

Work Related Pressure

A Rail Industry Survey
Survey Results

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Introduction

The Infrastructure Safety Liaison Group (ISLG) provides a safety forum for railway infrastructure Principal Contractors.

The forum provides a facility for railway infrastructure Principal Contractors to join forces to:

- Review health, safety, and environment performance;
- Review legislation and standards;
- Clarify and prioritise risk issues;
- Identify good practice and wider intelligence;
- Facilitate solution;
- Influence and lobby industry; and
- Sponsor RSSB research, projects and initiatives.

As part of its review of key industry risks, ISLG identified Work Related Pressure as a regular theme when discussing safety and compliance issues. When we started to explore this in more detail it became clear that this was a subject which was wide ranging and that little was known about.

As a first step to understanding Work Related Pressure and any link to health and wellbeing on the railway, we decided to put together a short but focused survey across the industry. This survey was carried out in April and May 2016 and was open to anyone in the railway, including workforce at all levels within infrastructure owners, contractors and suppliers.

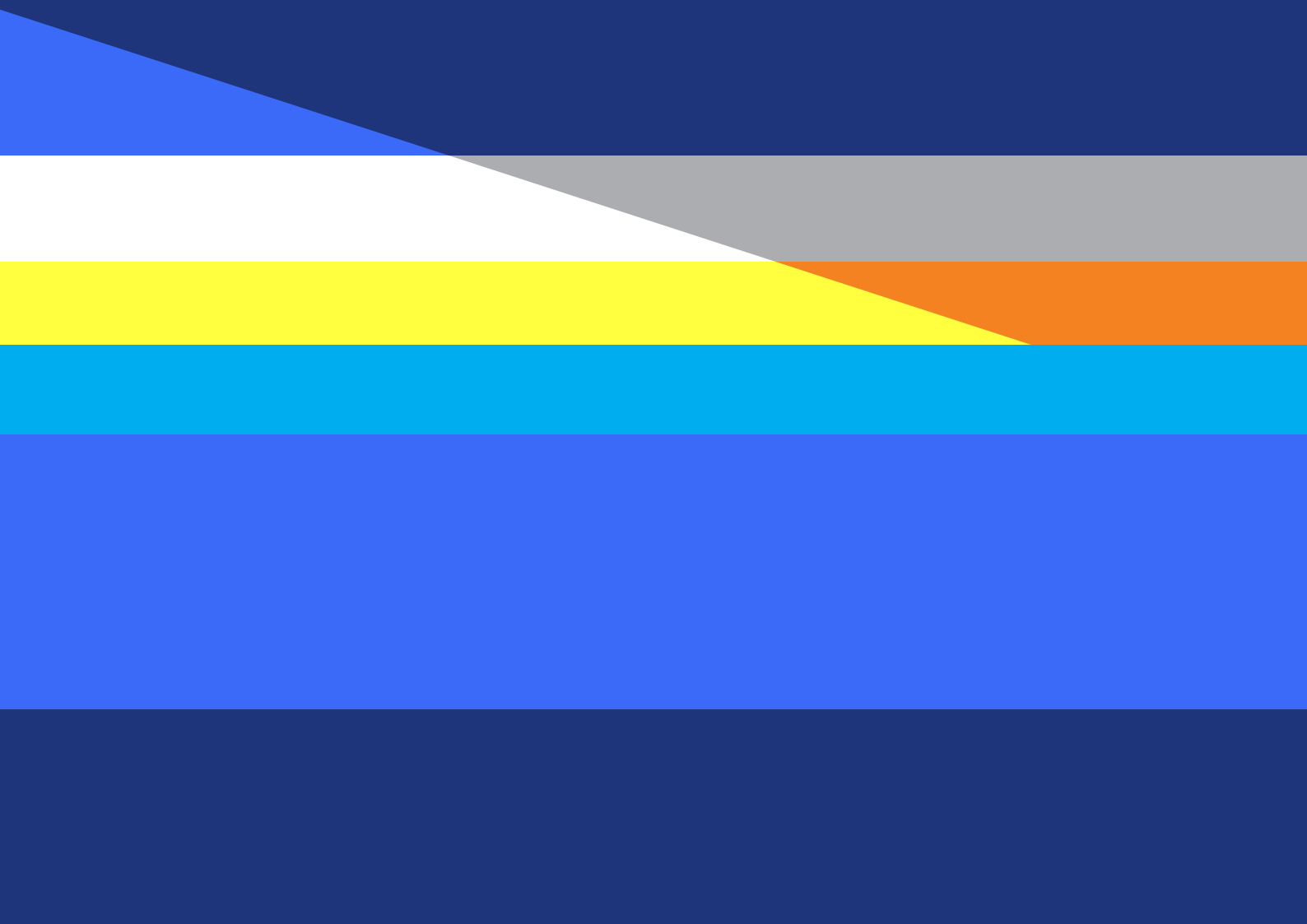
The survey was promoted through industry briefing and a poster campaign with respondents able to participate on a computer or smart phone. The latter allowed us to successfully reach sections of the workforce who are not office based and therefore don't have ready access to a computer.

The results have been analysed with the assistance of industry recognised Human Factors expertise and are outlined in this report.

In reviewing the outputs of this report, we have identified that that there is more to Work Related Pressure that can be impacted by ISLG alone. We have therefore published this report with the intention of prompting a wider industry debate on the health and safety impact of work related pressure and the need to address it.

Section 1

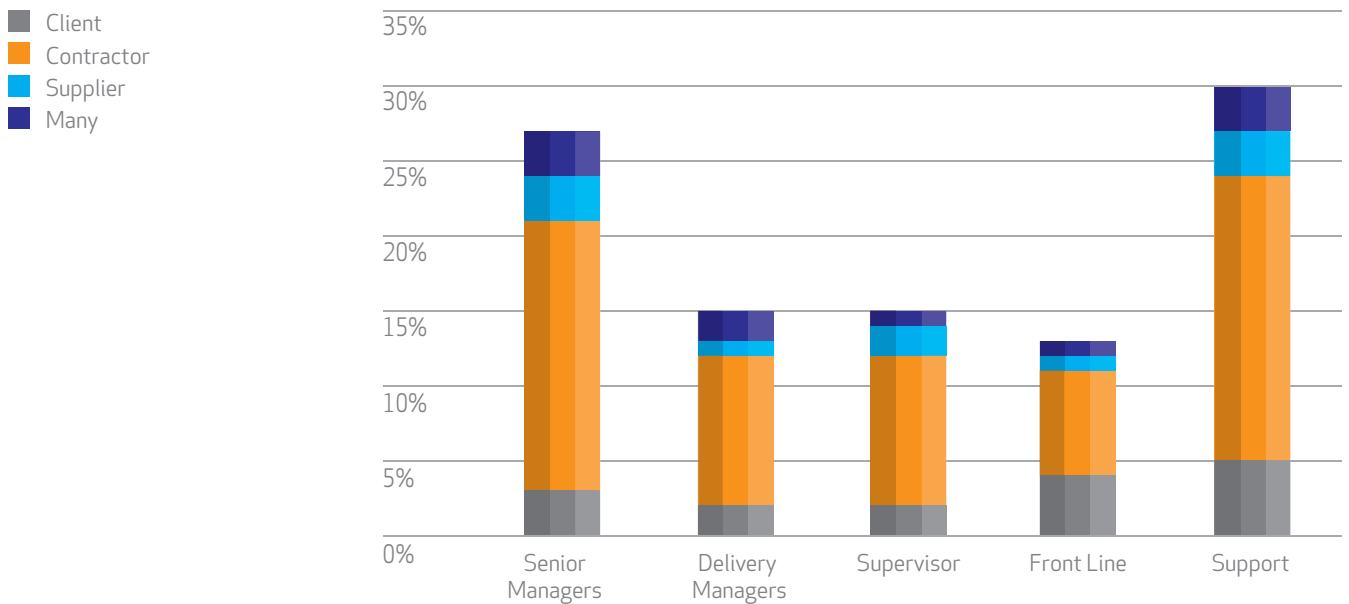
Setting the scene



Question 1

At which level in the industry do you work?

Figure 1 – Seniority of respondents



The survey was carried out between April and May 2016, during which time 1,169 people responded.

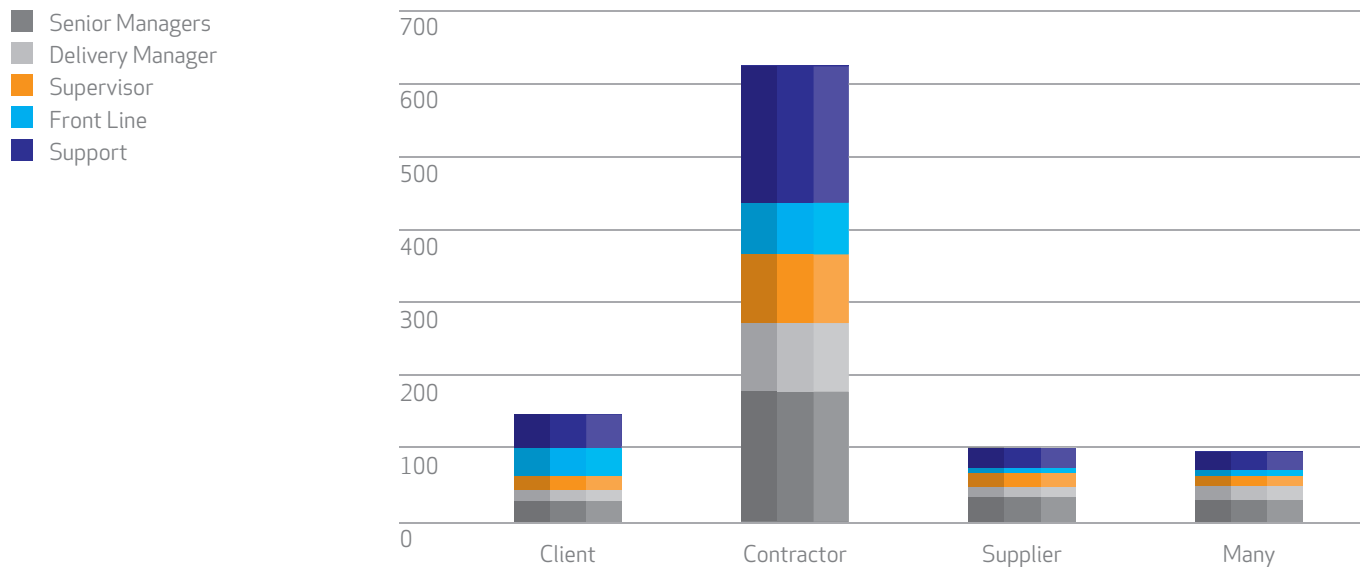
The survey received responses from a representative spread of people across the industry.

27% of respondents described themselves as Senior Managers. The high response rate from this group is unusual for a survey.

Question 2

What would you consider your role in the industry to be?

Figure 2 – Industry position of respondents



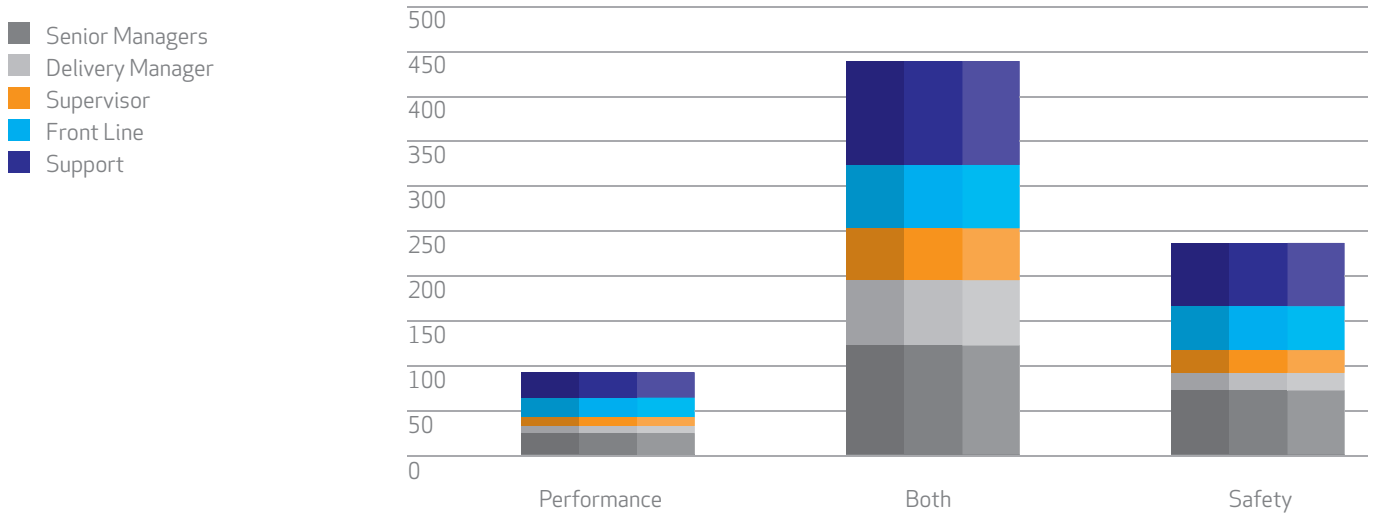
The majority of respondent (625) described themselves as working for a Contractor though there are also representative responses for those who described themselves as working for a Client (147) or Supplier (101).

96 respondents described themselves as Many, meaning that they considered themselves Client, Contractor and Supplier which is a realistic view within the railway supply chain.

Question 3

Industry safety and performance should go hand in hand. On a scale of 1-3 (Where 1 = performance over safety and 3 = safety over performance) please tell us what you believe the industry priorities are.

Figure 3 – Industry priorities



The responses to this question were consistent across all categories of respondent.

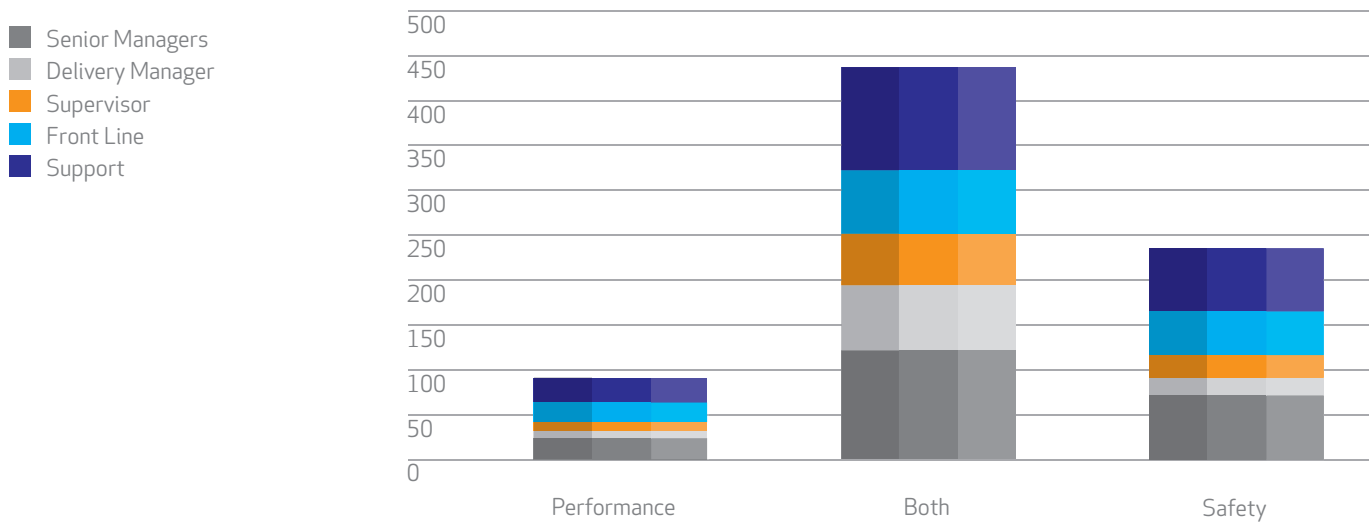
The largest proportion of respondents (440) indicated that they thought that the industry priority was a balance of safety and performance.

The results indicate that the message that 'Safety and performance go hand in hand' is cascading through the industry.

Question 4

Company safety and performance should go hand in hand. Now on a scale of 1-3 (Where 1 = performance over safety and 3 = safety over performance) please tell us what you believe your company's priorities are.

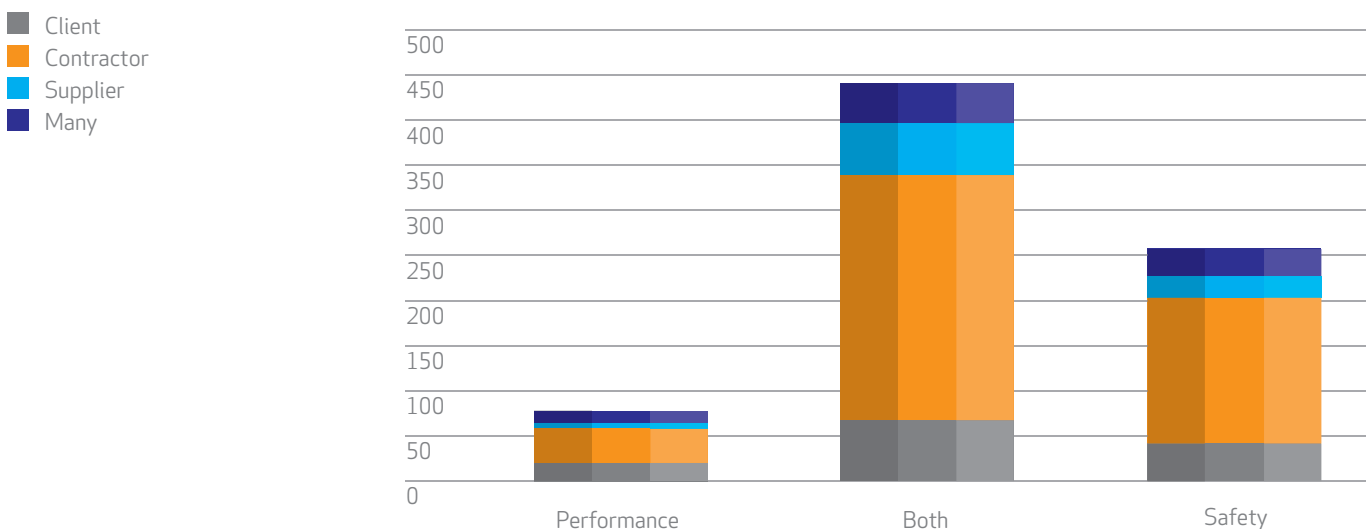
Figure 4 – Company priorities by seniority



The results are the same when respondents are asked about their perception of their own companies priorities. This indicates that the respondents see their company priorities aligned with those they see in the wider industry.

When the results are split by the company's role in the industry the results indicate that the message of safety and performance going hand in hand is filtering consistently through the supply chain.

Figure 5 – Company priorities by industry position



Section 2

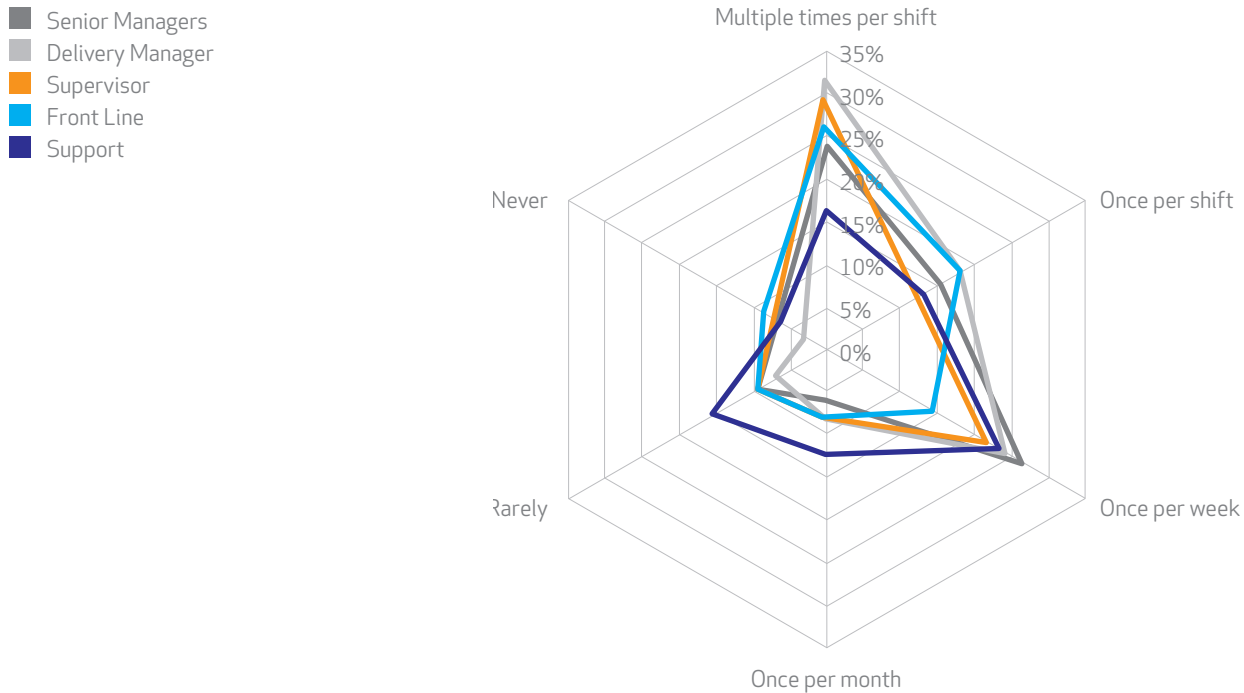
Does work related
pressure exist?



Question 5

How often do you feel under pressure to deliver work?

Figure 6 – Frequency of pressure by seniority



Around a third of respondents felt that they were under pressure to deliver work multiple times each shift, with Delivery Managers feeling the pressure most often (32%) followed by Supervisors (29%), Front Line staff (26%) and Senior Managers (24%).

A similar number of respondents reported that they felt under pressure to deliver at least once per week. This may in part be explained by the predominant nature of weekend working in the industry.

Only 10% of respondents reported that they rarely or never felt under any pressure to deliver.

Question 6

Where do you believe this pressure comes from?

Figure 7 – Source of pressure by seniority



The largest perceived source of pressure is reported to be from the client. Given the nature of the survey, the term 'Client' could be seen as referring to their nearest customer in the supply chain or to the high level clients at the top of the supply chain.

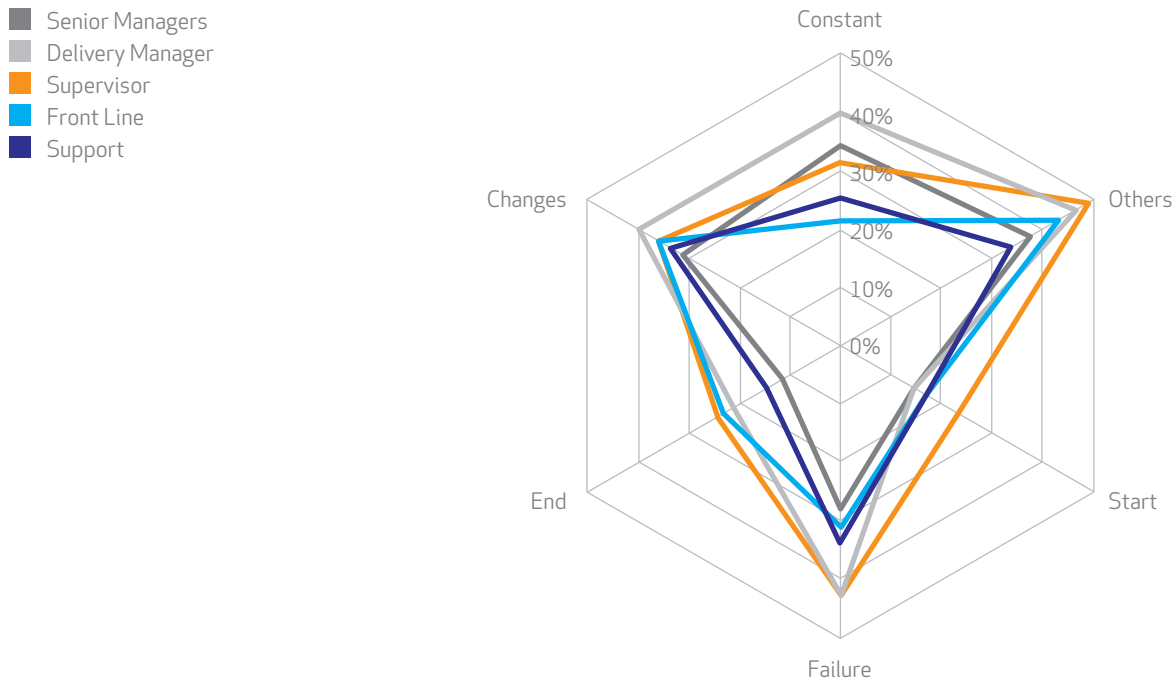
An interesting point to note when using this report to consider future industry action is that a significant portion of respondents described themselves as being the source of the pressure they felt.

An outlier in these results are Front Line staff who describe those who plan the work as the main source of their pressure. This same group are the least likely to describe themselves as the source of their pressure.

Question 7

Thinking of your role, when are you likely to feel under pressure?

Figure 8 – Trigger of pressure by seniority



The survey identifies four triggers to creating a feeling of pressure at work:

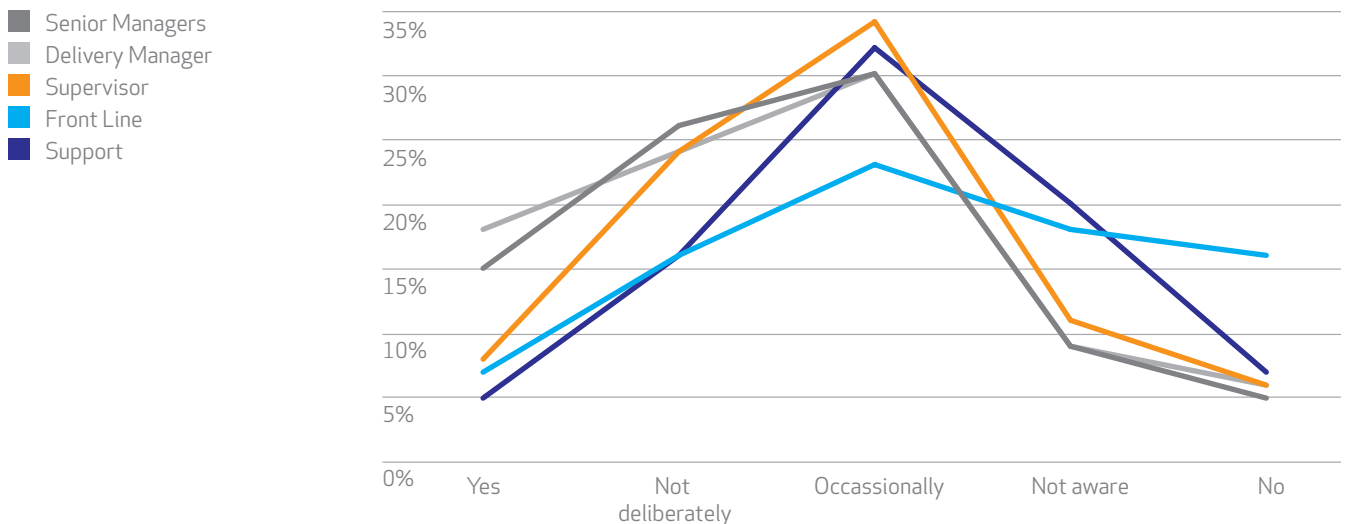
1. When others haven't done their job properly (40%) which could reflect the fact that people earlier in the process haven't done what they should or that roles and responsibilities are not clear and respondents don't fully understand others roles
2. When others introduce changes (35%)
3. Whenever something doesn't go right / Failure (34%)
4. Pressure is a constant part of the job (30%).

It is worth noting from the results that the volume of pressure is related to activity rather than the timeline through any piece of work.

Question 11

Are you ever aware that you put others under pressure?

Figure 9 – Awareness of applied pressure by seniority

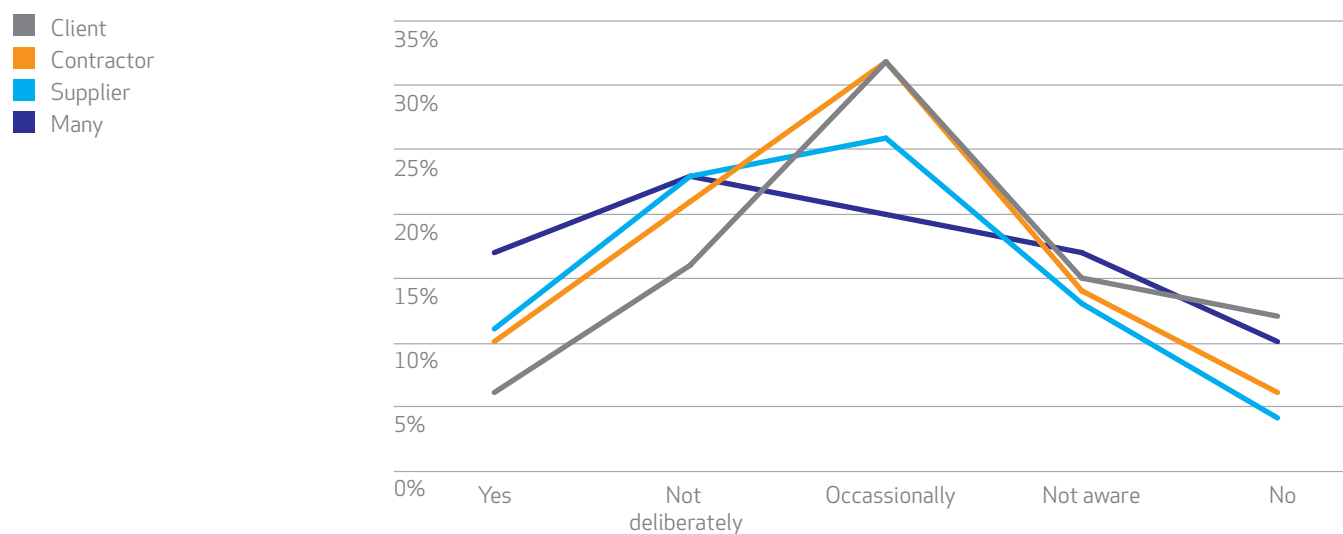


61% of respondents recognised that they put others under pressure at work, with only 8% stating that they did not put others under pressure.

The group who stated that they least put others under pressure were the support staff. This is interesting when read in conjunction with the responses to Question 7, where one of the biggest sources of pressure was identified as being when others earlier in the process had not done their job properly. While this doesn't apply entirely to support staff, it does pose the question as to whether people in supporting roles fully understand the impact on others of their action or inaction.

Senior Managers and Delivery Managers state that they most put others under pressure.

Figure 10 – Awareness of applied pressure by industry sector



When the responses are examined by industry sector, the respondents describing themselves as 'Client' report that they are least likely to put others under pressure.

This response is at odds with the responses to Question 6 where respondents reported the client as the most significant source of pressure.

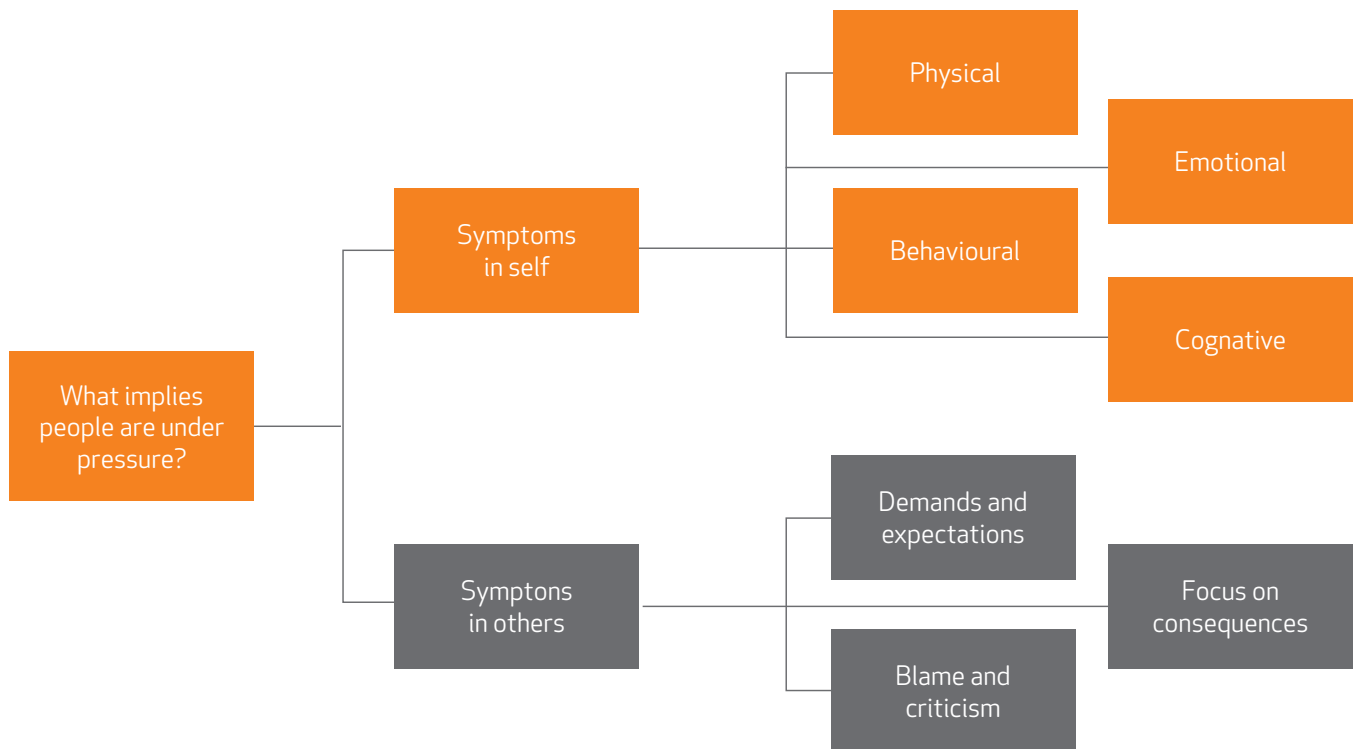
These conflicting responses will need to be examined further in order to fully understand the reasons.

Question 12

What words/phrases do you hear that imply that you/your team are under pressure?

Pressure can be detected in two ways:

1. From our own symptoms
2. From the symptoms observed in others.



1 Pressure detected from our own symptoms

The nature of the question asked seems to have focused the responses in this category to those of behaviour. Question 10 will explore the other personal symptoms that can be categorised as physical, cognitive and emotional.

The responses appear to be related to perceived or actual changes and increases in workload as a result of changing situations or plans. People become aware of pressure when they detect these changes in their own feelings, thinking and behaviour.

The reported symptoms detected in self include:

- Requests for support and help
- Making even more effort
- Trying to incorporate 'extra work'
- Needing to focus more/require more concentration
- More thinking on your feet and quicker thinking
- A greater sense of urgency
- An increased sense of responsibility for holding others up
- Preparing to be asked questions
- Panic
- Lose focus
- Make mistakes
- Focus on personal safety and dismiss other pressures
- Cut corners and ignore red tape
- Brings out the best in people.

2 Pressure detected from the symptoms observed in others

There are four categories where the responses of how symptoms of pressure are detected in others:

- 1.Demands and expectations (direct)
- 2.Demands and expectations (indirect)
- 3.Use of blame or criticism
- 4.Application of consequences.

2a Demands and expectations (direct)

The responses showed a long list of the words and phrases that are used in creating demands for more, quicker and better, that lend themselves to generating work related pressure.

The words and phrases reported come across as non-negotiable, final and directive:

- Must
- Need
- Priority
- Critical
- No matter what
- Urgent
- Got to
- Cannot fail
- Compliance
- No option
- Immediate
- Just do it
- Now
- Get on with it
- Has to be done
- Cost
- No rest
- Acceleration
- Absolute
- Requirement
- Not accepting that
- Tough
- Penalties
- Imperitive
- No questions asked
- Can't say no
- Targets/ KPIs
- By close of play.

2b Demands and expectations (indirect)

As well as the direct demands made, there are phrases and questions described by the respondents that were more indirect in nature. Some of these challenge the individual and risk coming across as passive-aggressive. The words and phrases suggest that demands and expectations are being passed on by others:

- Why is it late?
- Deadline
- Drop dead date
- Delay
- Possession
- I am getting pressure
- Deliver
- Results
- Sinking
- Why is this taking so long?
- This is a joke
- This is a high profile job
- Missed out on bid
- Tight programme
- The other guy didn't have a problem
- How much time do you really need?
- We're behind
- If you can't deliver we will have to look at someone who can
- Its what the client wants
- Don't worry - I know you guys will sort it
- Customer demands
- The people upstairs
- You are going to do it... yes?
- Deliver or we don't get more work
- ORR involvement
- Client is on us
- CP6 deadlines
- Client wants a report
- Fines
- Keeping promises
- We priced the job and now we expect you to deliver.

Each of these words and phrases can be intended to motivate, convey urgency or importance but are limited in how resourceful, collaborative and motivated they make people feel.

2c Blame and criticism

Blame and criticism prevent openness and the opportunity to take responsibility and accountability is lost. Not only does feeling criticised or blamed increase stress and reduce a sense of resourcefulness, it steals effort and willingness to solve problems. Instead people either fight (build up justifications for why things are wrong but not their fault) or fly (avoid people and problems by hiding or keeping a low profile).

There were statements from respondents that were about clear and direct blame and criticism:

- If this doesn't happen it is all down to you, the whole project will fail because of you etc
- The client is demanding to know who is at fault
- You're behind programme. We're not making money. Your safety performance is poor. The quality of the work is not good
- Can't cancel the possession. Need to get it done this weekend. Why are all these operatives standing around?
- Job running behind schedule. Can't you hurry up? I can do it faster than you
- Blame, makes it 'us and them' rather than working together. What are you being awkward for, just get it done.

Other statements were more about implied blame and criticism, where the primary question of “why?” is posed. Asking “why” in and of itself is a legitimate question when seeking to learn and improve. When the intention is to find someone to blame; to place fault and responsibility elsewhere then the question becomes less helpful in problem solving and learning.

Examples are shown below:

- Deadlines, behind schedule, poor quality, bad KPI's
- Why is the required information not being received from our client in the agreed time scale?
- Why can't you...?
- Why wasn't this done...?
- Not in time... really ?
- These margins are not as healthy as they are could be
- Hurry up. Why is this taking you so long. It's a joke
- The project has been running for a year now and you haven't planned this properly yet?

2d Application of consequences

When asked for examples of things said that led to a feeling of pressure, the respondents refer to repeated instances of consequences being put on them.

Consequences were largely about the impact on a programme of work and specifically about cost and budget, time/timescales and milestones, and the impact on future work.

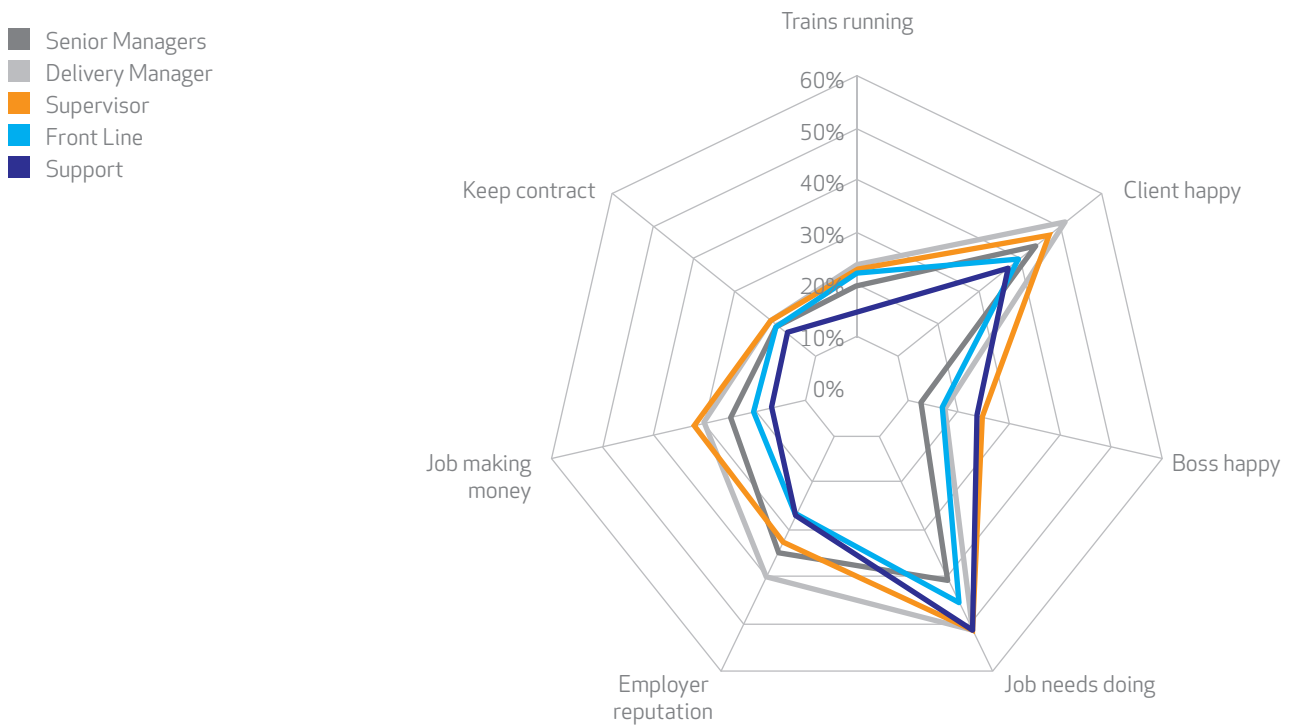
When they are used repeatedly and when people feel powerless to control the outcome, they can bring about feelings of fear, panic, stress and dismissal.

- Late
- Over budget
- Deadline
- Design is late
- Overrun
- Programme disruption
- Performance
- Complaints
- Programme constraints
- Behind schedule
- Target date
- Overspend
- Scope
- Production
- Contracts
- Slipping
- Delay
- Fallen behind
- Safety
- We are losing money on this job, we need to hand back this possession
- Cutting corners/programme before safety
- We need to meet the programme and budget
- How much longer, we are never going to finish in time, I guess we will be back next week
- Not enough time, Possession is due to end. Just do what you can
- This will happen regardless. Programme is slipping. Project is losing money
- We can't overrun otherwise our company will incur Train Delay Charges.

Question 13

How do you justify or rationalise any pressure to yourself or your team?

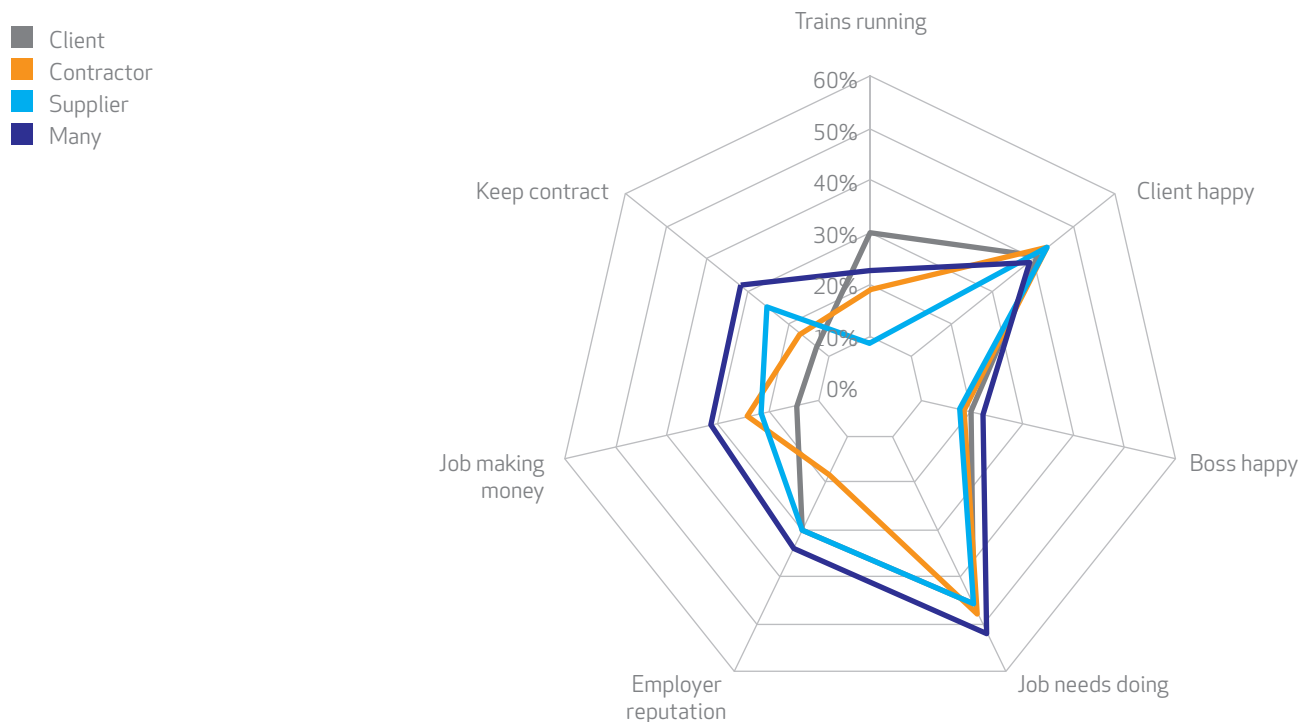
Figure 11 – Justification for pressure by seniority



The main justifications for applying pressure are keeping the client happy (43%) and because the job needs doing (48%). The responses were broadly similar at all levels of the industry.

The job making money and the employer's reputation were cited by respondents in delivery facing management or supervisory roles but were not so significant for support or front line roles.

Figure 12 – Justification for pressure by industry sector



When the responses are examined by industry sector the same two reasons for justifying pressure are present (the job needs doing and keeping the client happy).

However there are clear variances in the other justifications with people describing themselves as 'Client' being more likely to apply pressure to keep trains running, those as 'contractors' more likely to apply pressure to ensure the job makes money and those as 'many' doing it to keep the contract. This latter may be referring more to personal contracts than project type contracts.

Question 14

In your opinion is pressure in an emergency situation different?

Analysis of the responses suggests there is a difference in pressure in emergency situations, as revealed in the following findings:

Figure 13 – Proportion of respondents showing a difference in emergency situations



The following descriptors explain the respondents views of why pressure in an emergency situation is different from that in a non-emergency situation:

1 High stakes:

- There are lives at risk
- The consequences are considered more serious
- Large sums of money are implicated but this is not the greatest risk
- Reputational damage/bad press.

2 Time pressure:

- The duration is shorter
- The duration is finite/fixed
- There is pressure to react in the right time i.e. quickly. There is urgency perceived.

3 Predictability and control:

- Emergencies are considered less predictable and unforeseen
- Difficult to avoid or unavoidable.

4 Team/distributed work:

- The situations bring about people working together towards common goals for that period of time even when they don't usually do that.

5 Goals and objectives:

- Greater clarity about goals and objectives
- Greater simplicity about what is required.

There is a difference that comes through from responses about these more immediate, high stake situations where there is usually a pulling together to achieve a short-term objective. In these situations the objectives, priorities and goals become clearer and with less time to plan and where ready-made solutions are less available, people describe moving more purposely and collaboratively knowing they have permission to bypass the red tape – they have permission to let go of the rest of their work for that time and fully focus.

Emergencies are described as unpredictable and unavoidable (we could not have planned for them or it is not as result of bad planning). They are therefore seen as acceptable and the short-term pressure that goes with them as both inevitable and acceptable.

The responses differentiate these emergencies from deviations from planned work and the pressure these situations bring. With these, the duration and frequency of pressure as well as the reason and reaction are less positively viewed. They are described as unacceptable and harmful to performance and wellbeing.

There is a clear message: in situations of short-term emergency based pressure, where people can see that the event is an unpredictable and inevitable one, individuals **accept the pressure** and in some cases make use of the reaction and situation created by this to navigate the situation in the best way possible.

"In an emergency other considerations are removed and the things to do are often obvious."

"In an emergency pressure can aide quick, essential decision making. When it is constant it just leads to mistakes and exhaustion. Constantly working under pressure is not sustainable."

The main issue that was experienced by the respondents, and causing them problems, is the frequent or relentless pressure in non-emergency work. Problems were identified with routine, daily and planned work; where because of the way it occurs, it brings about levels of pressure that are consequently seen as unacceptable and destructive.

In these situations responents feel less supported, less clear on what is required and more loaded upon. What comes out throughout this survey is what we would term 'disempowerment' – feeling they do not have the personal or organisational resources to cope/succeed in these situations.

"I think that pressure in an emergency is recognised and managed by all involved but in the 'status quo' people are left to deal with it"

"In an emergency the pressure is less intense because that pressure can be spread around, **you do not feel alone!**"

We hear "pressure brings about focus", "we can by-pass some of the red tape", "you get clarity and focus" and while we can see from the results, that working under this level of pressure all the time is negative, the perceived short term benefits and rewards for responding to emergencies often outweigh the obvious negative impact.

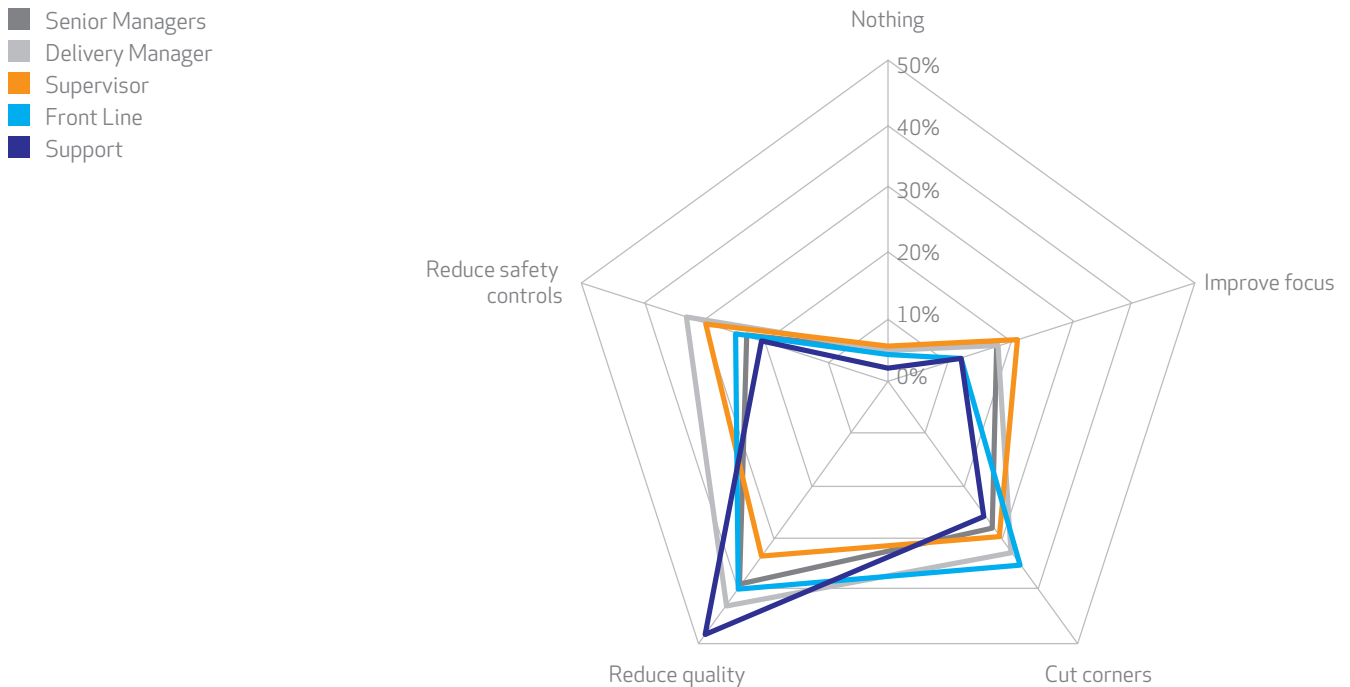
Section 3

What are the impacts
of work related pressure?

Question 8

What concerns you about the potential impact of pressure?

Figure 14 – Impact of pressure by seniority



There is a perception within the industry that pressure helps people to focus on the task at hand and can therefore be a positive influence on outcomes.

The survey results clearly indicate that work related pressure always has some impact and that the majority of respondents have concern that the impact of pressure is not positive.

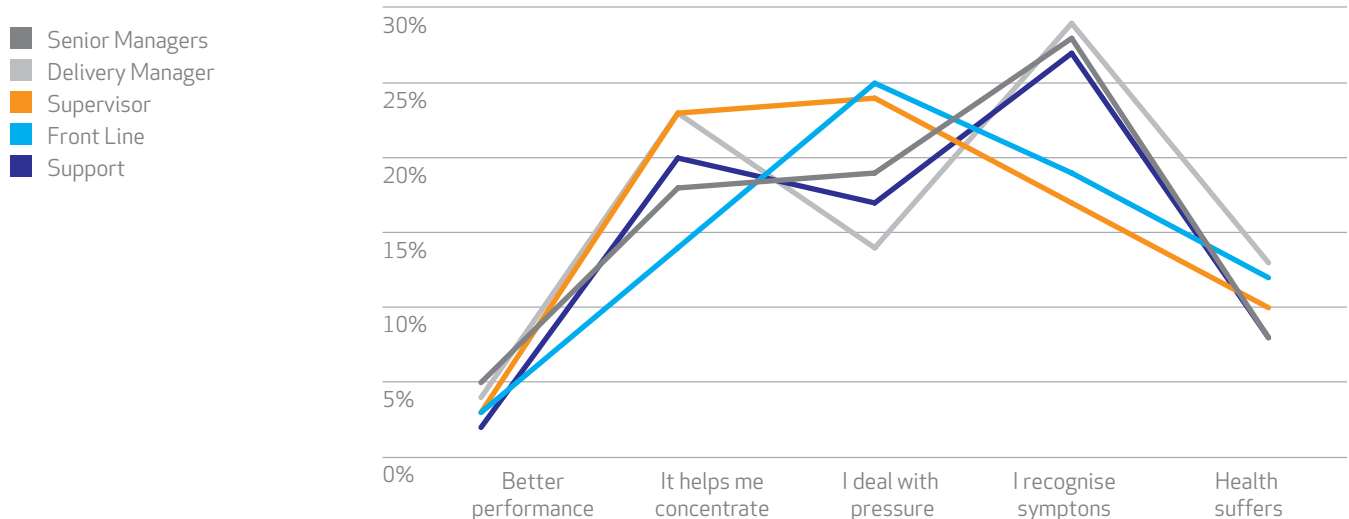
25% said they were concerned that work related pressure would cause a reduction in safety controls. If this is linked with respondents who were concerned that corners would be cut, which could be another way of expressing reduced safety controls, this number rises to 55%, or over half of those who responded.

The largest single response was a concern that work related pressure would cause a reduction in quality. This is explored further in the response to Question 10, particularly relating to the cognitive impact on individuals decision making.

Question 9

On a scale of 1-5, how does any work pressure affect you personally?

Figure 15 – Personal impact of pressure by seniority



The results of this question reinforce the concerns shown in Question 8 in that the perception that pressure leads to better performance is not expressed by the respondents. This question also shows some of the most significant differences between the seniority groups.

All are consistent that they do not feel that pressure leads to better performance (3% said pressure improved their performance). Linked to this, 19% did say that pressure helped them concentrate though as is explained in Question 10, this generally only applies to short term pressure.

There is a variance between the groups who said that they dealt with pressure, with Front Line staff (25%) and Supervisors (24%) stating that they deal with pressure in a way that doesn't impact on them.

As explored further in Question 10, we do not always recognise the impact that pressure has on our health and wellbeing.

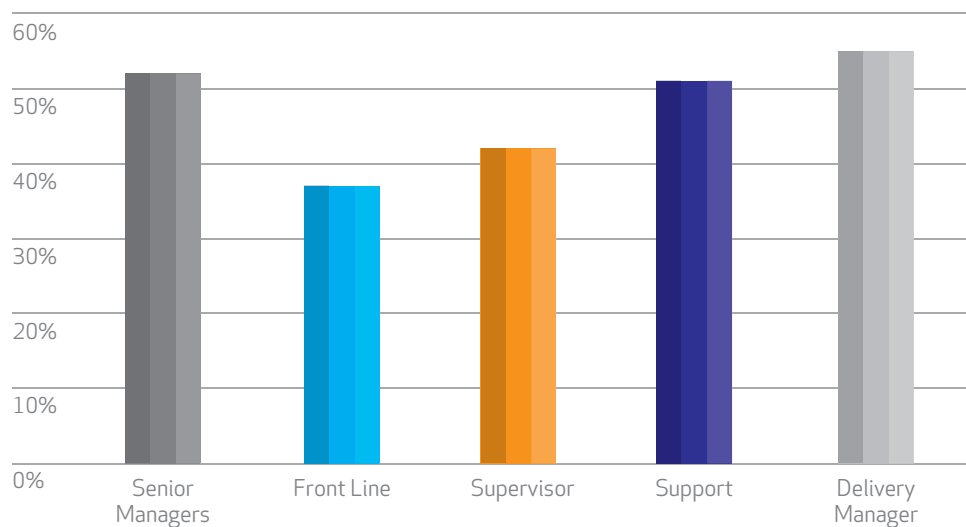
Delivery Managers are the group that seems to deal less well with the effects of pressure (14%) but recognises symptoms of pressure in their health or behaviour (28%). Support staff and Senior Managers report similar impacts.

Most concerning for this report is that 10% of respondents reported that their health suffers as a result of pressure they feel under at work. The highest proportion of respondents who reported that their health suffers as a result of work pressure are Delivery Managers, where nearly 1 in 8 said this was the case.

Question 10

Do you recognise any physical signs that you are beginning to feel under pressure?

Figure 16 – Percentage of respondents reporting physical signs of pressure by seniority



The previous question looked at health issues, where 10% of respondents reported suffering health issues as a result of pressure at work. Question 10 explores the wider impact on a person and the survey found that nearly half (48%) of respondents reported that they recognised signs that they were feeling under pressure.

There are four high level categories in which symptoms were reported:

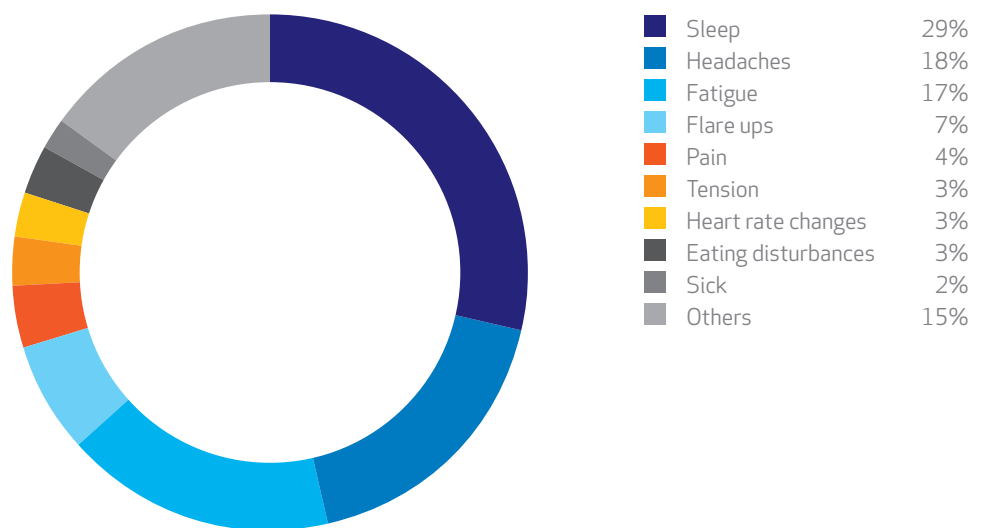
1. Physical
2. Cognitive
3. Behavioural
4. Emotional.

Within each category we identified specific clusters of symptoms.

1 Physical symptoms

This was the biggest category which is not surprising considering people are often better at observing physical symptoms over those in the other three categories. People find these symptoms easier to identify and more comfortable to report.

Figure 17 – Reported physical impact of pressure



The responses are dominated by three main areas. 115 responses referred to sleep disturbances, lack of sleep, insomnia and other sleep related problems. Separately, people reported feeling over tired or fatigue (66 responses). Some of the fatigue will be related directly to the lack of sleep and sleep disturbances. Some of the fatigue will be down to other factors, such as the amount of work and effort when under pressure. We can say this is the case for these results as some of the behavioural symptoms include working longer hours.

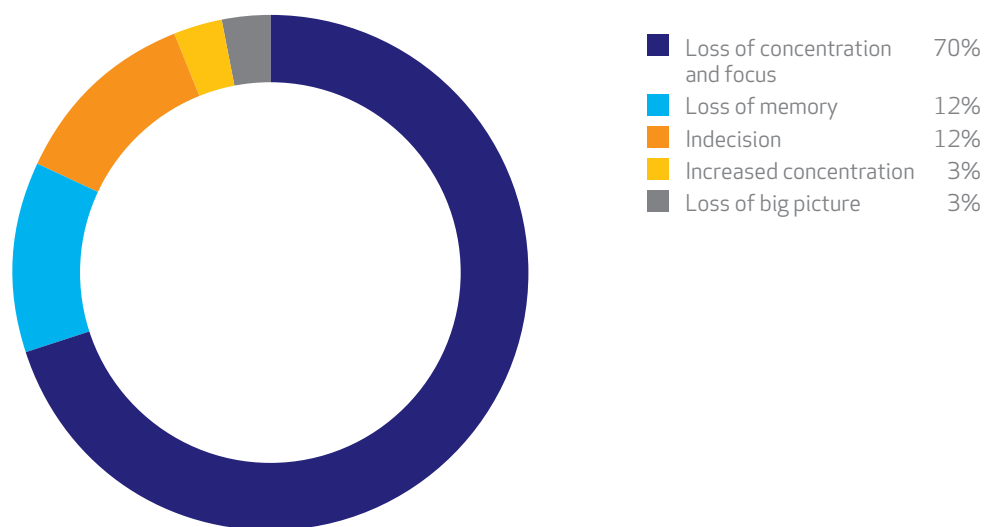
Pressure leading to stress can result in most of the symptoms described in this survey. Additionally a lack of sleep will contribute to many other mental and physical health issues. Many of these were also reported in the subcategories of physical symptoms: Headaches, stomach and bowel disorders, skin conditions, decreased immunity shown through reported picking up of infections and flare ups of existing conditions, heart and lung disorders and eye pain.

Some of the symptoms described are serious in nature – heart rate/ palpitations, breathlessness, hair loss, pins and needles, changes in BP. Some are potentially life threatening, particularly when they occur on a cumulative basis.

2 Cognitive symptoms

How we respond to pressure impacts our cognitive abilities, and our cognitive capacity in turn determines how we respond to pressure. Most work related activities are cognitive in nature. That is, they rely on being able to attend to the information and cues from the environment we need to process information and make decisions on a course of action. We often work in complex environments where the information is incomplete, where we need to work with others and goals can conflict. So 'thinking straight' could be considered one of the key components of work performance.

Figure 18 – Reported cognitive impact of pressure



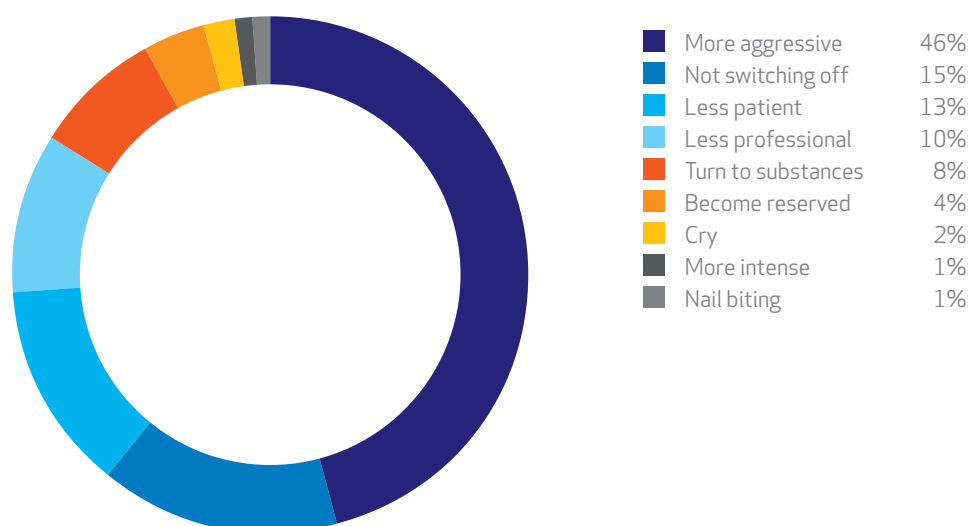
What the responses in this survey reveal is that there is an impact on cognitive capability detected by people when they come under pressure. The biggest reported symptoms were a loss of concentration and a loss of focus (28 responses). Within this category there were reports of loss of attention span and not being able to focus to prioritise. These, combined with a loss of recall (5) and indecision (5), lead to poor outcomes at work.

One person described an increase in concentration when adrenaline kicks in. This is biologically unsustainable for most people.

3 Behavioural symptoms

Our behaviour is the external manifestation of internal drivers such as emotions, physical states and cognitive capability, as well as other drivers such as values, beliefs and experience.

Figure 19 – Reported behavioural impact of pressure



The largest category of changes in behaviour from pressure was that of being short, aggressive, bad tempered with others. 'Others' includes people at work but also those at home (39 responses).

Unprofessional behaviours were described as talking more, being overexcited, talking fast, talking loudly, ranting, complaining and swearing. In complete contrast were those who describe themselves as becoming more intense, reserved and who go into themselves. Several responses referred to an increase in eating, smoking and drinking. There is more on these coping strategies in the next section.

4 Emotional symptoms

Pressure and our capacity to respond to it results in an emotional response. A little bit of pressure of an intermittent nature can be helpful to performance.

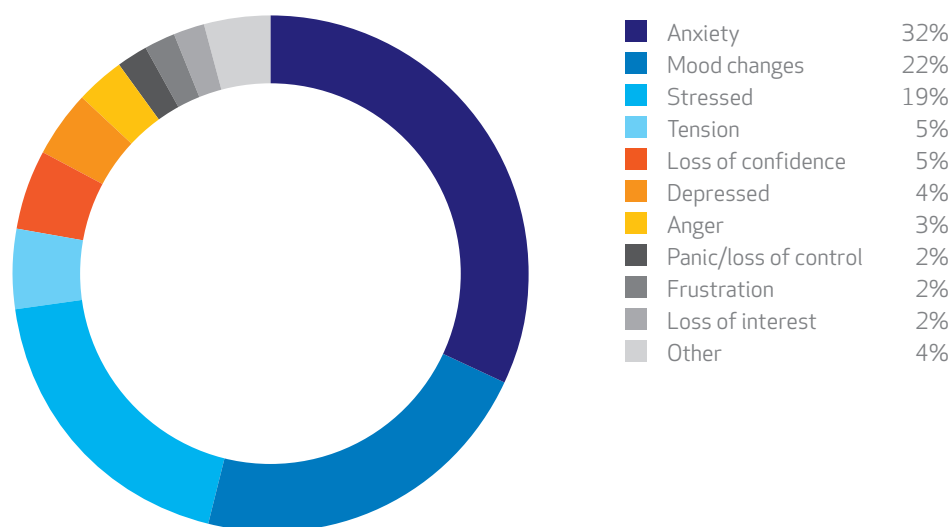
When pressure is too high in strength, duration or frequency, it brings about negative emotional responses which we see reported in this survey.

Increased anxiety was described by 41 people and irritation and irritability by 41 also. Overall feelings of pressure, stress and tension were described 33 times in the responses. Related

emotions such as fear, anger, stress, frustration, panic/loss of control and feeling like they were unable to cope were described a total of 12 times.

Although people find it harder to describe specific emotions these numbers suggest they are recognizing emotional responses with a large number (26) recognizing their moods change/swing during times of perceived pressure.

Figure 20 – Reported emotional impact of pressure



Coping mechanisms/strategies

Primary coping strategies

When we experience pressure and the symptoms of it we use a variety of mechanisms to manage and cope with the effect on us. Immediate responses fall into two categories:

1. Removal

Responses found through this survey included simple acts of moving away from work desks to physically removing yourself from the source of pressure.

The timeframe for removal varied, with some describing a few minutes away from the desk or site, and others preferring to go to the gym to exercise or home to talk to someone.

2. Immediate calming measures

A second group of immediate responses appears to be the use of techniques for calming immediately. Taking a step back mentally, practicing deep breathing and breathing techniques and jotting down thoughts that disrupt sleep at night.

Each of these would enable the person to adopt another, secondary coping strategy.

Secondary coping strategies

Secondary or follow up coping strategies included:

1. Distraction

Responses described several categories of distraction from pressure and its effects:

1. Opting for another physical activity eg. walking
2. Fill home time with non-work related activities
3. Going on a site visit to get away from the office.

2. Seeking support

There was a small number of responses who referred to seeking support or help from others (9 responses). The responses include seeking support from work line managers and colleagues, professional support from a GP or talking to others including family.

3. Cognitive strategies

Results show the use of immediate strategies such as stepping away and calming down make way for refocusing, reprioritizing, thinking, reviewing and making plans to manage the situations and the perceived pressure.

4. Dig deeper

Six responses referred to coping strategies that can be described as digging deeper. That is they would work harder, longer hours and get on with it. One respondent referred to doing this with the plan to catch up later.

5. Physical self care

Responses in this category included people who:

1. Increased their volume of sleep
2. Watched what they ate and how often they ate
3. Exercised.

6. Specific practice of relaxation

4 people referred to practicing relaxation as a means of managing pressure at work.

The background features a dark blue field with two large, overlapping circles. The left circle is a medium blue, and the right circle is a darker blue. A horizontal band of bright cyan and orange stretches across the middle, with a yellowish-orange segment where the circles overlap.

Conclusion

Conclusion

This report has identified a number of significant findings relating to work related pressure, its presence and its impact. The survey results identify that work related pressure impacts both the safety and quality of work delivered on the railway, and on the individuals and families of those who work on the railway.

The response to the survey was significant, as was the spread of seniority of respondents. The fact that there was a sizeable response from Senior Managers shows that this subject is one that affects people across the industry.

The report shows that 90% of respondents feel under pressure at work at some stage through their working week, with one third stating that they felt under pressure multiple times during each shift. This shows that work related pressure exists as a real issue in the majority of activities in the rail industry.

Work related pressure is often accepted as part of the job and the majority of staff who responded to the survey do not recognise the harmful symptoms of the pressure they experience.

The 'client' is cited in the survey as being the largest source of pressure, though the report identifies that they do not necessarily see themselves as such. This will be a key factor in any changes designed to reduce the volume of pressure. In this scenario, though, it is important to keep it in context that in our industry supply chain, many individuals and organisations could be described as a 'client'.

Work related pressure has a negative impact on the quality of work delivered in equal measure with its impact on the health and safety of our workforce. It causes negative health issues, with fatigue being cited as a major factor. Pressure at work is shown to cause fatigue, with issues such as sleep disturbance, lack of sleep and insomnia being described by respondents. With 90% of respondents stating that they felt under pressure at least once through their working week; work related pressure clearly has a significant contribution to workforce health.

The quality and safety of work delivery is impacted by staff who feel under pressure. Their health and alertness impact on the quality and timeliness of decision making.

Work related pressure is shown to be caused as much by how we carry out our business as by the nature of the work we do. This points to any actions the industry makes to address the issue of work related pressure being about both behavioural changes and physical work changes.

Work related pressure is therefore a real issue for the industry. It is present at all levels of the industry and is demonstrated to have an impact on both system and workforce safety.

Having recognised the significance of this subject, the industry should now identify how to make improvements. The respondents to the survey have given some guidance and direction in this area. It is clear from the responses that the perception of pressure is as much about how we conduct business as what we do. How we speak to each other, collaborate and plan our activities are key influencers on the perceived volume of pressure.

With support from:

TSA – Track Safety Alliance

RIEF – Rail Infrastructure Environment Forum

RICA – Rail Industry Contractors Association

RIAG – Rail Infrastructure Assurance Group

RCA – Railway Contractors Association

RSSB – Rail Safety and Standards Board

For more information, contact islg@rssb.co.uk

