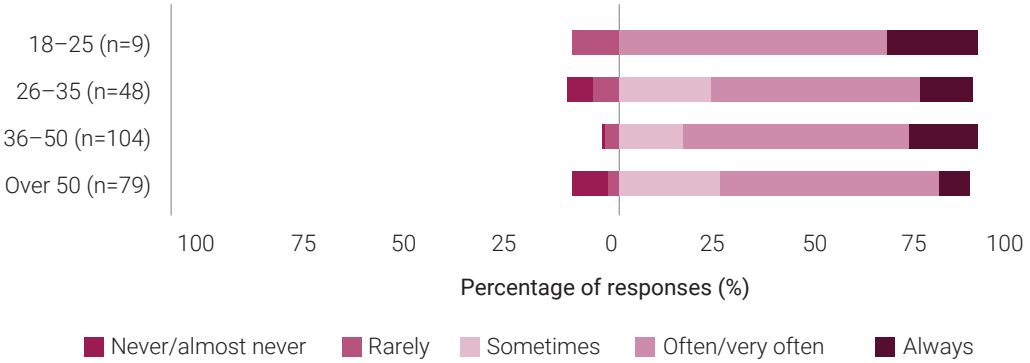


Figure A.3.1.4.10. Workforce members from Phases 1 and 2 responses to 'I have enough energy for family and friends during leisure time' by gender

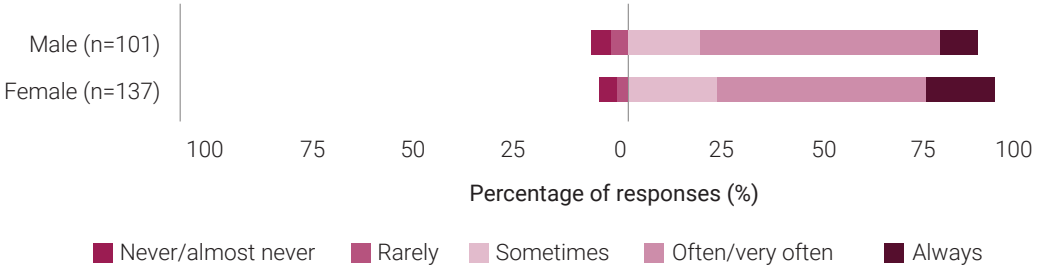
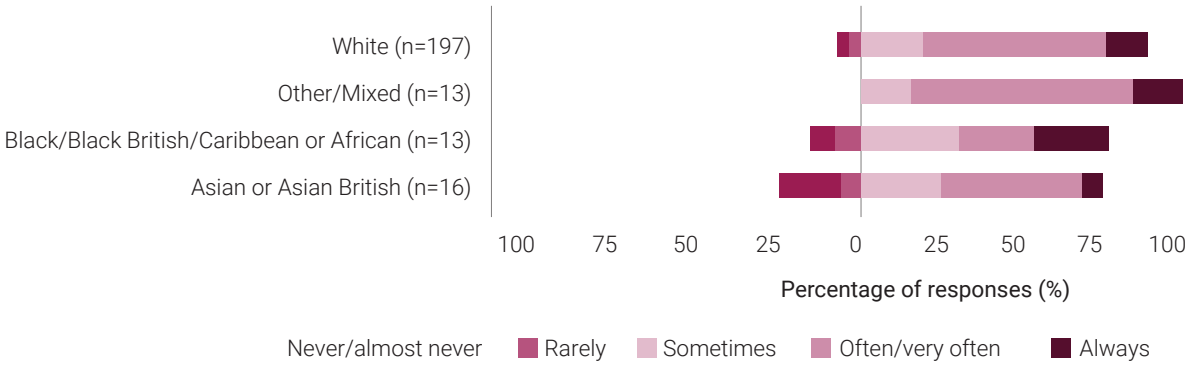


Figure A.3.1.4.11. Workforce members from Phases 1 and 2 responses to 'I have enough energy for family and friends during leisure time' by ethnic groups



A.3.1.5 Results by sample characteristics of the CBI question 'I feel my work is emotionally exhausting'

Figure A.3.1.5.1. Workforce members from Phases 1 and 2 responses to 'I feel my work is emotionally exhausting' by job role

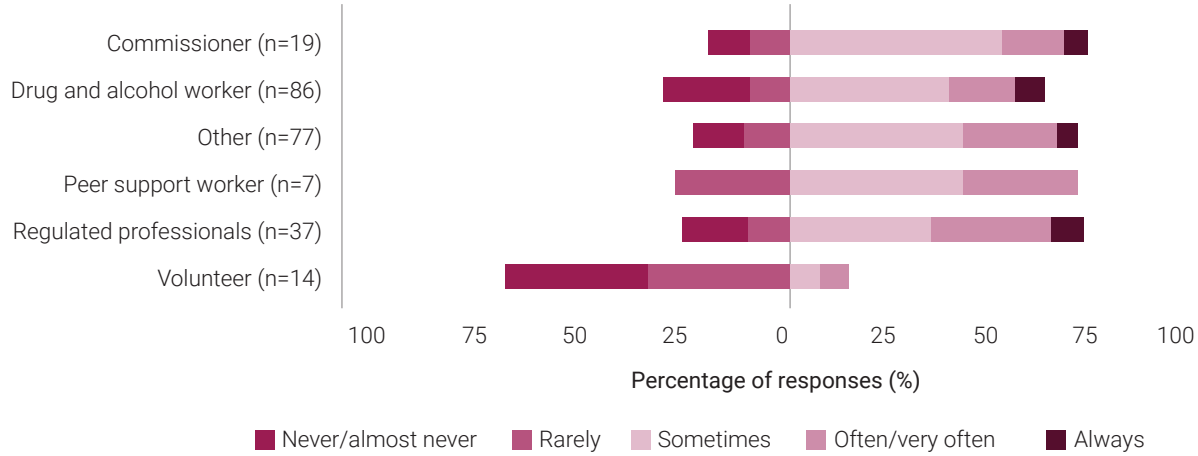


Figure A.3.1.5.2. Workforce members from Phases 1 and 2 responses to 'I feel my work is emotionally exhausting' by employment status

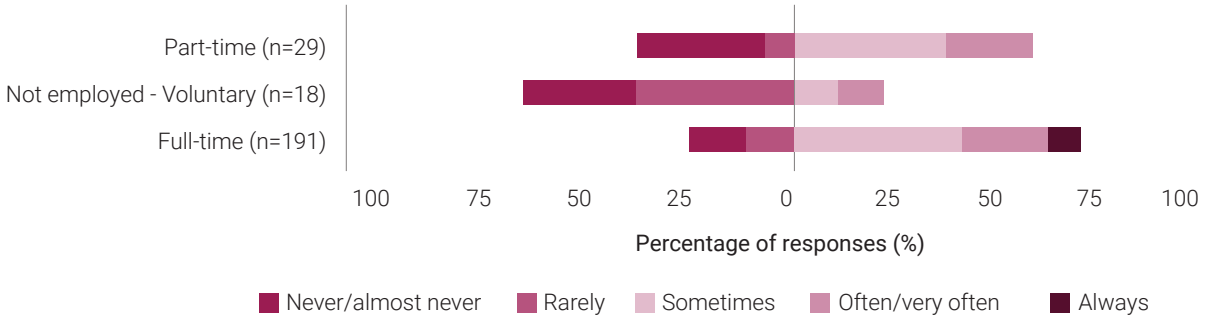


Figure A.3.1.5.3. Workforce members from Phases 1 and 2 responses to 'I feel my work is emotionally exhausting' by contract

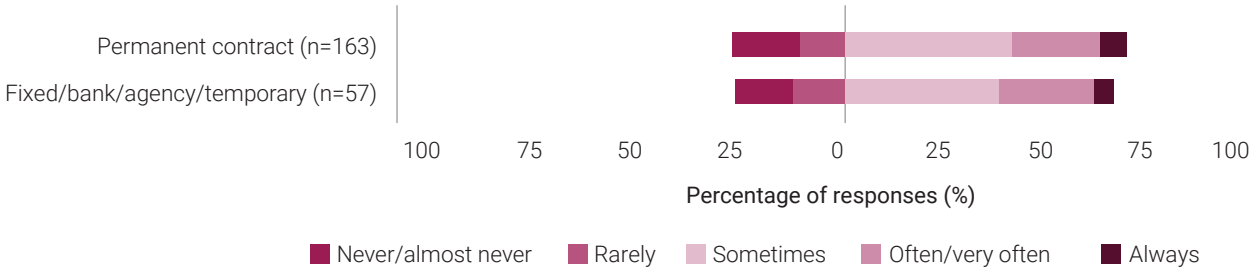


Figure A.3.1.5.4. Workforce members from Phases 1 and 2 responses to 'I feel my work is emotionally exhausting' by whether they work directly with people who use alcohol and/or other drugs

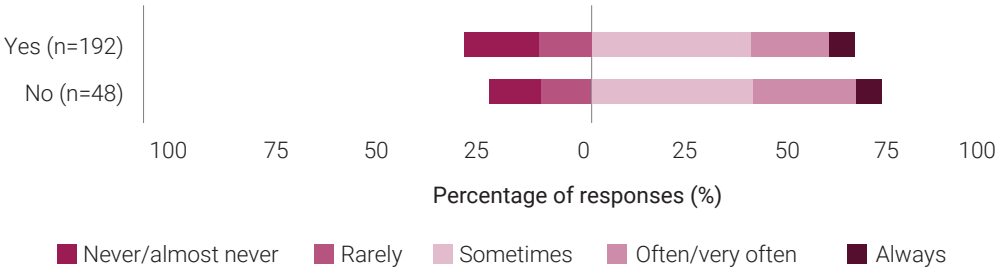


Figure A.3.1.5.5. Workforce members from Phases 1 and 2 responses to 'I feel my work is emotionally exhausting' by whether they supervise others

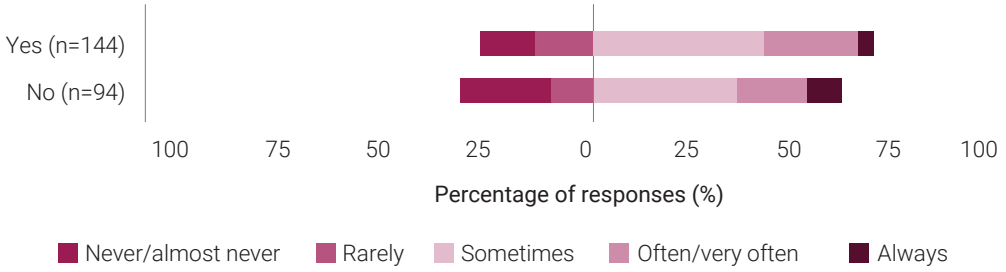


Figure A.3.1.5.6. Workforce members from Phases 1 and 2 responses to 'I feel my work is emotionally exhausting' by length of time working in the sector

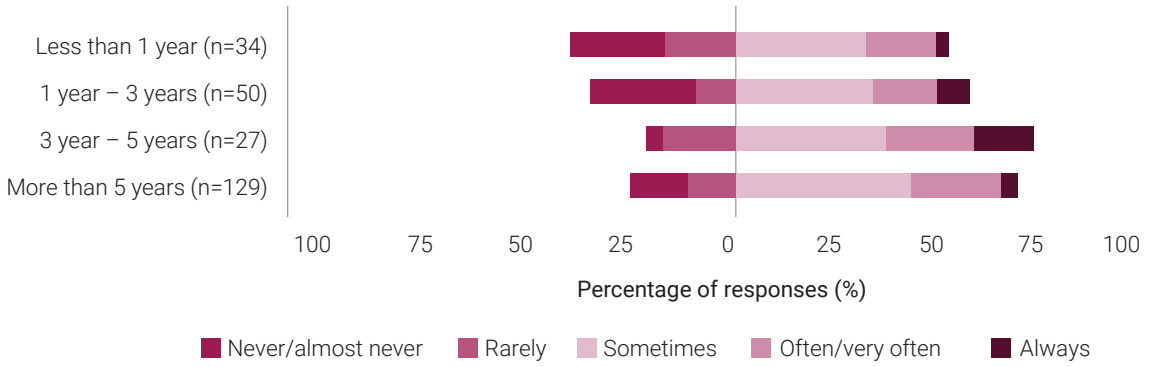


Figure A.3.1.5.7. Workforce members from Phases 1 and 2 responses to 'I feel my work is emotionally exhausting' by whether they would say they have appropriate and achievable career development pathways in their current role

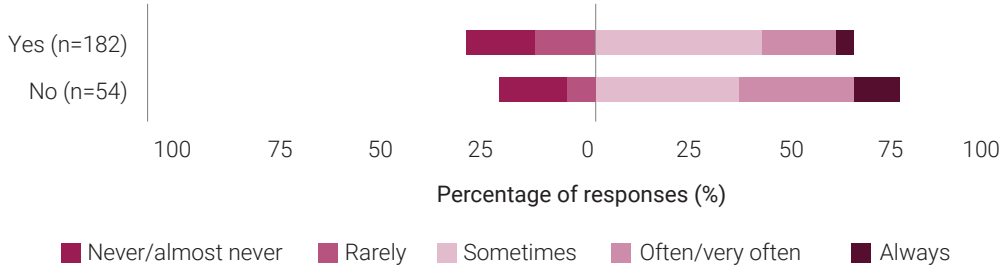


Figure A.3.1.5.8. Workforce members from Phases 1 and 2 responses to 'I feel my work is emotionally exhausting' by whether they have lived experience

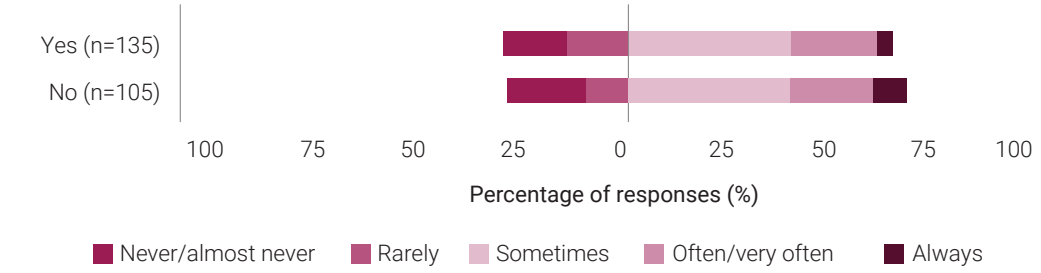


Figure A.3.1.5.9. Workforce members from Phases 1 and 2 responses to 'I feel my work is emotionally exhausting' by age group

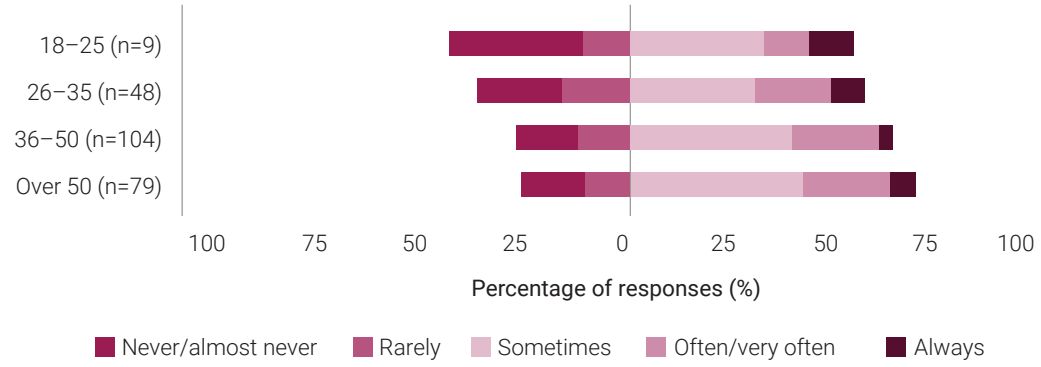


Figure A.3.1.5.10. Workforce members from Phases 1 and 2 responses to 'I feel my work is emotionally exhausting' by gender

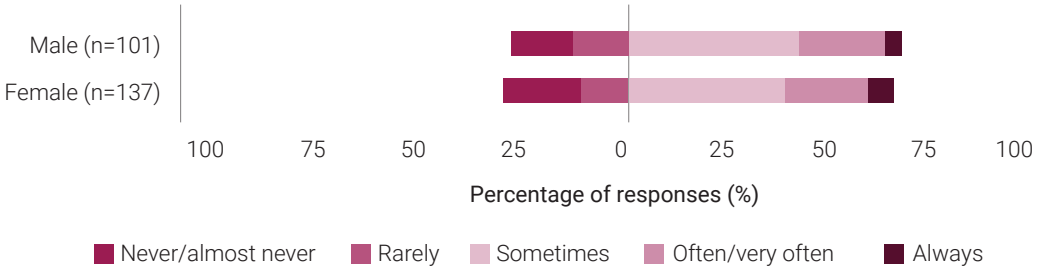
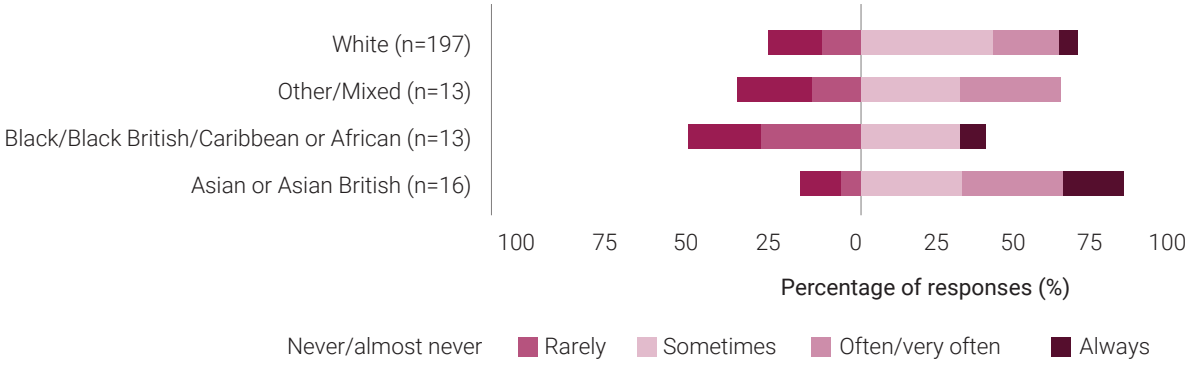


Figure A.3.1.5.11. Workforce members from Phases 1 and 2 responses to 'I feel my work is emotionally exhausting' by ethnic groups



A.3.1.6 Results by sample characteristics of the CBI question 'I feel burnt out because of my work'

Figure A.3.1.6.1. Workforce members from Phases 1 and 2 responses to 'I feel burnt out because of my work' by job role

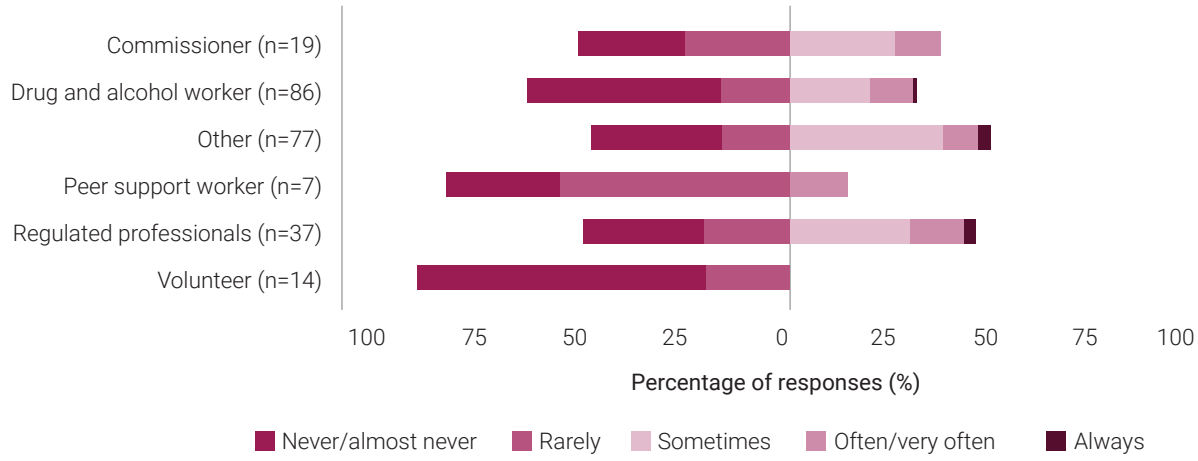


Figure A.3.1.6.2. Workforce members from Phases 1 and 2 responses to 'I feel burnt out because of my work' by employment status

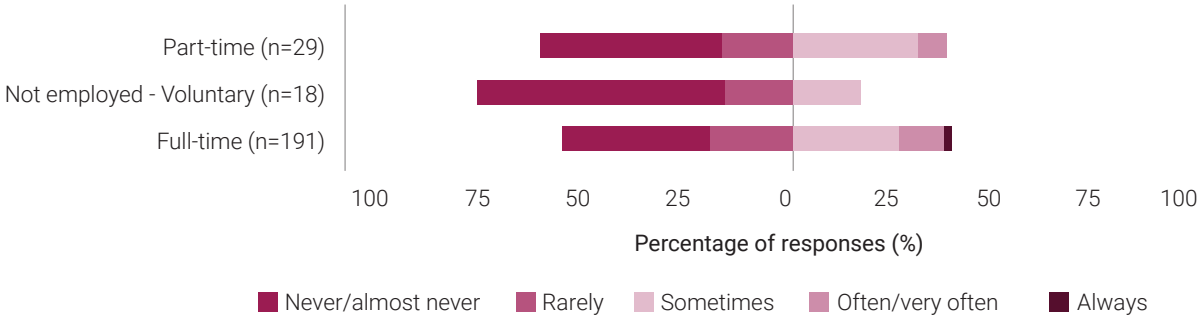


Figure A.3.1.6.3. Workforce members from Phases 1 and 2 responses to 'I feel burnt out because of my work' by contract

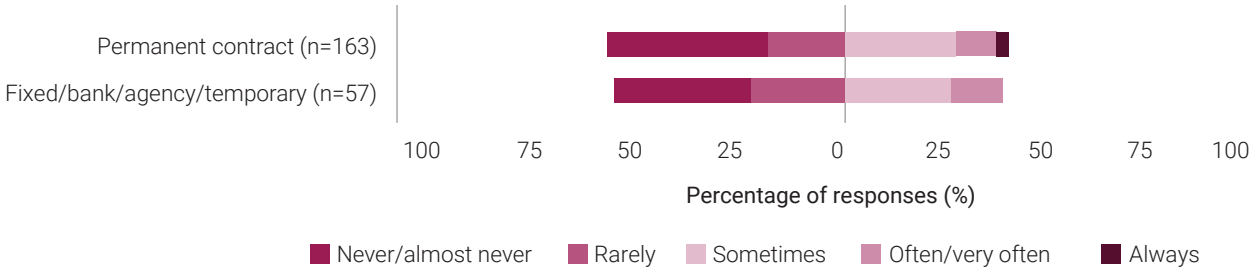


Figure A.3.1.6.4. Workforce members from Phases 1 and 2 responses to 'I feel burnt out because of my work' by whether they work directly with people who use alcohol and/or other drugs

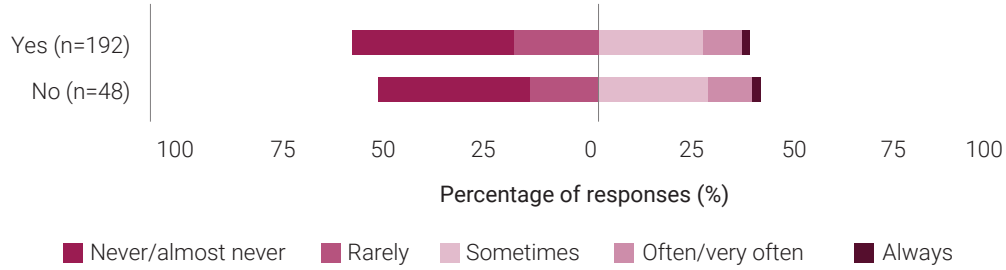


Figure A.3.1.6.5. Workforce members from Phases 1 and 2 responses to 'I feel burnt out because of my work' by whether they supervise others

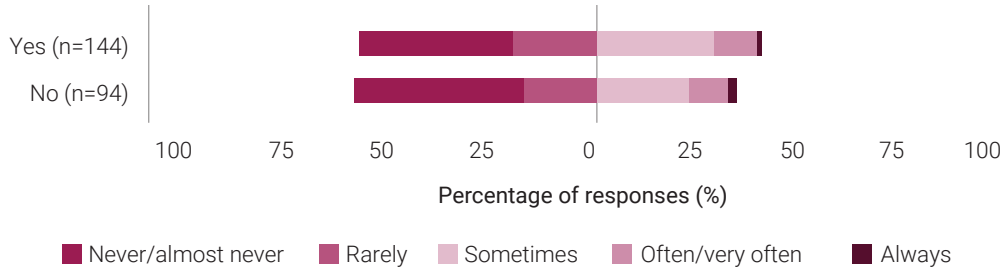


Figure A.3.1.6.6. Workforce members from Phases 1 and 2 responses to 'I feel burnt out because of my work' by length of time working in the sector

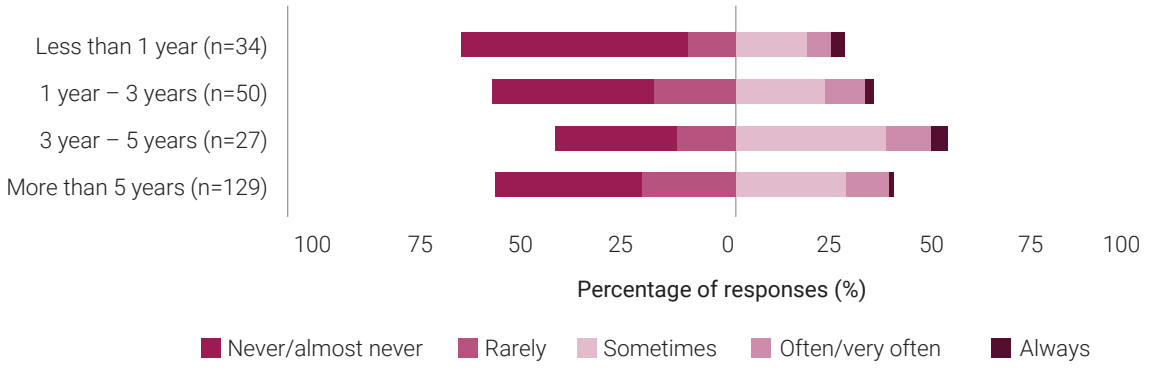


Figure A.3.1.6.7. Workforce members from Phases 1 and 2 responses to 'I feel burnt out because of my work' by whether they would say they have appropriate and achievable career development pathways in their current role

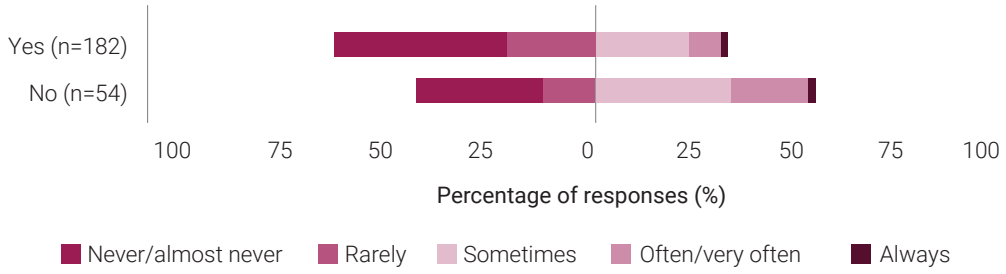


Figure A.3.1.6.8. Workforce members from Phases 1 and 2 responses to 'I feel burnt out because of my work' by whether they have lived experience

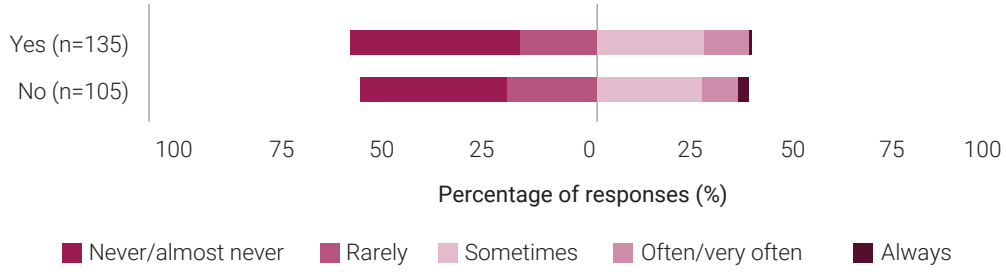


Figure A.3.1.6.9. Workforce members from Phases 1 and 2 responses to 'I feel burnt out because of my work' by age group

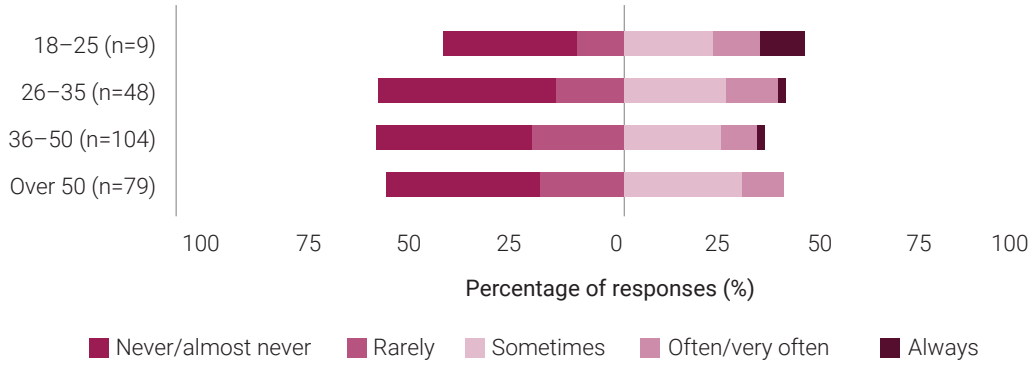


Figure A.3.1.6.10. Workforce members from Phases 1 and 2 responses to 'I feel burnt out because of my work' by gender

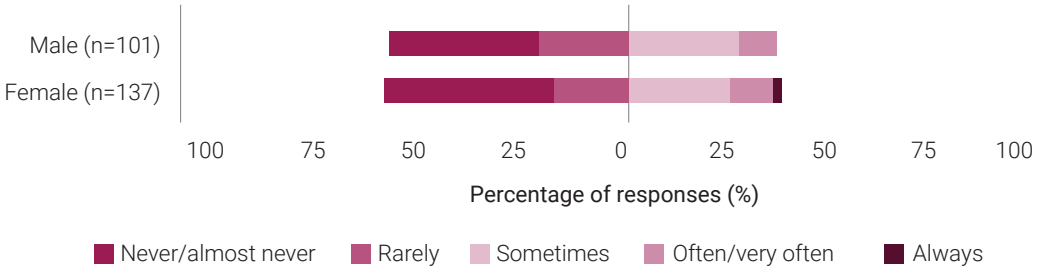
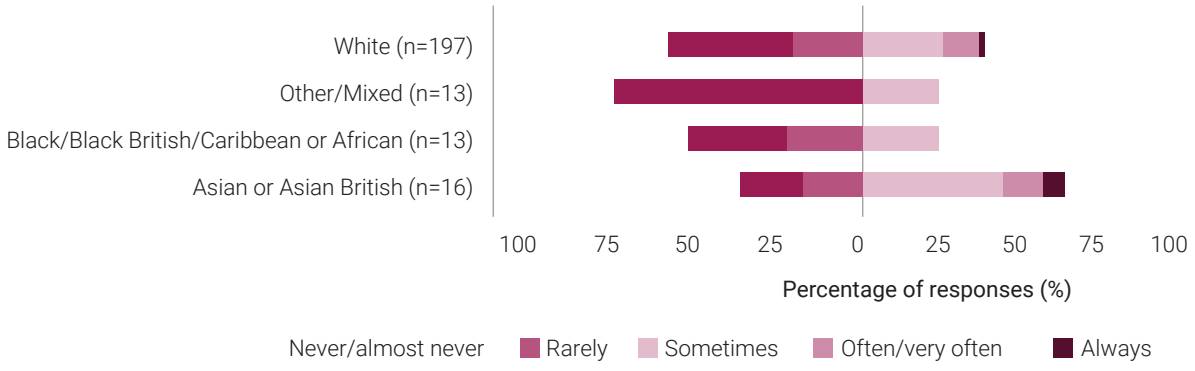


Figure A.3.1.6.11. Workforce members from Phases 1 and 2 responses to 'I feel burnt out because of my work' by ethnic groups



A.3.1.7 Results by sample characteristics of the CBI question 'I feel frustrated by my work'

Figure A.3.1.7.1. Workforce members from Phases 1 and 2 responses to 'I feel frustrated by my work' by job role

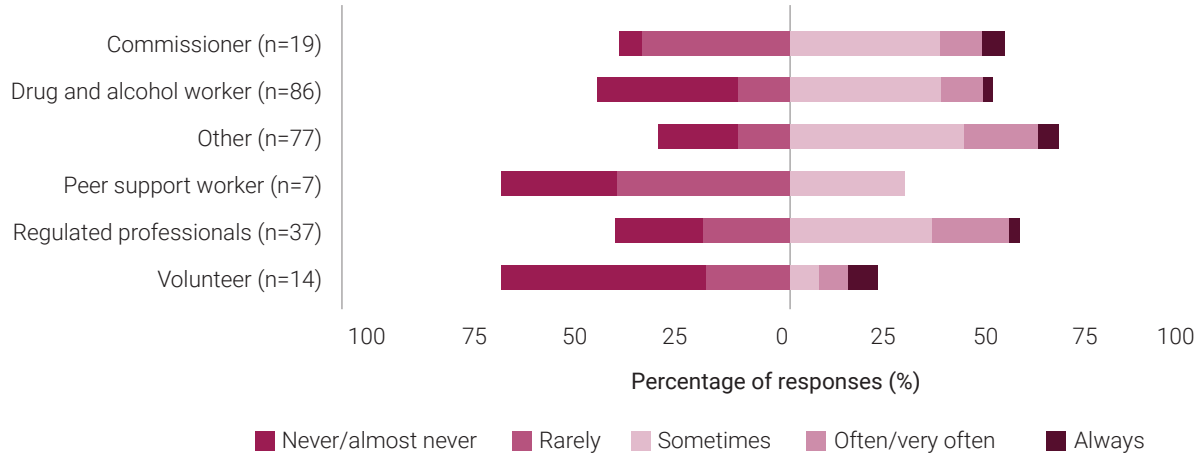


Figure A.3.1.7.2. Workforce members from Phases 1 and 2 responses to 'I feel frustrated by my work' by employment status

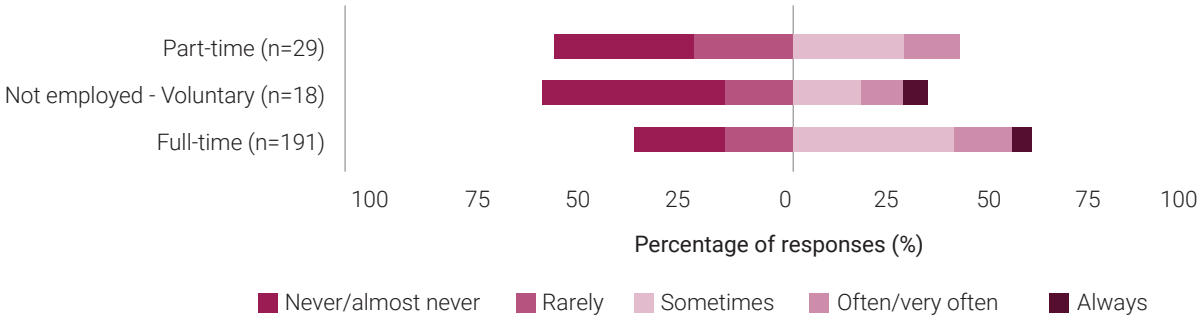


Figure A.3.1.7.3. Workforce members from Phases 1 and 2 responses to 'I feel frustrated by my work' by contract

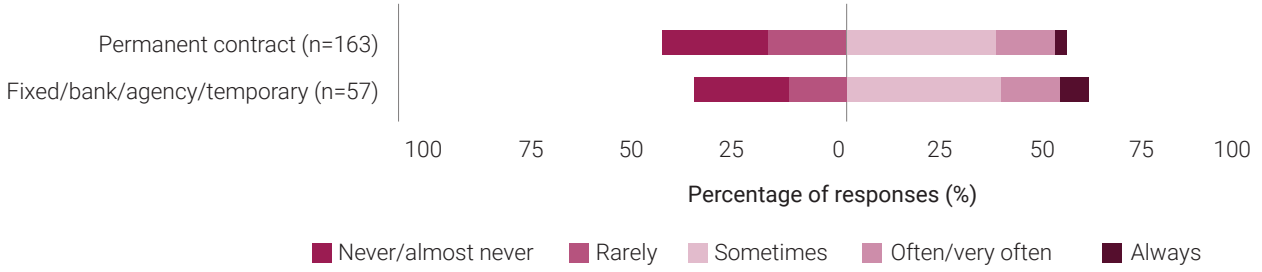


Figure A.3.1.7.4. Workforce members from Phases 1 and 2 responses to 'I feel frustrated by my work' by whether they work directly with people who use alcohol and/or other drugs

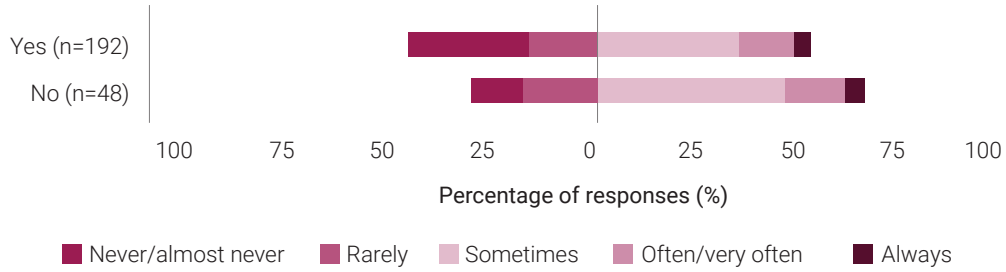


Figure A.3.1.7.5. Workforce members from Phases 1 and 2 responses to 'I feel frustrated by my work' by whether they supervise others

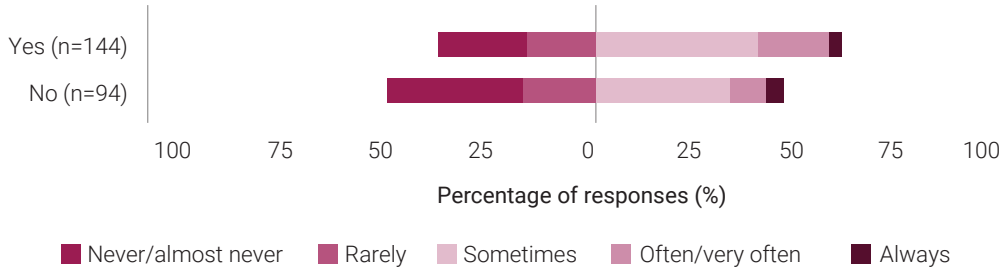


Figure A.3.1.7.6. Workforce members from Phases 1 and 2 responses to 'I feel frustrated by my work' by length of time working in the sector

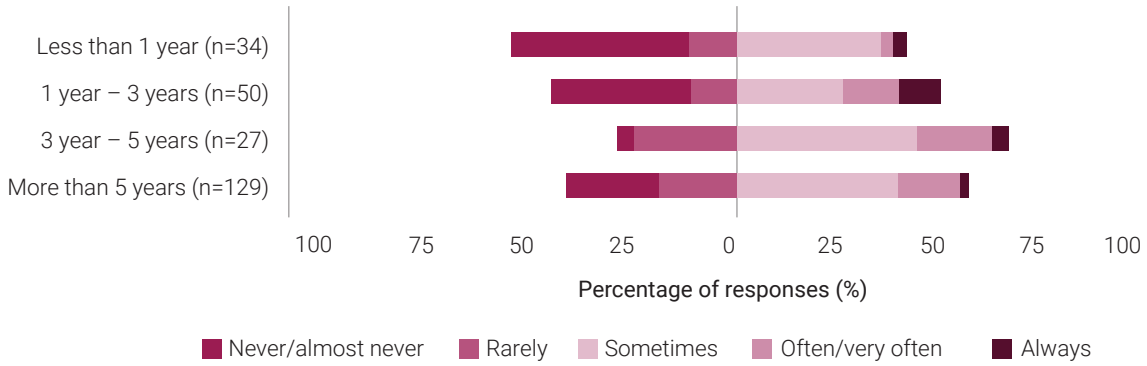


Figure A.3.1.7.7. Workforce members from Phases 1 and 2 responses to 'I feel frustrated by my work' by whether they would say they have appropriate and achievable career development pathways in their current role

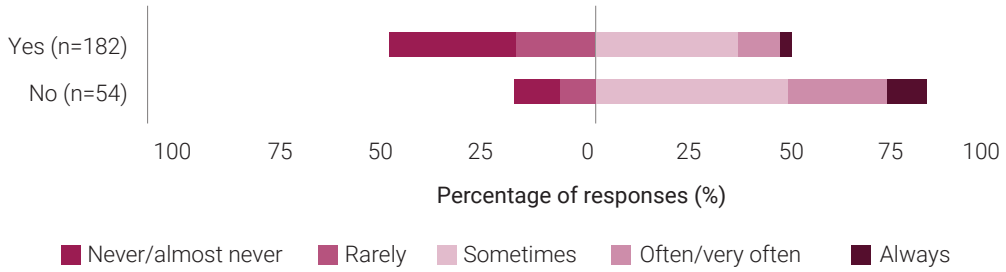


Figure A.3.1.7.8. Workforce members from Phases 1 and 2 responses to 'I feel frustrated by my work' by whether they have lived experience

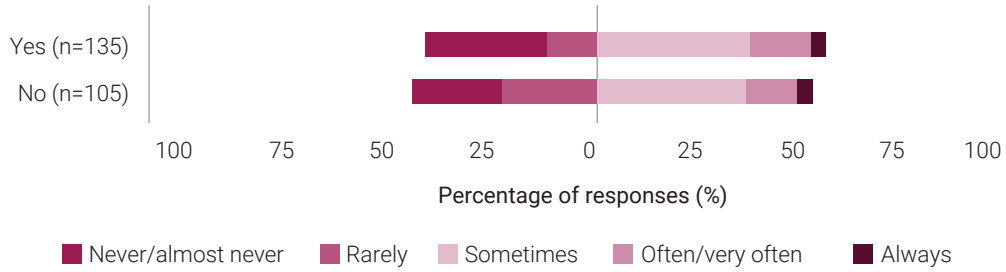


Figure A.3.1.7.9. Workforce members from Phases 1 and 2 responses to 'I feel frustrated by my work' by age group

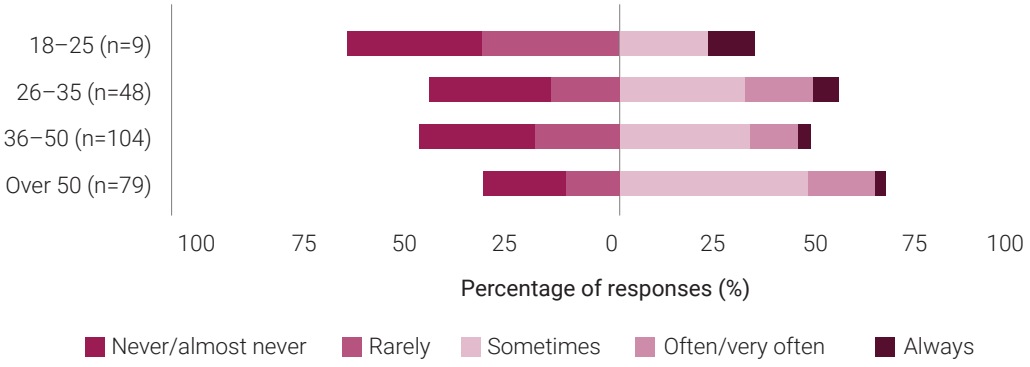


Figure A.3.1.7.10. Workforce members from Phases 1 and 2 responses to 'I feel frustrated by my work' by gender

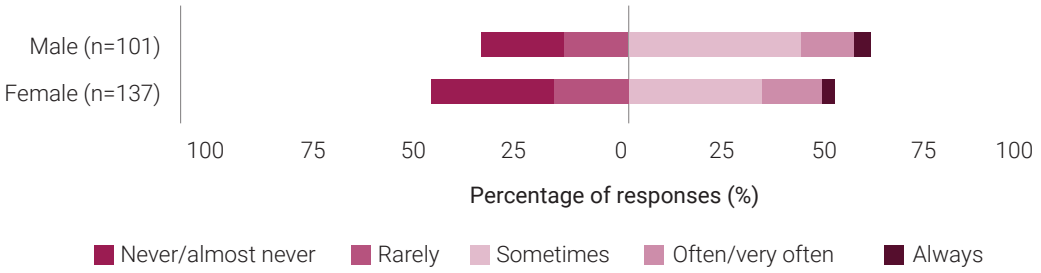
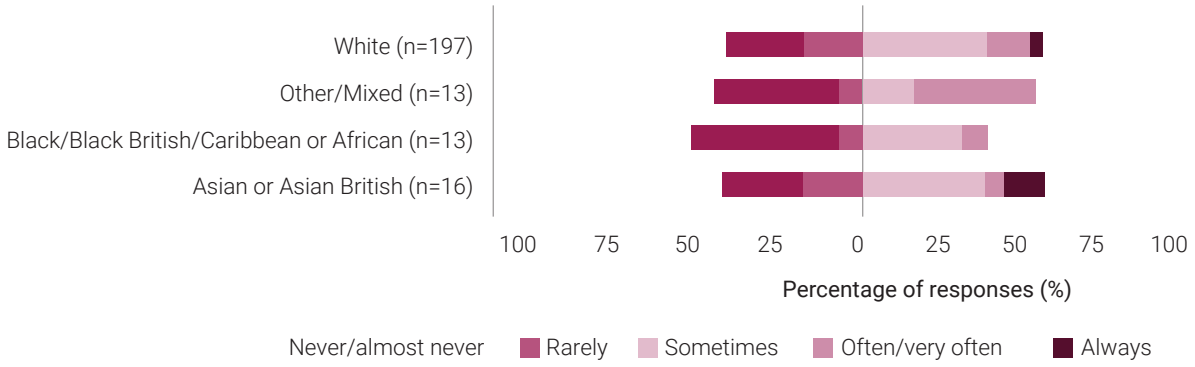


Figure A.3.1.7.11. Workforce members from Phases 1 and 2 responses to 'I feel frustrated by my work' by ethnic groups



A.3.2 Perceived Stress Scales – Demands

Figure A.3.2. Workforce members from Phases 1 and 2 responses to 8 questions from the 'Demand' section of the PSS

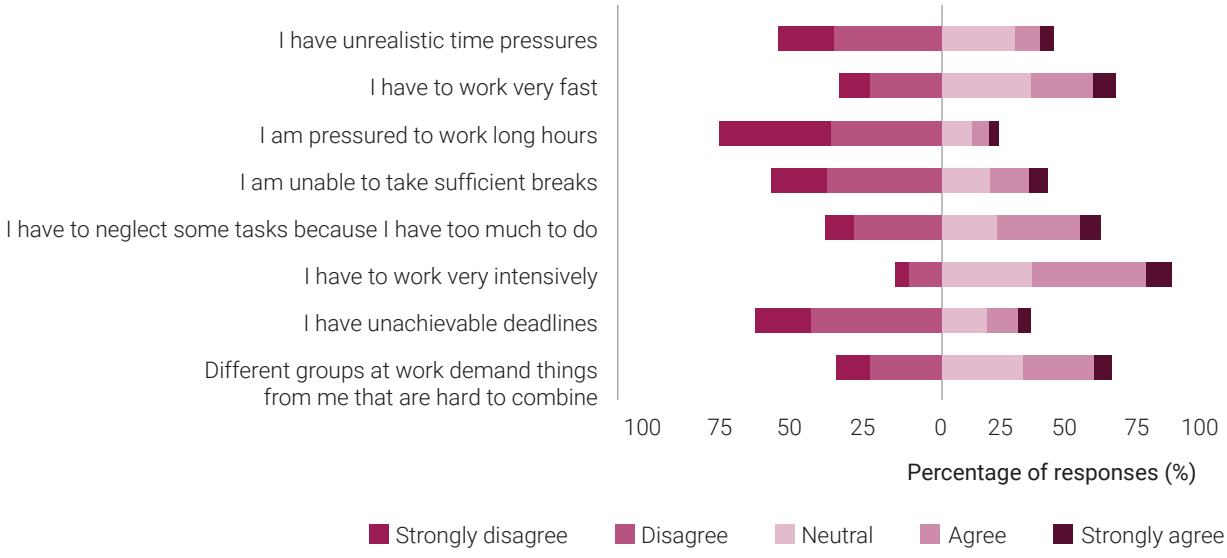


Table A.3.2. The percentage of workforce members from Phases 1 and 2 who selected 'Agree' or 'Strongly agree' to 8 questions from the 'Demand' section of the PSS

Different groups at work demand things from me that are hard to combine	I have unachievable deadlines	I have to work very intensively	I have to neglect some tasks because I have too much to do	I am unable to take sufficient breaks	I am pressured to work long hours	I have to work very fast	I have unrealistic time pressures
32.9%	15.3%	50.6%	37.2%	20.9%	9.0%	30.5%	14.0%

A.3.2.1 Results by whether they would say they have appropriate and achievable career development pathways in their current role of the Perceived Stress Scale 'Demand' section

Figure A.3.2.1.1. Workforce members from Phases 1 and 2 responses to 'Different groups at work demand things from me that are hard to combine'

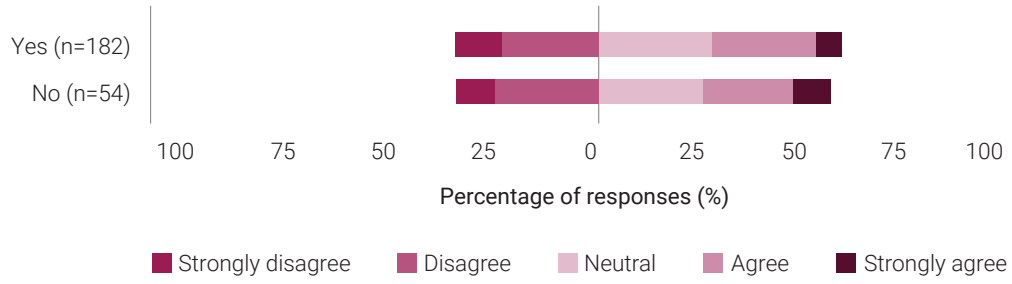


Figure A.3.2.1.2. Workforce members from Phases 1 and 2 responses to 'I have unachievable deadlines'

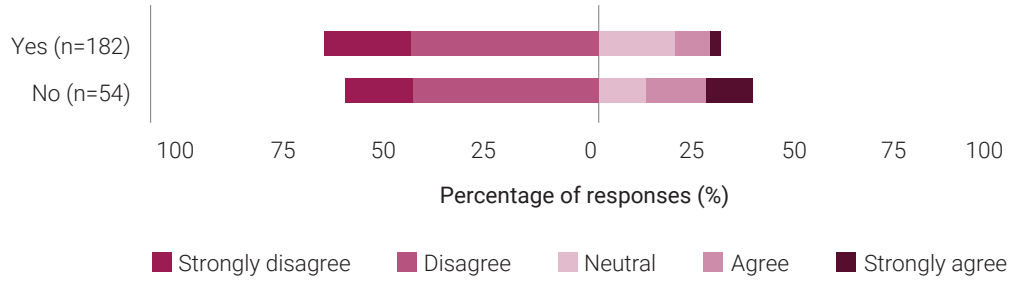


Figure A.3.2.1.3. Workforce members from Phases 1 and 2 responses to 'I have to work very intensively'

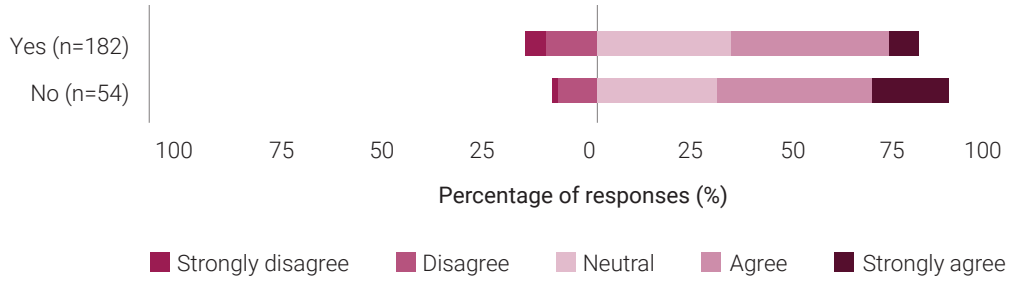


Figure A.3.2.1.4. Workforce members from Phases 1 and 2 responses to 'I have to neglect some tasks because I have too much to do'

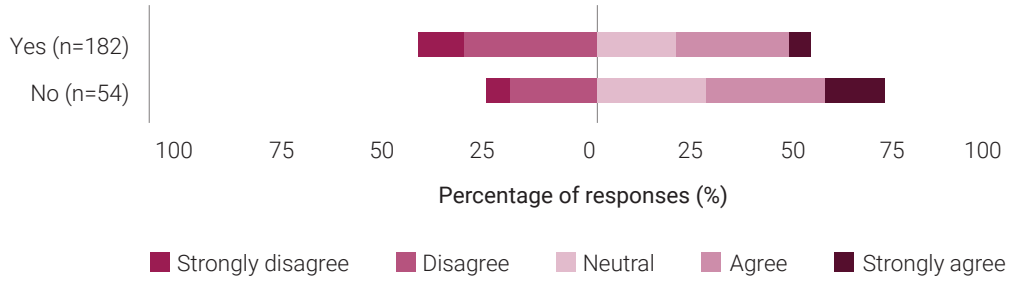


Figure A.3.2.1.5. Workforce members from Phases 1 and 2 responses to 'I am unable to take sufficient breaks'

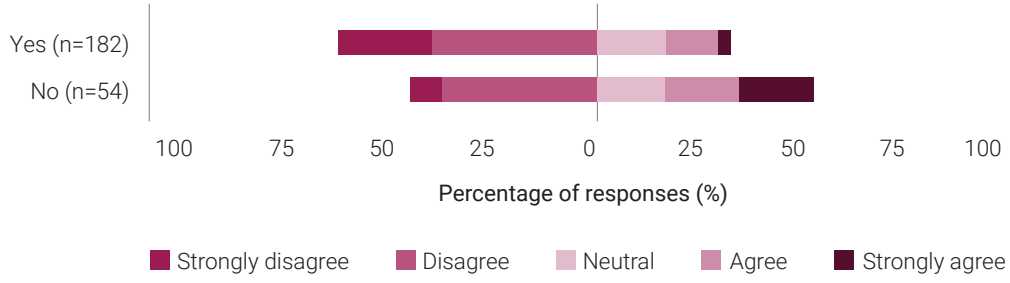


Figure A.3.2.1.6. Workforce members from Phases 1 and 2 responses to 'I am pressured to work long hours'

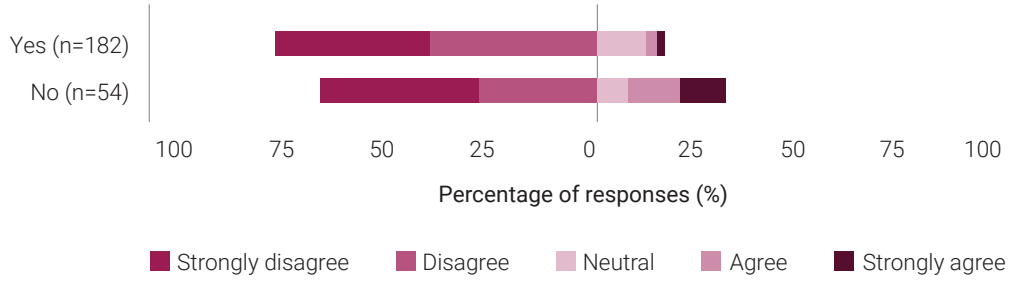


Figure A.3.2.1.7. Workforce members from Phases 1 and 2 responses to 'I have to work very fast'

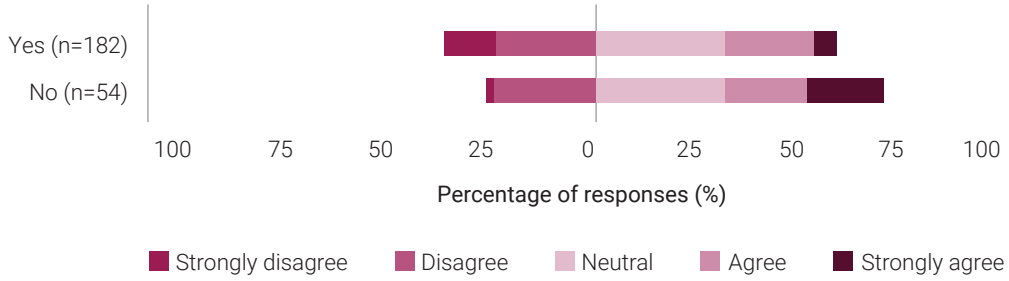
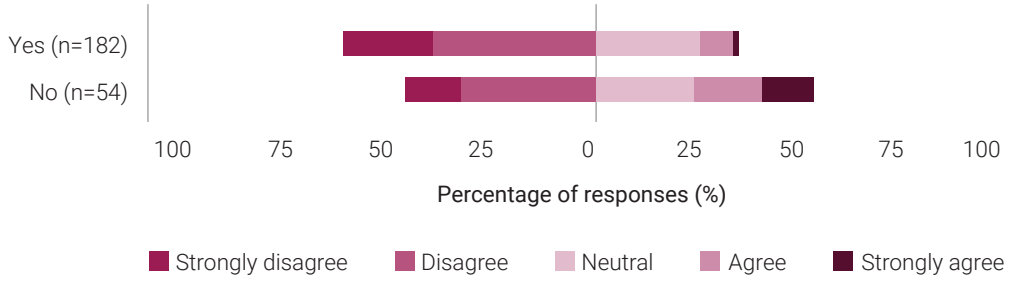


Figure A.3.2.1.8. Workforce members from Phases 1 and 2 responses to 'I have unrealistic time pressures'



A.3.2.2 Results by length of time in sector of the Perceived Stress Scale 'Demand' section

Figure A.3.2.2.1. Workforce members from Phases 1 and 2 responses to 'Different groups at work demand things from me that are hard to combine'

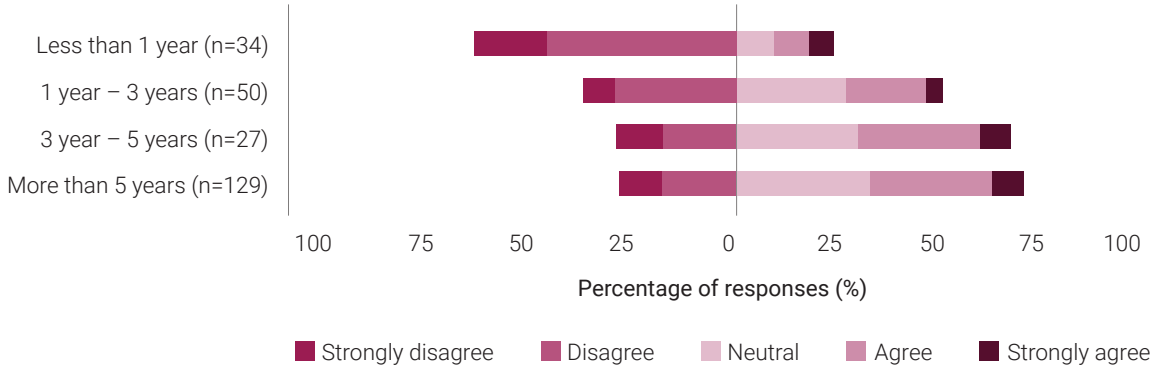


Figure A.3.2.2.2. Workforce members from Phases 1 and 2 responses to 'I have unachievable deadlines'

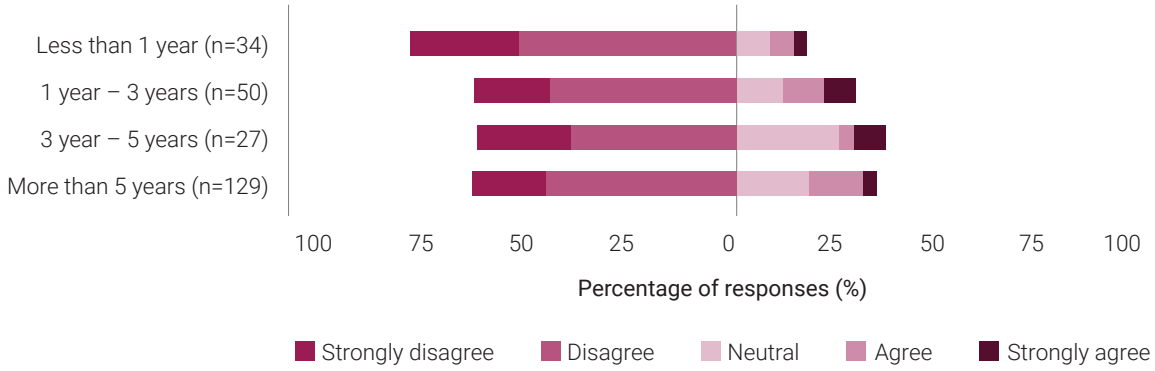


Figure A.3.2.2.3. Workforce members from Phases 1 and 2 responses to 'I have to neglect some tasks because I have too much to do'

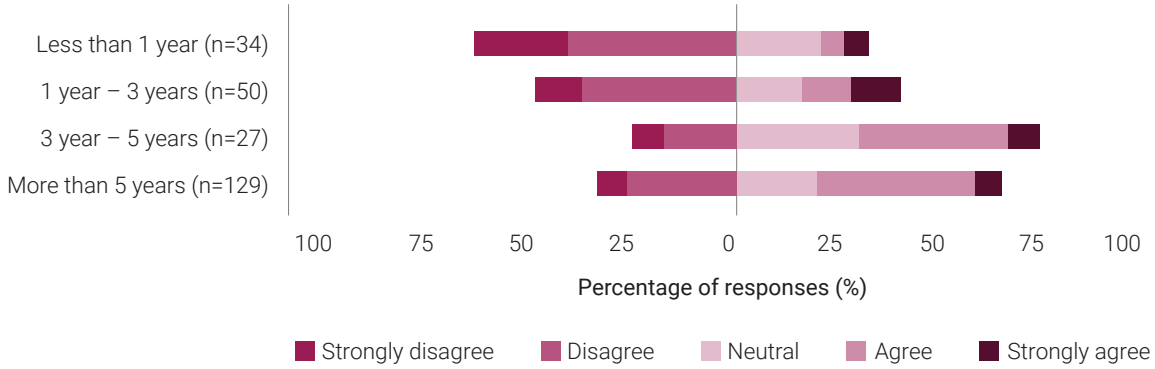


Figure A.3.2.2.4. Workforce members from Phases 1 and 2 responses to 'I am unable to take sufficient breaks'

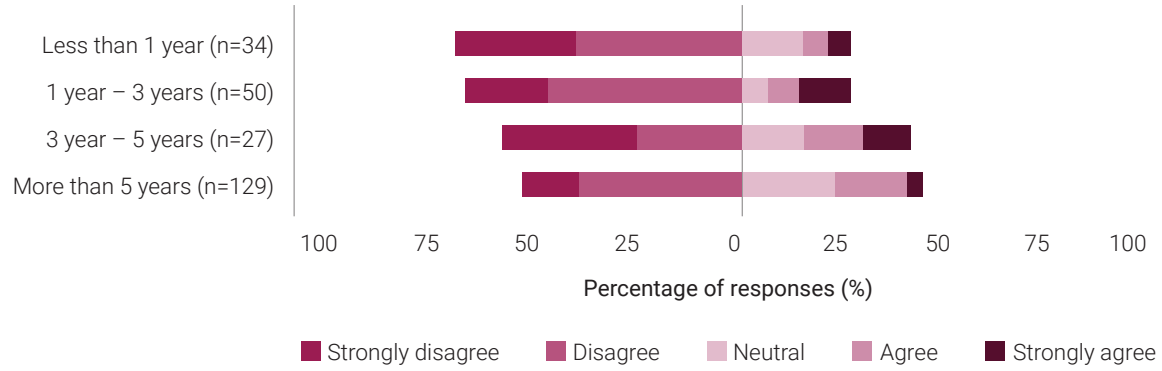


Figure A.3.2.2.5. Workforce members from Phases 1 and 2 responses to 'I am pressured to work long hours'

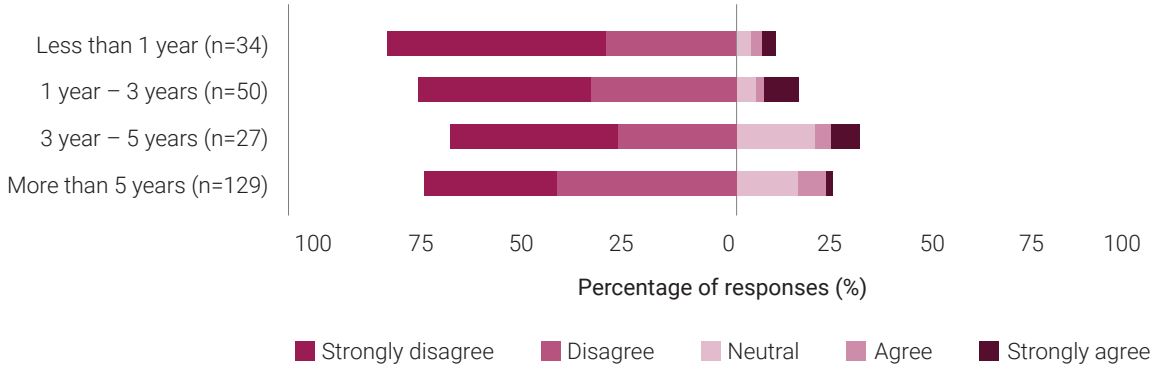


Figure A.3.2.2.6. Workforce members from Phases 1 and 2 responses to 'I have to work very fast'

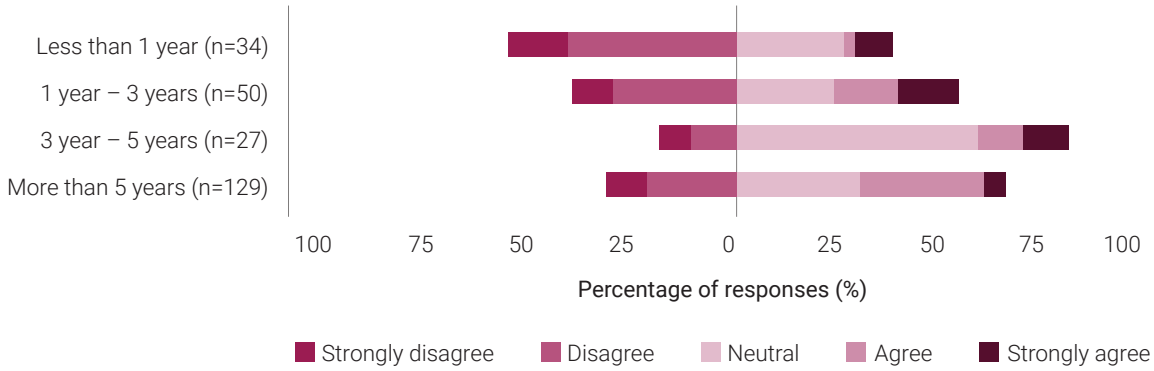
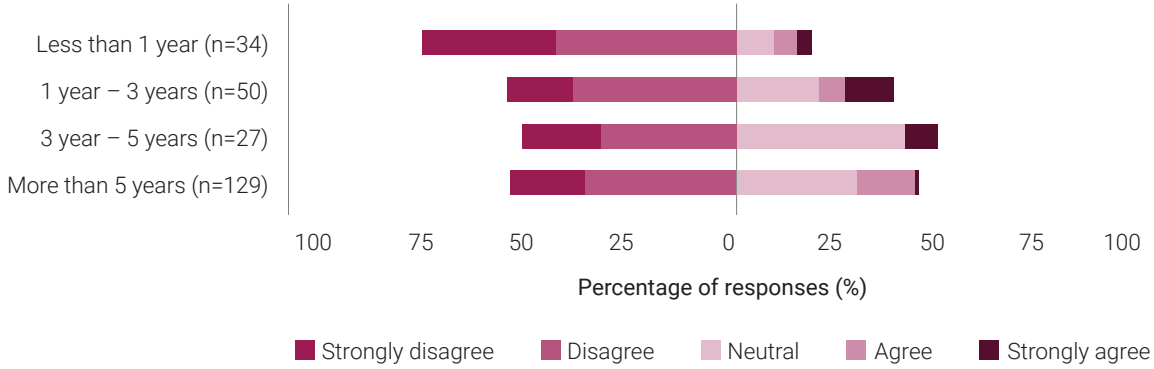


Figure A.3.2.2.7. Workforce members from Phases 1 and 2 responses to 'I have unrealistic time pressures'



A.3.3 Perceived Stress Scales – Managerial Support

Figure A.3.3. Workforce members from Phases 1 and 2 responses to 5 questions from the 'Managerial Support' section of the PSS

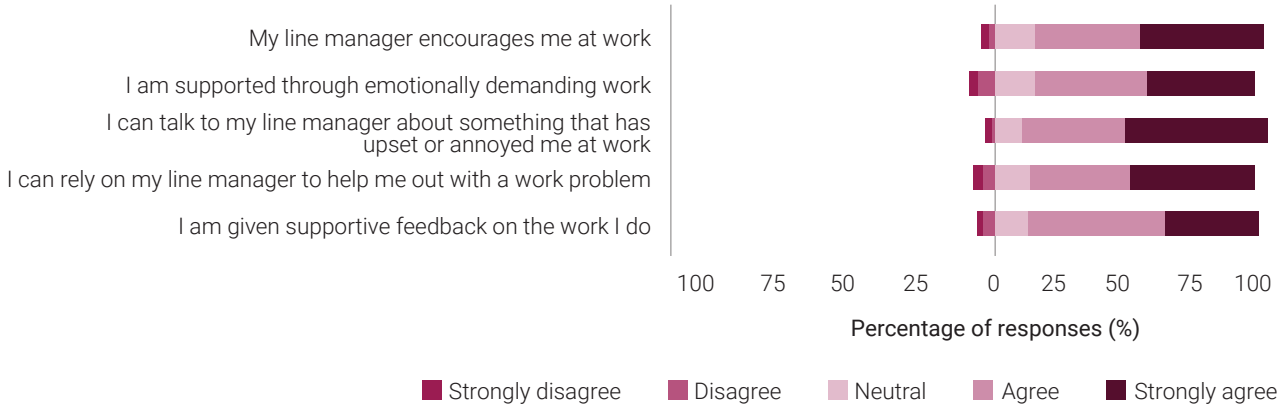


Table A.3.3. The percentage of workforce members from Phases 1 and 2 who selected 'Agree' or 'Strongly agree' to 5 questions from the 'Managerial Support' section of the PSS

I am given supportive feedback on the work I do	I can rely on my line manager to help me out with a work problem	I can talk to my line manager about something that has upset or annoyed me at work	I am supported through emotionally demanding work	My line manager encourages me at work
81.4%	79.7%	87.7%	76.7%	81.9%

A.3.3.1. Results by whether they would say they have appropriate and achievable career development pathways in their current role of the Perceived Stress Scale 'Managerial Support' section

Figure A.3.3.1.1. Workforce members from Phases 1 and 2 responses to 'I am given supportive feedback on the work I do' by whether they would say they have appropriate and achievable career development pathways in their current role

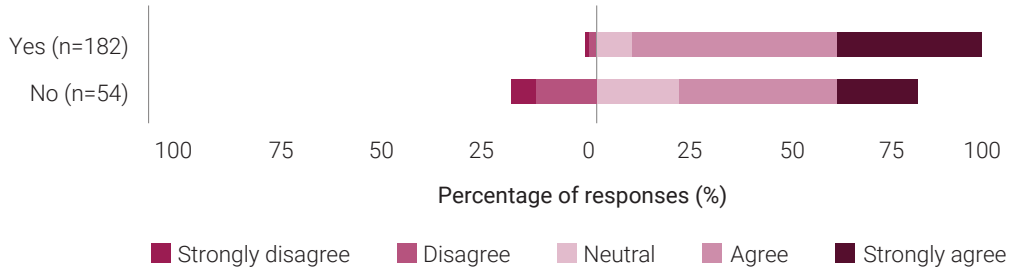


Figure A.3.3.1.2. Workforce members from Phases 1 and 2 responses to 'I can rely on my line manager to help me out with a work problem' by whether they would say they have appropriate and achievable career development pathways in their current role

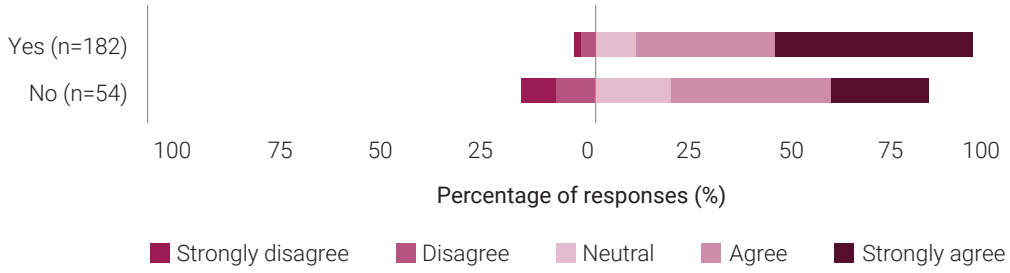


Figure A.3.3.1.3 Workforce members from Phases 1 and 2 responses to 'I can talk to my line manager about something that has upset or annoyed me at work' by whether they would say they have appropriate and achievable career development pathways in their current role

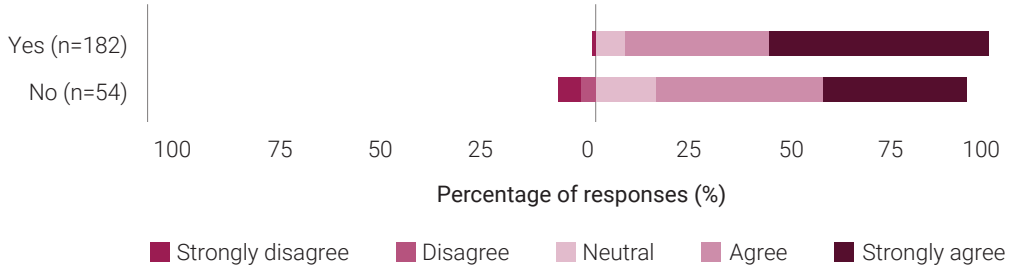


Figure A.3.3.1.4. Workforce members from Phases 1 and 2 responses to 'I am supported through emotionally demanding work' by whether they would say they have appropriate and achievable career development pathways in their current role

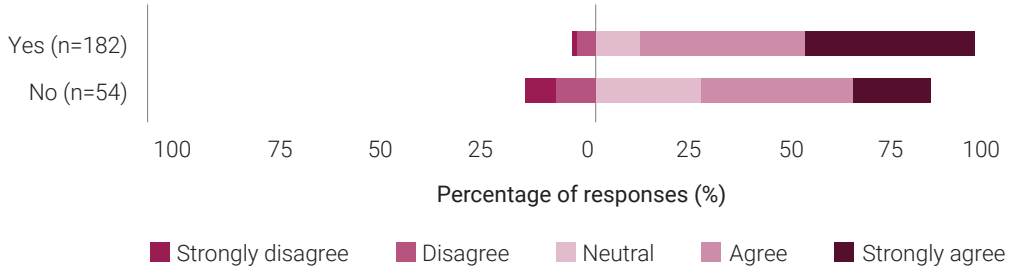
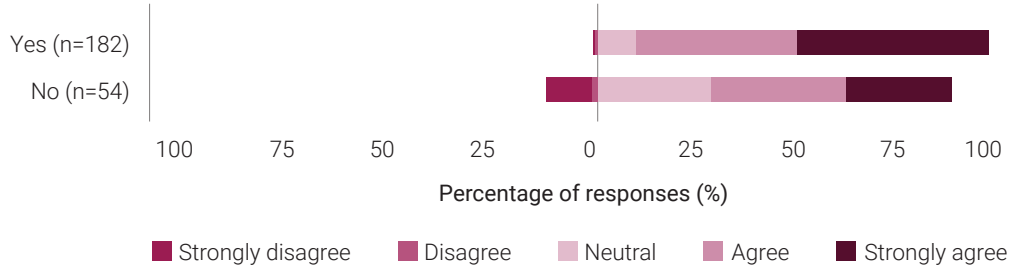


Figure A.3.3.1.5. Workforce members from Phases 1 and 2 responses to 'My line manager encourages me at work' by whether they would say they have appropriate and achievable career development pathways in their current role



A.3.4. Perceived Stress Scales – Peer Support

Figure A.3.4. Workforce members from Phases 1 and 2 responses to 4 questions from the 'Peer Support' section of the PSS

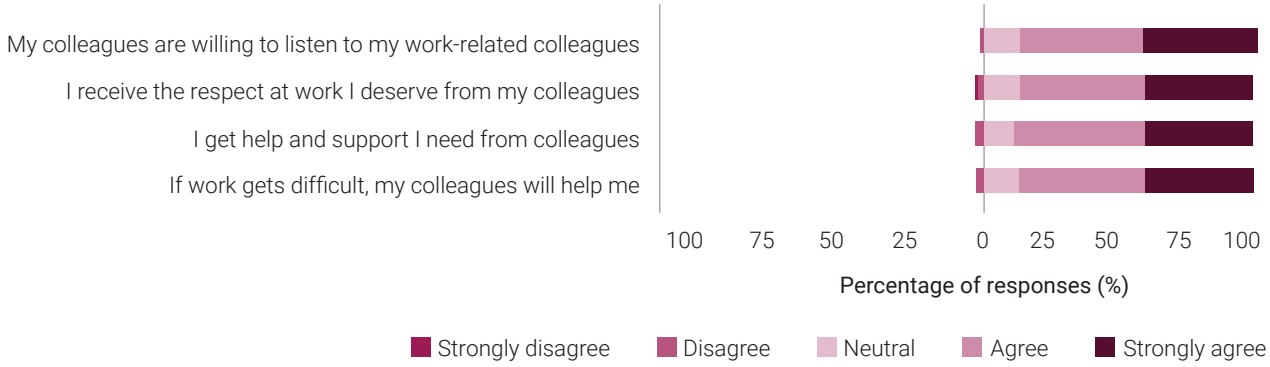


Table A.3.4. The percentage of workforce members from Phases 1 and 2 who selected 'Agree' or 'Strongly agree' to 4 questions from the 'Peer Support' section of the PSS

If work gets difficult, my colleagues will help me	I get help and support I need from colleagues	I receive the respect at work I deserve from my colleagues	My colleagues are willing to listen to my work-related colleagues
84.4%	85.7%	83.5%	85.2%

A.3.4.1. Results by whether they would say they have appropriate and achievable career development pathways in their current role of the Perceived Stress Scale 'Peer Support' section

Figure A.3.4.1.1. Workforce members from Phases 1 and 2 responses to 'If work gets difficult, my colleagues will help me' by whether they would say they have appropriate and achievable career development pathways in their current role

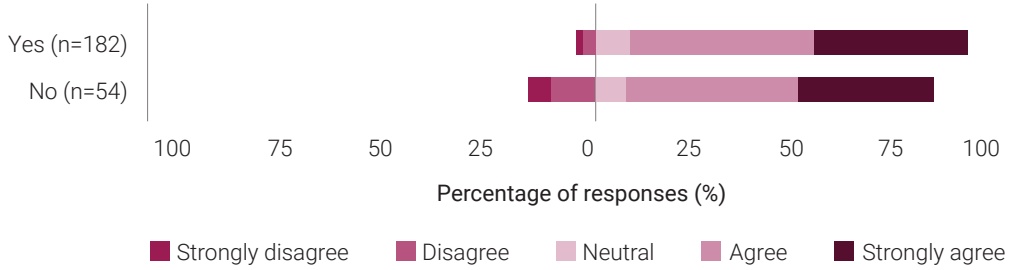


Figure A.3.4.1.2. Workforce members from Phases 1 and 2 responses to 'I get help and support I need from colleagues' by whether they would say they have appropriate and achievable career development pathways in their current role

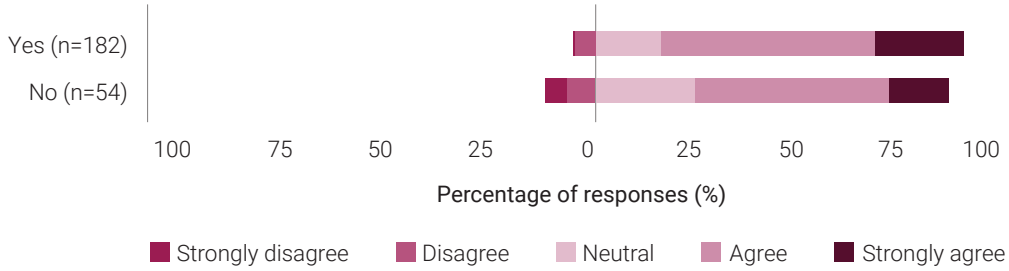


Figure A.3.4.1.3. Workforce members from Phases 1 and 2 responses to 'I receive the respect at work I deserve from colleagues' by whether they would say they have appropriate and achievable career development pathways in their current role

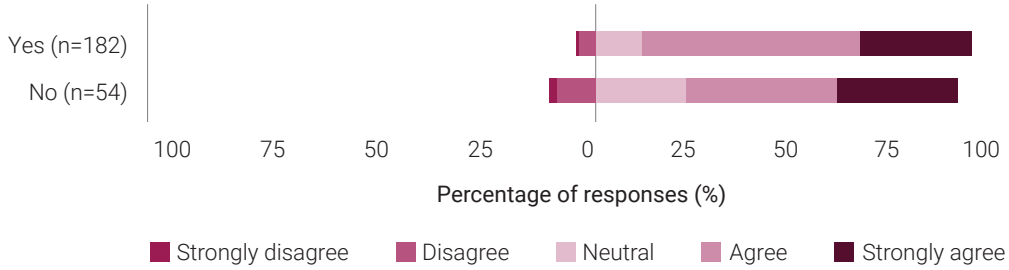
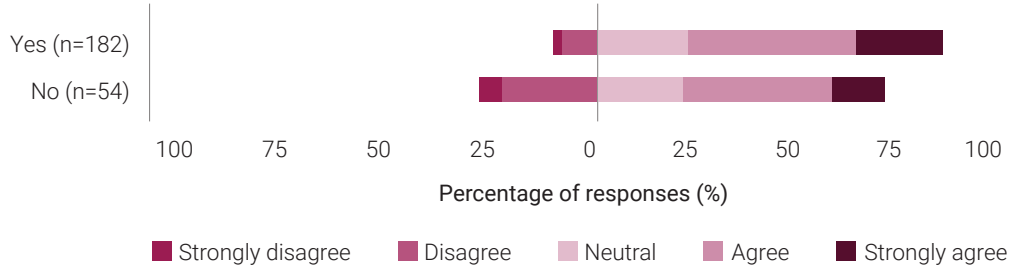


Figure A.3.4.1.4. Workforce members from Phases 1 and 2 responses to 'My colleagues are willing to listen to my work-related colleagues' by whether they would say they have appropriate and achievable career development pathways in their current role



A.3.5. NHS Staff Survey – Job Satisfaction

Figure A.3.5. Workforce members from Phases 1 and 2 responses to 3 questions in the NHS Staff Survey relating to job satisfaction



Table A.3.5. The percentage of workforce members from Phases 1 and 2 who selected 'Agree' or 'Strongly agree' to 3 questions in the NHS Staff Survey relating to job satisfaction

I am satisfied with my level of pay	I have adequate materials, supplies and equipment to do my work	There are enough staff at this organisation for me to do my job properly
45.9%	76.5%	45.9%

A.3.5.1 Results by sample characteristics of the NHS Staff Survey question 'I am satisfied with my level of pay'

Figure A.3.5.1.1. Workforce members from Phases 1 and 2 responses to 'I am satisfied with my level of pay' by job role

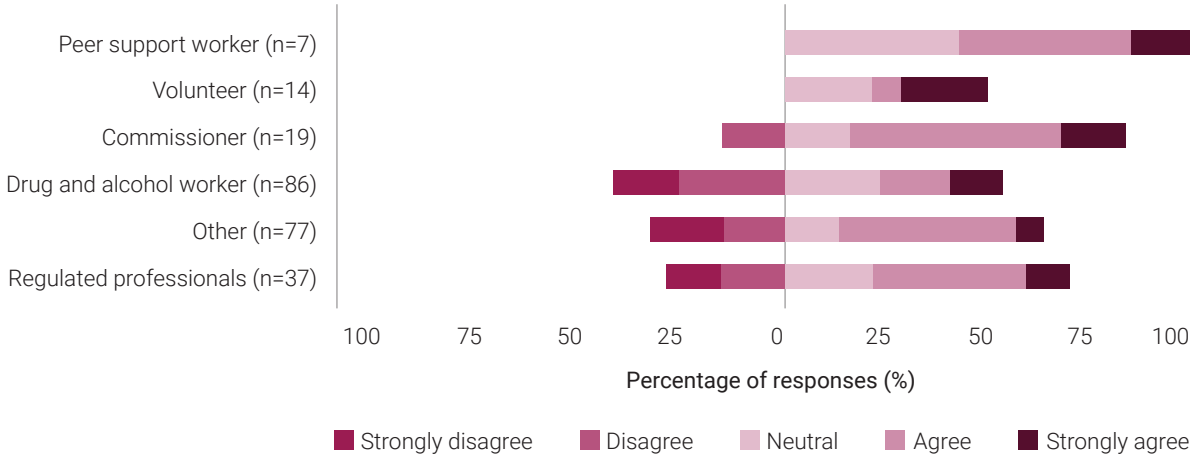


Figure A.3.5.1.2. Workforce members from Phases 1 and 2 responses to 'I am satisfied with my level of pay' by length of time working in the sector

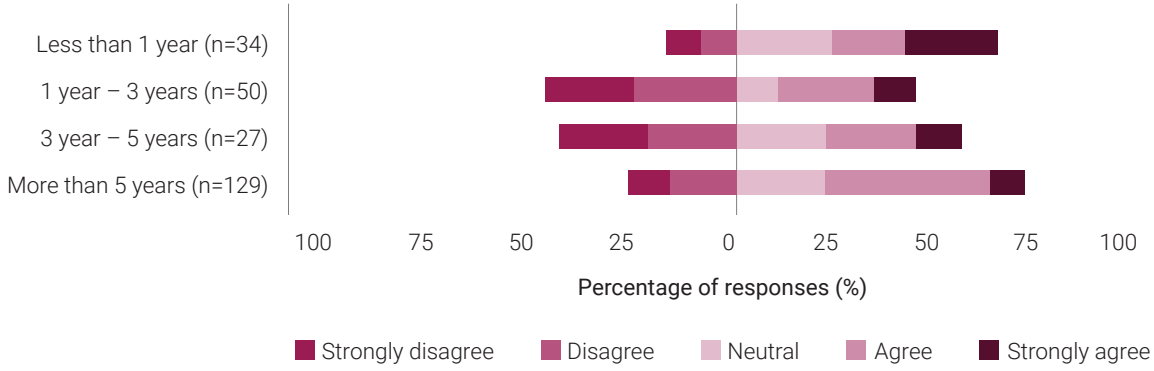


Figure A.3.5.1.3. Workforce members from Phases 1 and 2 responses to 'I am satisfied with my level of pay' by whether they would say they have appropriate and achievable career development pathways in their current role

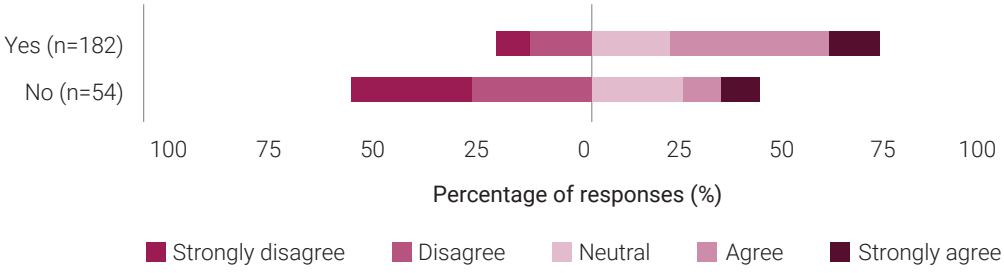
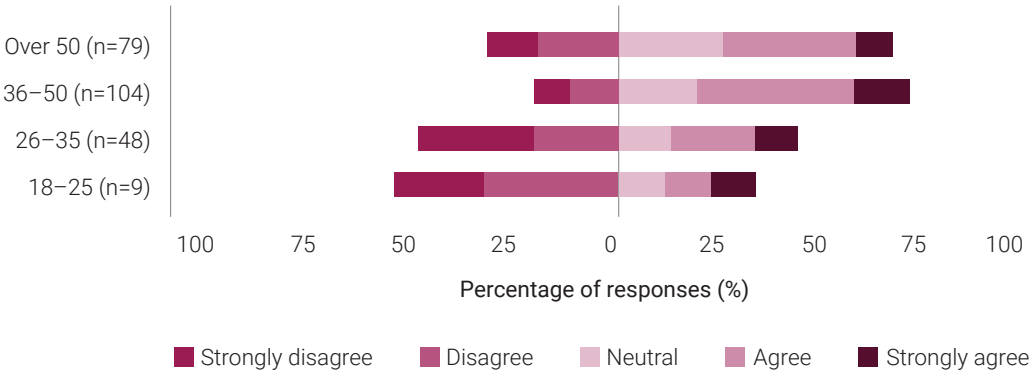


Figure A.3.5.1.4. Workforce members from Phases 1 and 2 responses to 'I am satisfied with my level of pay' by age group



A.3.5.2 Results by sample characteristics of the NHS Staff Survey question 'I have adequate materials, supplies and equipment to do my work'

Figure A.3.5.2.1. Workforce members from Phases 1 and 2 responses to 'I have adequate materials, supplies and equipment to do my work' by job role

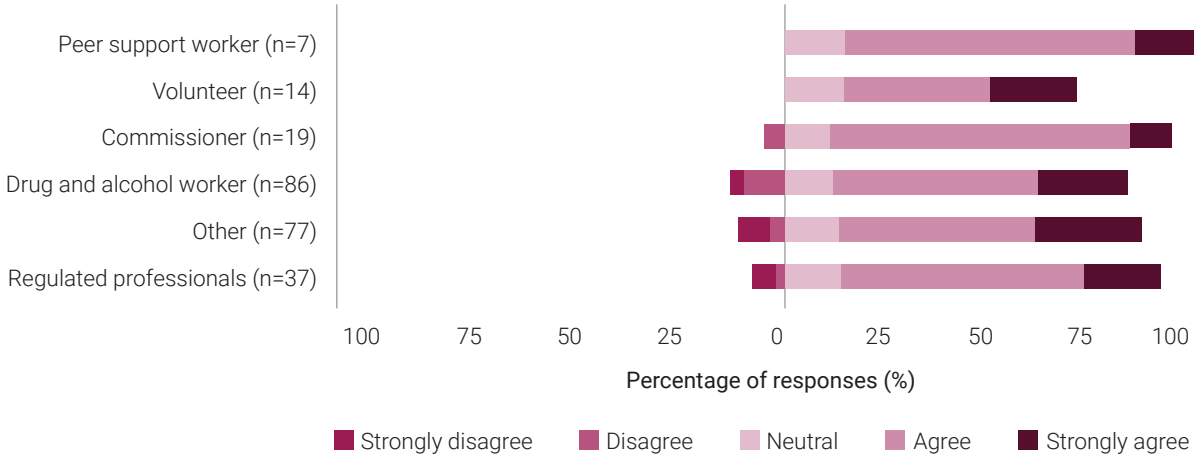


Figure A.3.5.2.2. Workforce members from Phases 1 and 2 responses to 'I have adequate materials, supplies and equipment to do my work' by length of time working in the sector

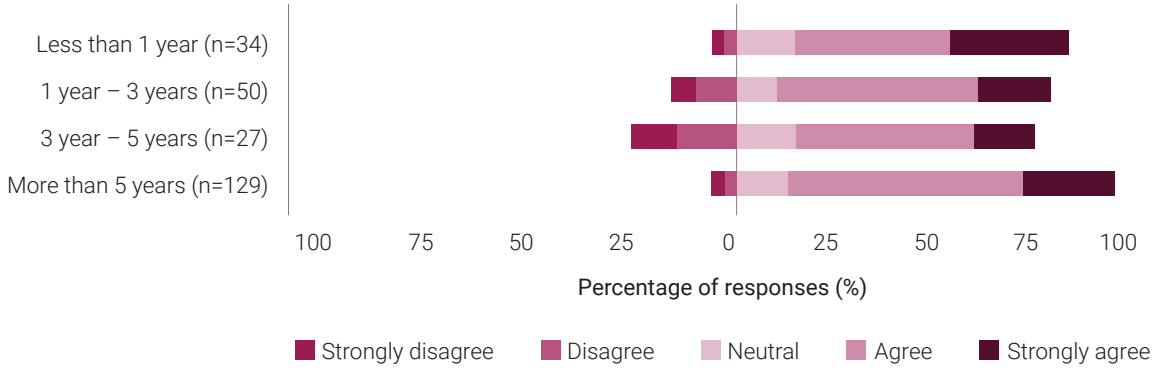


Figure A.3.5.2.3. Workforce members from Phases 1 and 2 responses to 'I have adequate materials, supplies and equipment to do my work' by whether they would say they have appropriate and achievable career development pathways in their current role

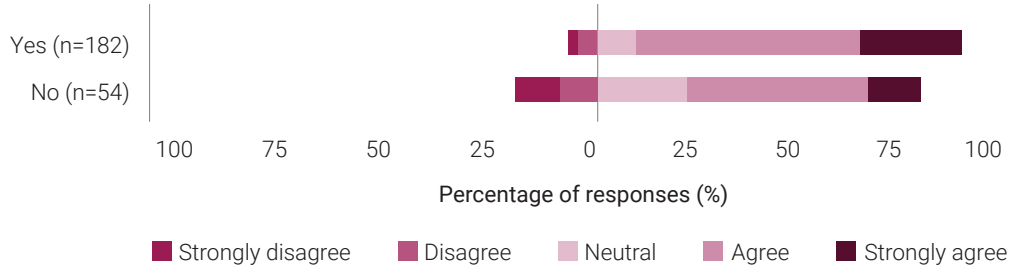
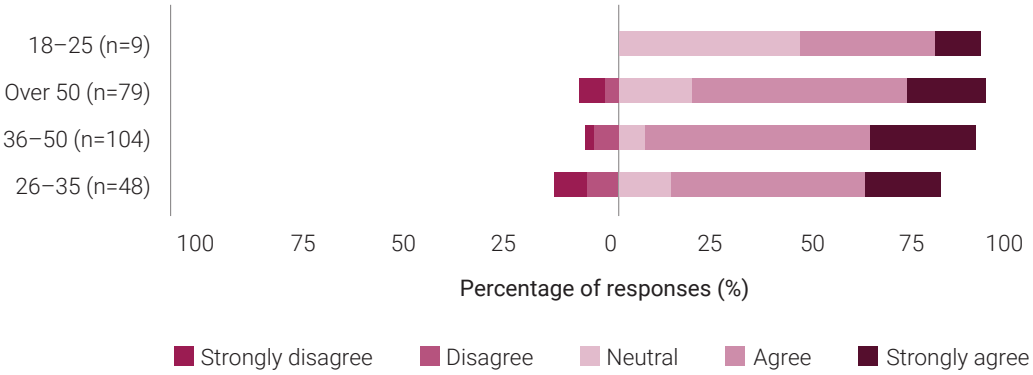


Figure A.3.5.2.4. Workforce members from Phases 1 and 2 responses to 'I have adequate materials, supplies and equipment to do my work' by age group



A.3.5.3 Results by sample characteristics of the NHS Staff Survey question 'There are enough staff at this organisation for me to do my job properly'

Figure A.3.5.3.1. Workforce members from Phases 1 and 2 responses to 'There are enough staff at this organisation for me to do my job properly' by job role

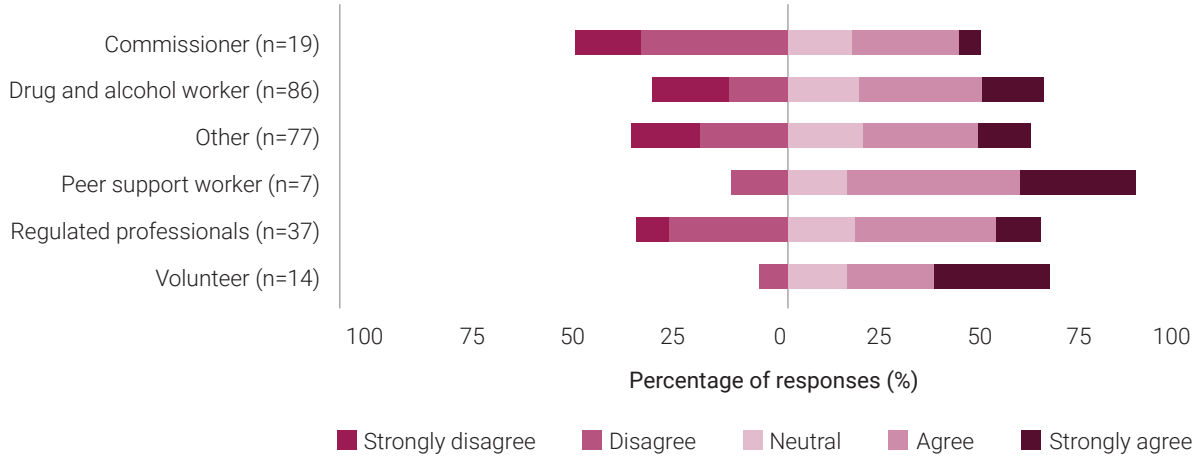


Figure A.3.5.3.2. Workforce members from Phases 1 and 2 responses to 'There are enough staff at this organisation for me to do my job properly' by length of time working in the sector

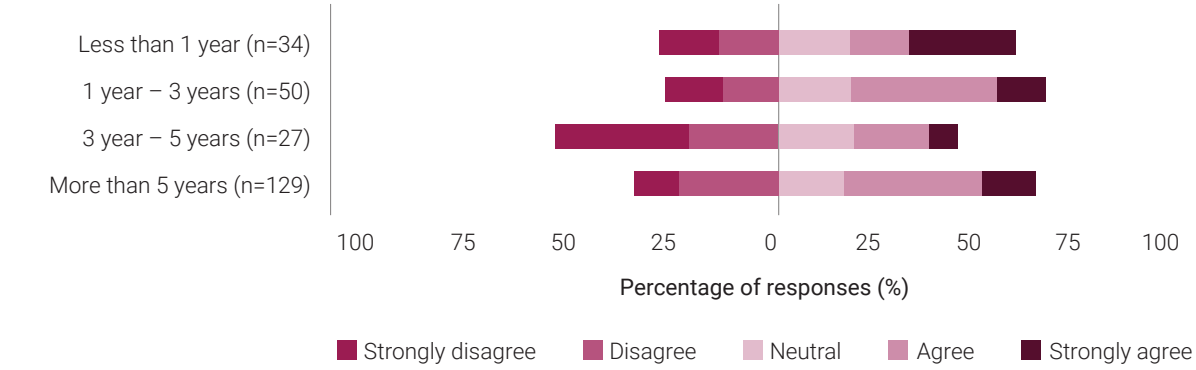


Figure A.3.5.3.3. Workforce members from Phases 1 and 2 responses to 'There are enough staff at this organisation for me to do my job properly' by whether they would say they have appropriate and achievable career development pathways in their current role

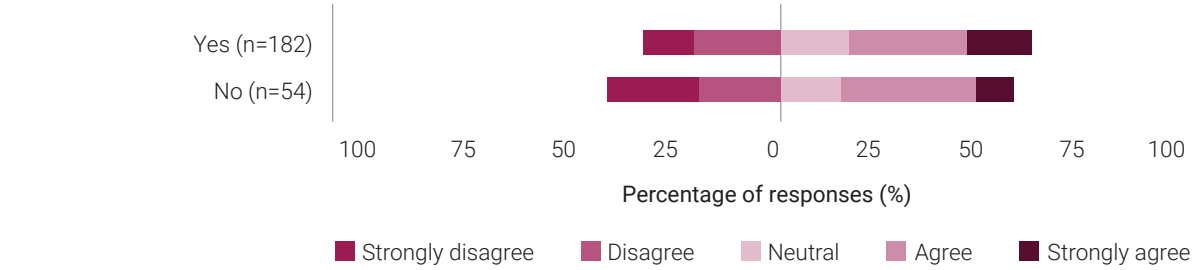
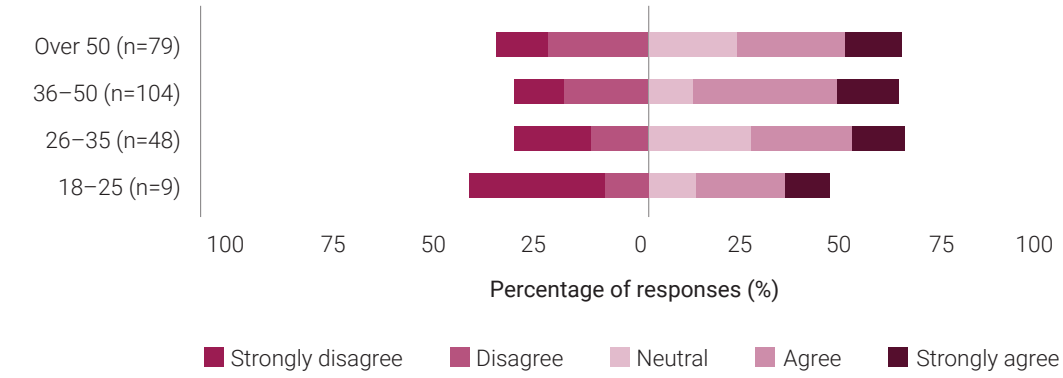


Figure A.3.5.3.4. Workforce members from Phases 1 and 2 responses to 'There are enough staff at this organisation for me to do my job properly' by age group



A.3.6. Perceived Stress Scales – Role

Figure A.3.6. Workforce members from Phases 1 and 2 responses to 5 questions from the 'Role' section of the PSS

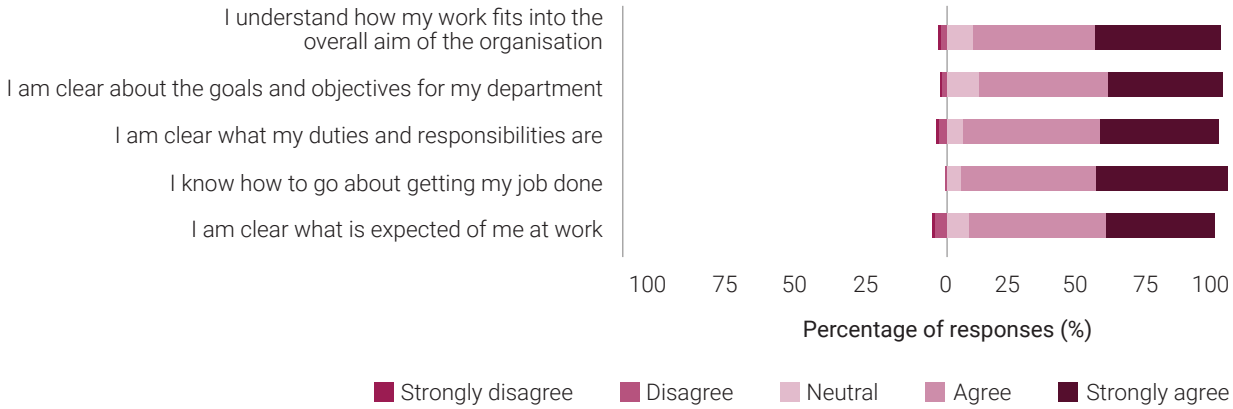


Table A.3.6. The percentage of workforce members from Phases 1 and 2 who selected 'Agree' or 'Strongly agree' to 5 questions from the 'Role' section of the PSS.

I am clear what is expected of me at work	I know how to go about getting my job done	I am clear what my duties and responsibilities are	I am clear about the goals and objectives for my department	I understand how my work fits into the overall aim of the organisation
86.9%	94.0%	90.7%	86.0%	87.7%

A.3.6.1. Results by whether they would say they have appropriate and achievable career development pathways in their current role of the Perceived Stress Scale 'Role' section

Figure A.3.6.1.1. Workforce members from Phases 1 and 2 responses to 'I am clear what is expected of me at work' by whether they would say they have appropriate and achievable career development pathways in their current role

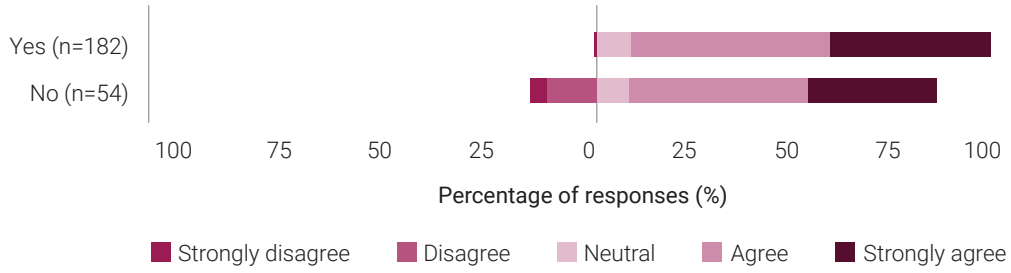


Figure A.3.6.1.2. Workforce members from Phases 1 and 2 responses to 'I know how to go about getting my job done' by whether they would say they have appropriate and achievable career development pathways in their current role

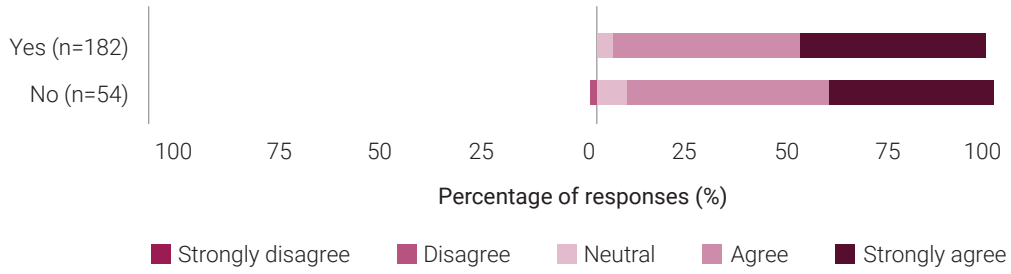


Figure A.3.6.1.3. Workforce members from Phases 1 and 2 responses to 'I am clear what my duties and responsibilities are' by whether they would say they have appropriate and achievable career development pathways in their current role

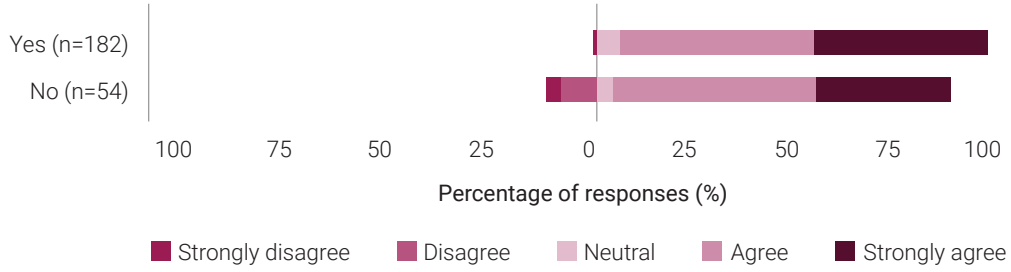


Figure A.3.6.1.4. Workforce members from Phases 1 and 2 responses to 'I am clear about the goals and objectives for my department' by whether they would say they have appropriate and achievable career development pathways in their current role

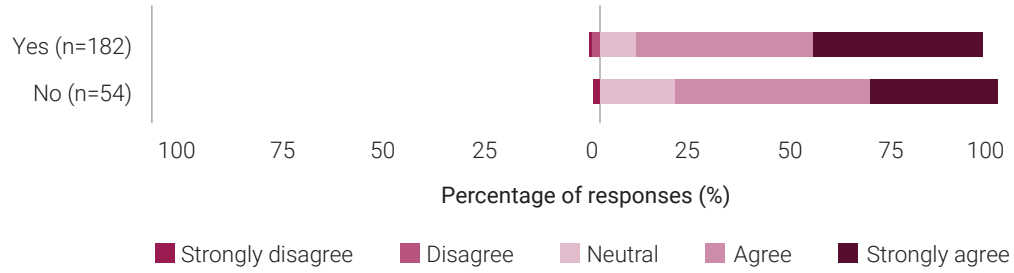
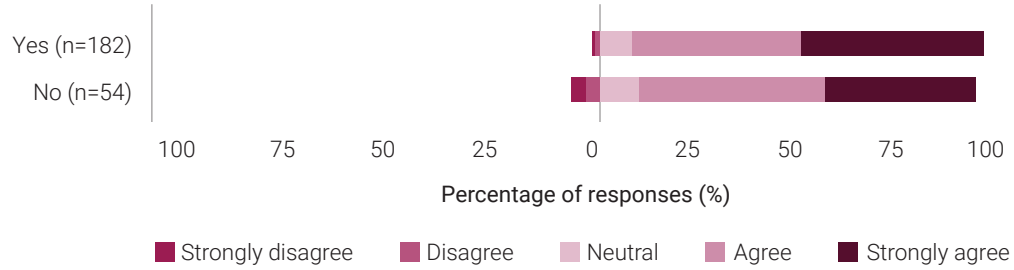


Figure A.3.6.1.5. Workforce members from Phases 1 and 2 responses to 'I understand how my work fits into the overall aim of the organisation' by whether they would say they have appropriate and achievable career development pathways in their current role



A.3.7. Perceived Stress Scales – Relationships

Figure A.3.7. Workforce members from Phases 1 and 2 responses to 4 questions from the 'Relationships' section of the PSS

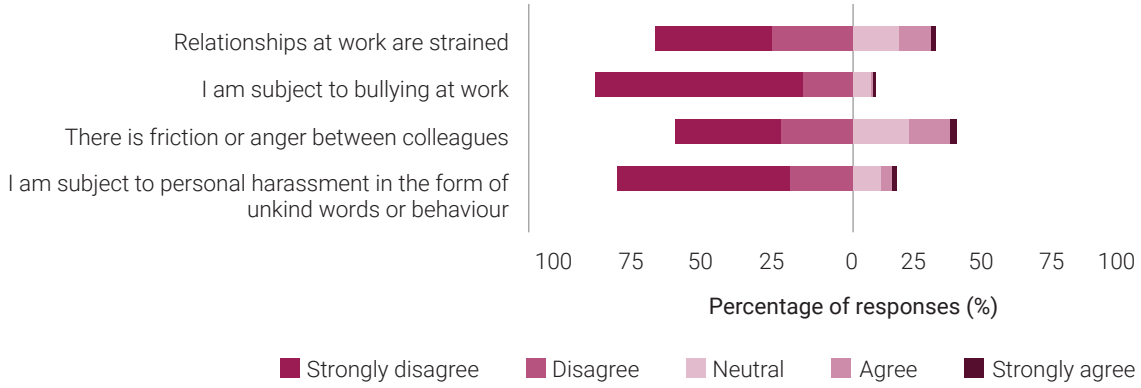


Table A.3.7. The percentage of workforce members from Phases 1 and 2 who selected 'Agree' or 'Strongly agree' to 4 questions from the 'Relationships' section of the PSS

I am subject to personal harassment in the form of unkind words or behaviour	There is friction or anger between colleagues	I am subject to bullying at work	Relationships at work are strained
5.9%	16.9%	1.7%	13.0%

A.3.7.1. Results by whether they would say they have appropriate and achievable career development pathways in their current role of the Perceived Stress Scale 'Relationship' section

Figure A.3.7.1.1. Workforce members from Phases 1 and 2 responses to 'I am subject to personal harassment in the form of unkind words or behaviour' by whether they would say they have appropriate and achievable career development pathways in their current role

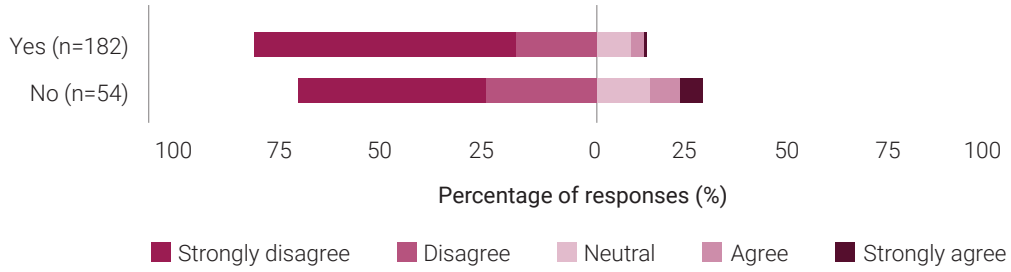


Figure A.3.7.1.2. Workforce members from Phases 1 and 2 responses to 'There is friction or anger between colleagues' by whether they would say they have appropriate and achievable career development pathways in their current role

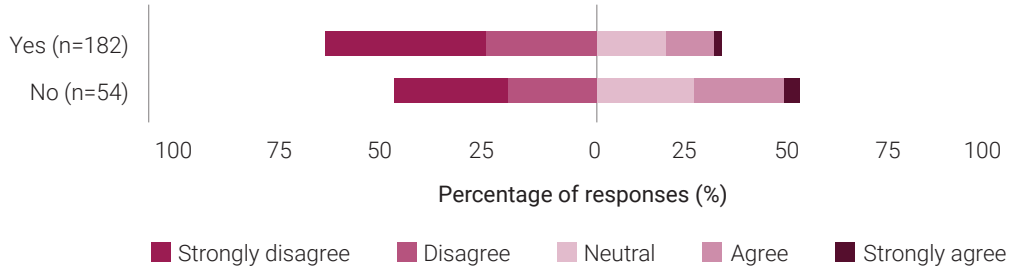


Figure A.3.7.1.3. Workforce members from Phases 1 and 2 responses to 'I am subject to bullying at work' by whether they would say they have appropriate and achievable career development pathways in their current role

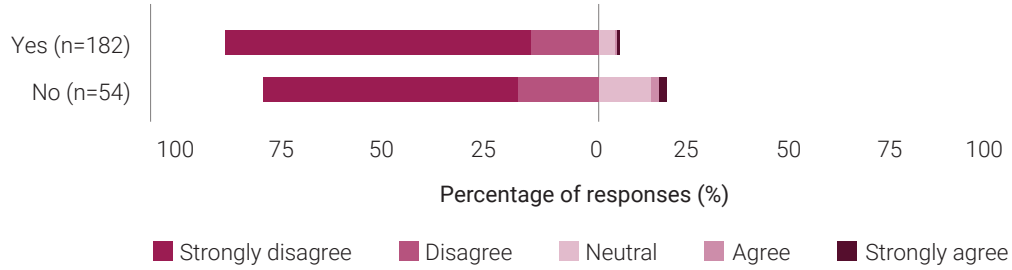
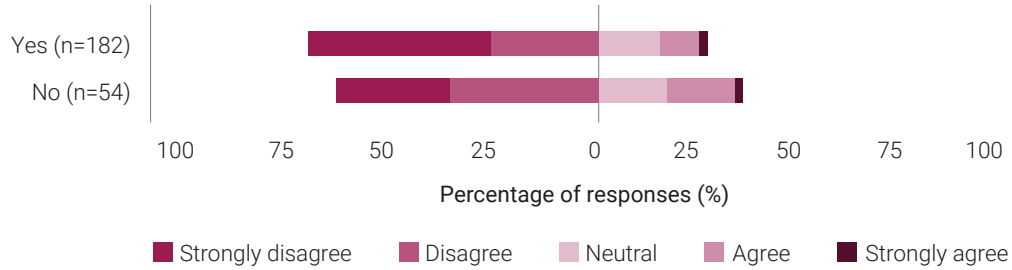


Figure A.3.7.1.4. Workforce members from Phases 1 and 2 responses to 'Relationships at work are strained' by whether they would say they have appropriate and achievable career development pathways in their current role



A.3.8. NHS Staff Survey – Intentions to Leave

Figure A.3.8. Workforce members from Phases 1 and 2 responses to 3 questions in the NHS Staff Survey relating to intentions to leave



Table A.3.8. The percentage of workforce members from Phases 1 and 2 who selected 'Agree' or 'Strongly agree' to 3 questions in the NHS Staff Survey relating to intentions to leave

I often think about leaving this organisation	I will probably look for a job at a new organisation in the next 12 months	As soon as I can find another job, I will leave this organisation
12.8%	14.4%	8.5%

A.3.8.1. Results by whether they would say they have appropriate and achievable career development pathways in their current role of the NHS Staff Survey questions relating to intentions to leave

Figure A.3.8.1.1. Workforce members from Phases 1 and 2 responses to 'I often think about leaving this organisation' by whether they would say they have appropriate and achievable career development pathways in their current role

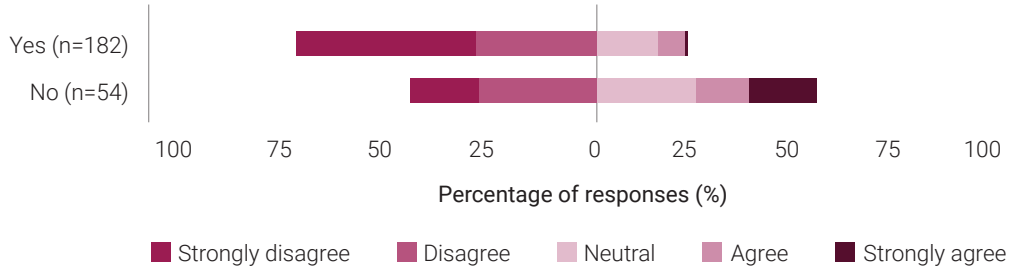


Figure A.3.8.1.2. Workforce members from Phases 1 and 2 responses to 'I will probably look for a job at a new organisation in the next 12 months' by whether they would say they have appropriate and achievable career development pathways in their current role

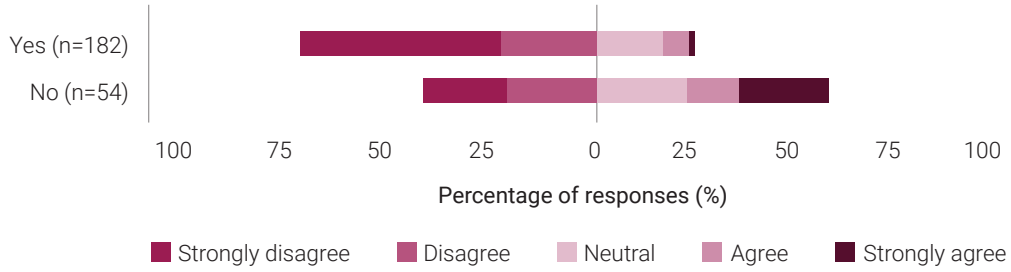
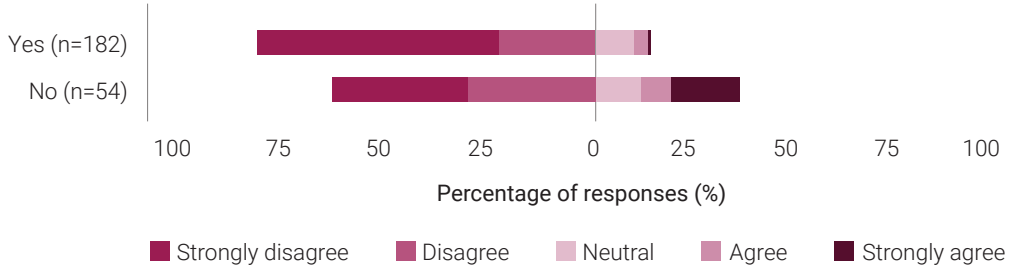


Figure A.3.8.1.3. Workforce members from Phases 1 and 2 responses to 'As soon as I can find another job, I will leave this organisation' by whether they would say they have appropriate and achievable career development pathways in their current role



A.3.9. UWES – Work Engagement Scale

Figure A.3.9. Workforce members from Phases 1 and 2 responses to 3 questions from the UWES-3

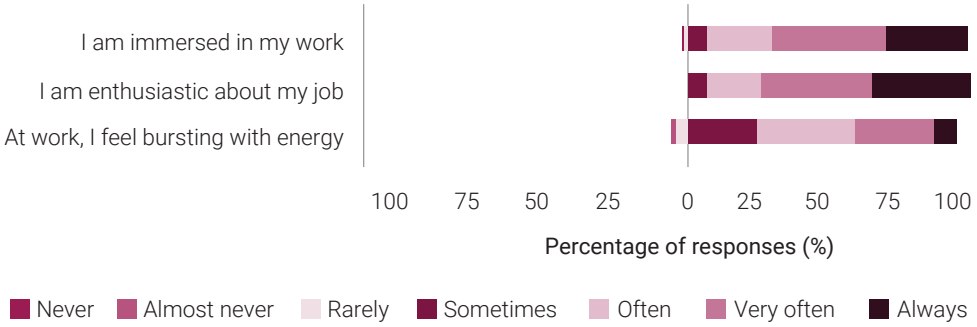


Table A.3.9. The percentage of workforce members from Phases 1 and 2 who selected 'Often', 'Very Often' or 'Always' to 3 questions from the UWES-3

At my work, I feel bursting with energy	I am enthusiastic about my job	I am immersed in my work
70.0%	92.4%	90.9%

A.3.9.1. Results by whether they would say they have appropriate and achievable career development pathways in their current role of the UWES-3

Figure A.3.9.1.1. Workforce members from Phases 1 and 2 responses to 'At work, I feel bursting with energy' by whether they would say that they have appropriate and achievable career development pathways in their current role

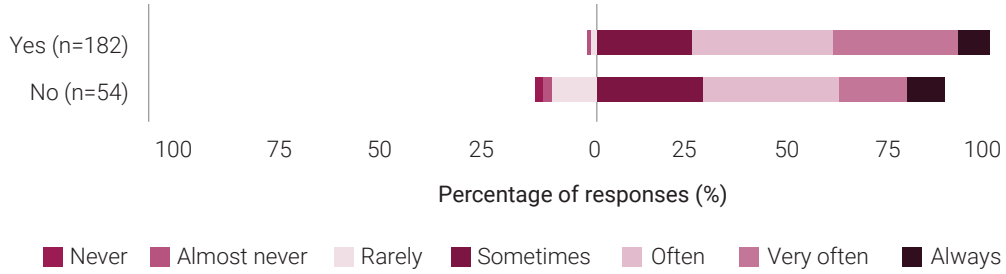


Figure A.3.9.1.2. Workforce members from Phases 1 and 2 responses to 'I am enthusiastic about my job' by whether they would say they have appropriate and achievable career development pathways in their current role

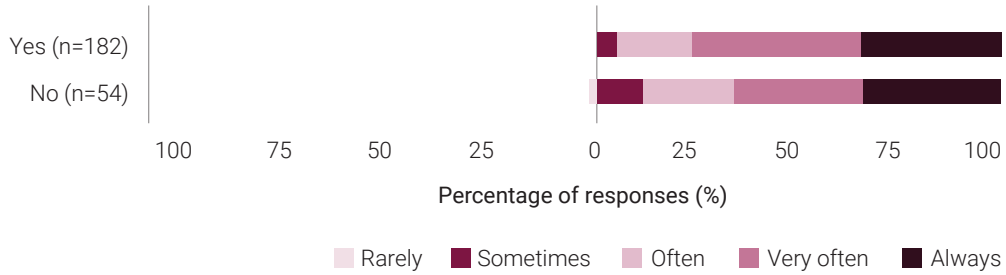
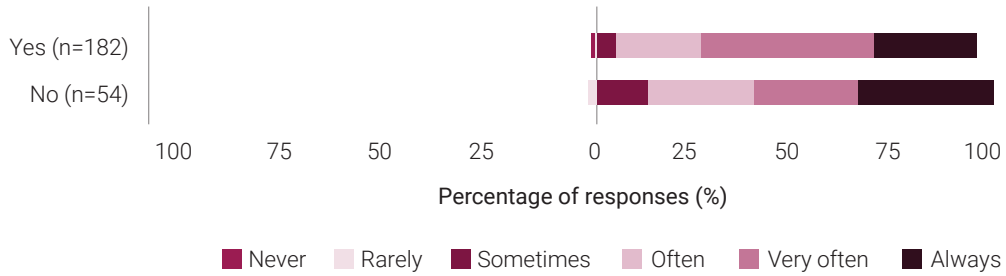


Figure A.3.9.1.3. Workforce members from Phases 1 and 2 responses to 'I am immersed in my work' by whether they would say they have appropriate and achievable career development pathways in their current role



A.3.10. Perceived Stress Scales – Control

Figure A.3.10. Workforce members from Phases 1 and 2 responses to 6 questions from the 'Control' section of the PSS

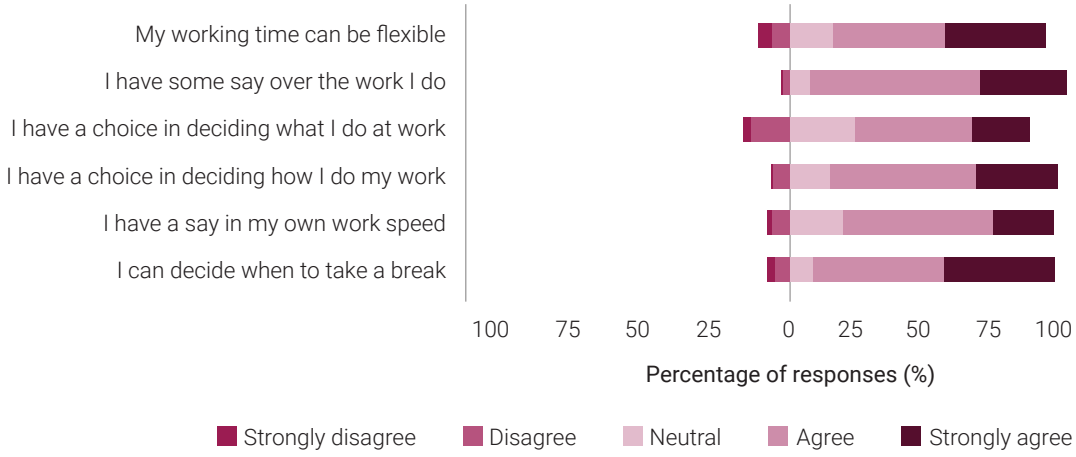


Table A.3.10. The percentage of workforce members from Phases 1 and 2 who selected 'Agree' or 'Strongly agree' to 6 questions from the 'Control' section of the PSS

I can decide when to take a break	I have a say in my own work speed	I have a choice in deciding how I do my work	I have a choice in deciding what I do at work	I have some say over the way I work	My working time can be flexible
83.8%	73.6%	79.1%	60.7%	89.8%	74.0%

A.3.11. Perceived Stress Scales – Change

Figure A.3.11. Workforce members from Phases 1 and 2 responses to 3 questions from the 'Change' section of the PSS

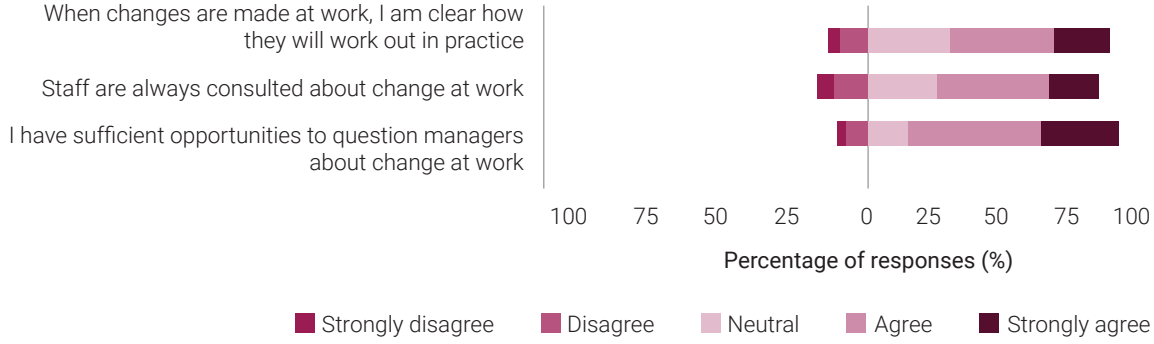


Table A.3.11. The percentage of workforce members from Phases 1 and 2 who selected 'Agree' or 'Strongly agree' to 3 questions from the 'Change' section of the PSS

I have sufficient opportunities to question managers about change at work	Staff are always consulted about change at work	When changes are made at work, I am clear how they will work out in practice
74.9%	57.2%	56.6%



Factors that influence employees' perceptions and experiences of working within the treatment and recovery sector in England

Elle Wadsworth, Maggie Bradford, Emily Hutton, Fifi Olumogba, Alessandro Grosso, Jessica Dawney, Lucy Strang, Jennifer Newbould, Joanne Neale, Nicola Kalk, Andrew Jones, Tom Ling, Tim Millar, John Strang, Jon Sussex and Katherine Morley on behalf of the D-SITAR project team

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