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**London Docklands  
Development Corporation**

**FINAL PERSONNEL ANNUAL REPORT  
- Appendices**

**1 April 1997 – 31 March 1998**



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**Note on Appendices**

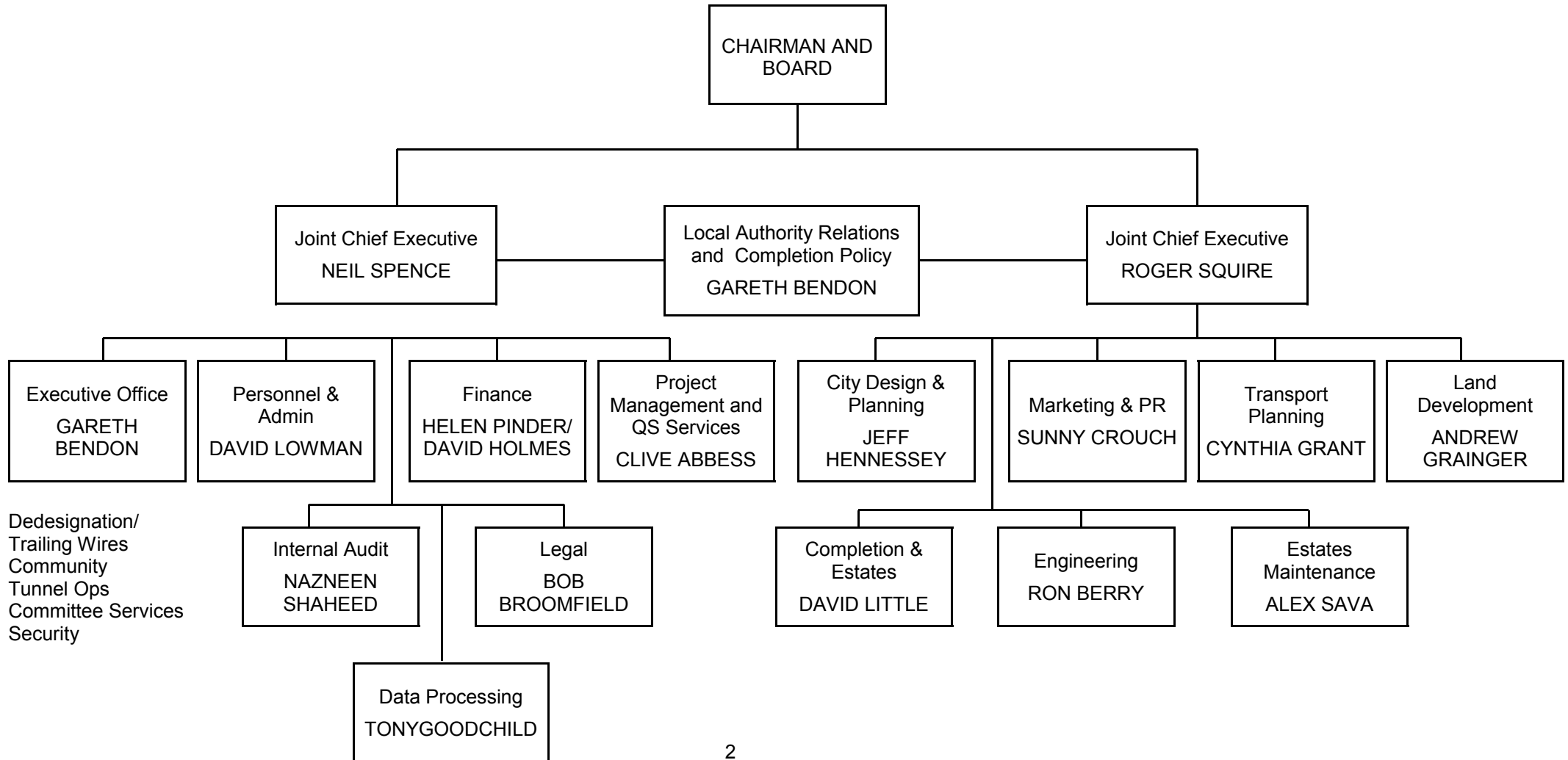
To preserve the privacy of former members of the LDDC's staff, and because not all material is of ongoing interest, some Appendices have been omitted or abridged. To minimise loading times the data in some charts is shown in tabular form and the charts in the original Appendix F have been omitted.

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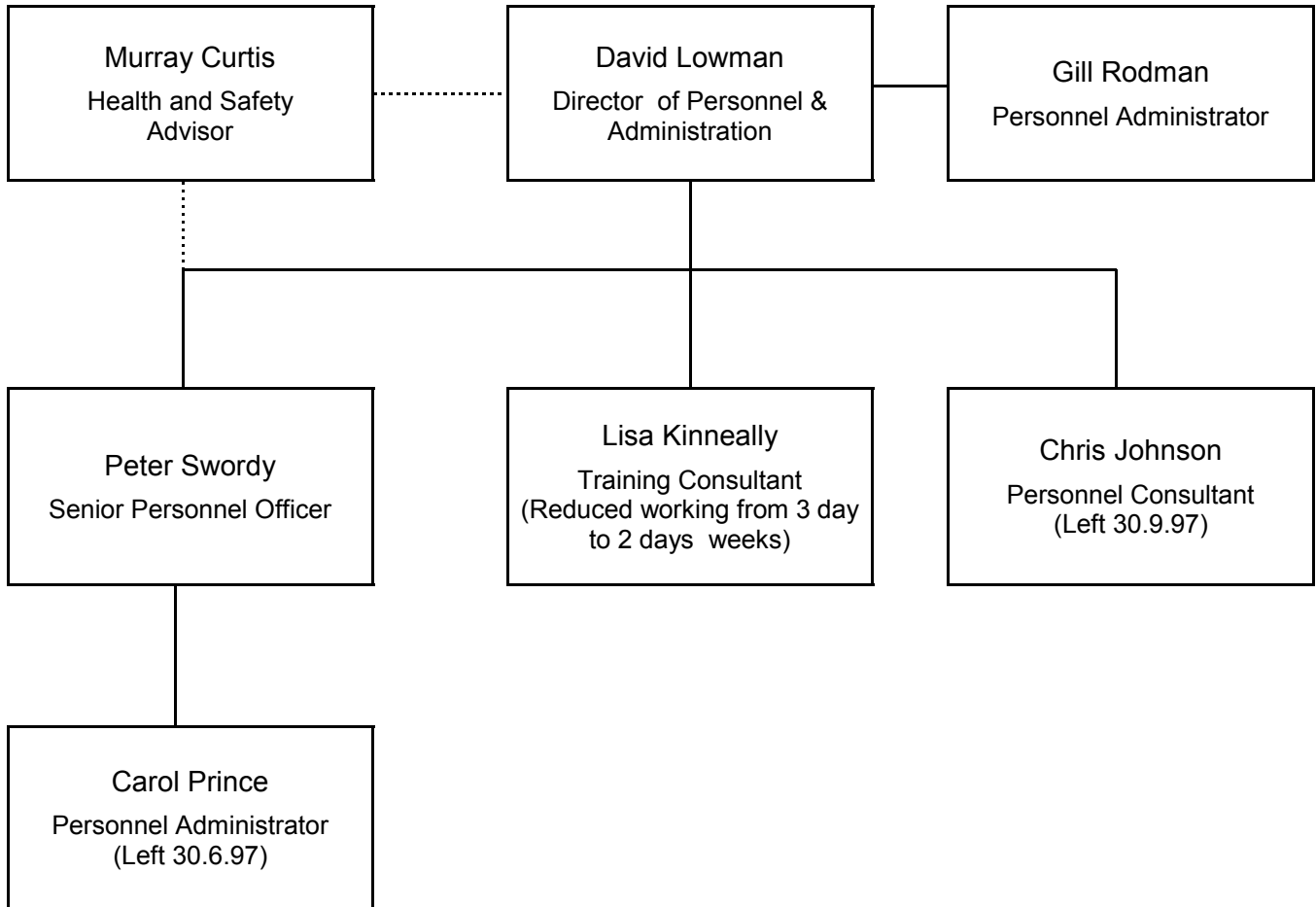
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LDDC TOP STRUCTURE—JANUARY 1998



APPENDIX B -ORGANISATION—PERSONNEL TEAM



APPENDIX C

<p style="text-align: center;"><b>KNOWN DESTINATION OF LEAVERS APRIL 1997 TO MARCH 1998</b></p>		
<b>Name</b>	<b>Destination</b>	<b>Job Title/Salary / where known</b>
David G	Docklands Light Railway	Financial Controller
Fred B	Harbour Exchange	Post clerk
Jeremy D	Empty Homes Agency	Surveyor
Philip A	London City Airport	Management Surveyor
Deepti A	CBI	Financial Controller
Mike A	Office of Passenger Rail Franchising	Assistant Director
Irene P	Lowe Bell Marketing and Events	Personal Assistant
Robin B	London Borough of Brent	Planner
David A	Groundwork Trust	Chief Executive
Tracey B	Isle of Dogs Community Foundation	Administrator
Kathryn M	Arlington Security	Property Marketing Executive
George W W	BAA Lynton plc	Development Surveyor
Maurice P	Canary Wharf	Architect
Angie J	Bexley Training Group	Tutor Assessor
Howard S	Canary Wharf Ltd	Consultant
Peter M	Housing Association	Treasury Manager
Pratap V	CBI	Credit Controller
Keith H	Hillier Parker	Planner
Bryn J	Railtrack	Planner
Eileen T	Corporate Identity Consultancy	Project Manager
Michael S	Government Office for London	Planner
Richard W	OCE Copiers	Network Manager
David H	Islington and Shoreditch Housing Association	Management Accountant
Nicky R	Babe Ruth's Restaurants	Secretary/Marketing
Carole K	London Borough of Hackney	Planning Administrator
Helen K	LETEC	Development Officer
Gaile F	Miller Freeman	Secretary
Lorraine D	Hyde Housing Association	Project Accountant
Andy W	Chase Manhattan Bank	Customer Support
Carol M	Gansler	Secretary / Administrator
Peter S	Canary Wharf Ltd	Senior Personnel Officer
Lisa D	State Street Bank	PA to Vice President

**APPENDIX D**

<b>PROMOTIONS / REDEPLOYMENTS / SECONDMENTS 1997/98</b>		
<b>NAME</b>	<b>JOB TITLE (CHANGE)</b>	<b>DATE</b>
Andrew G	Head of Land Development (promotion)	1 April 1997
Natalie P	Property Marketing Assistant (promotion)	1 April 1997
Yvonne F	LETEC Project Manager (Secondment)	1 December 1997
Gary H	English National Stadium Trust (secondment)	3 November 1997
Peter R	News International (secondment)	6 May 1997
Helen K	IODCF (secondment)	December 1997
Laraine S	Press Office Assistant (redeployment)	January 1997
Tina P	RoDMA (redeployment)	January 1997
Jeff H	Head of City Design and Planning (promotion)	November 1997
Jane M	PA to Roger Squire (redeployment)	September 1997
Stephen G	LB Newham (secondment)	March 1997
Lisa D	PA to Neil Spence (redeployment)	September 1997
Anne C	Government Office for London (secondment)	March 1997
Cheryl D	Completion Team (redeployment)	1 November 1997
Carol M	Engineering (redeployment)	1 September 1997
Kofi A	IODCF (secondment)	March 1996

## Performance and Development Reports, Target Setting and Performance Related Pay - 1997/98 (Original charts not included)

### Introduction

The performance and development process was intended to address performance, development and reward matters. In the final year of operations the Corporation focussed on final outputs and career development of staff. The issue of personal development within the organisation was of greatly reduced significance. A further issue was the application of the ranking system to introduce a much flatter range of payments given the winding down period of the Corporation. The issue of staff leaving during the performance year was addressed by the use of a sliding scale mechanism.

### Key Events during 1997/98

The Corporation wind down necessitated the bringing forward of the performance process as follows:

December 1997	Arrange and carry out appraisals; complete documentation; sign documentation.
Dec/Jan 97/98	Appraisals sent to reviewing manager for comment, signature and provisional ranking
January 1998	Completed appraisals and target assessments to Personnel
January 1998	Joint Chief Executives and Directors collate behavioural ratings and target ratings and with the assistance of managers complete the performance ranking
January 1998	Joint Chief Executives and Directors submit completed performance rankings for endorsement and processing into payroll
February 1998	Performance related pay paid in February salaries and letter sent to all staff

### Payments

The budget for 1997/98 performance pay was 6.5% but this also had to cover part year leavers which led to a total of 118 staff. As a consequence the expenditure was £221,074 - 5.82% of total salary budget with an average payment of £1,874. It is important to note that the total salary bill is an approximation which excludes accounting for part year leavers or the lower salary in the three months before July 1997. Figures for the previous years were as follows:

<i>Year</i>	<i>Expenditure</i>	<i>Staff</i>	<i>Average payment</i>
1996/97	£220,984	153	£1,444
1995/96	£245,875	136	£1,808

### Distribution of Appraisal Ratings

	<i>Fully met</i>
1991/92	86%
1992/93	81.5%
1993/94	82.38%
1994/95	87.62%
1995/96	93.83%
1996/97	97%
1997/98	100%

## APPENDIX I

### List of CD ROM Modules available during 1996/97 and 1997/98

#### 1996/97

April -June 1996	<ul style="list-style-type: none"> <li>• Effective Communication for Team Leaders</li> <li>• Getting the Work Done for Team Leaders</li> <li>• The Office Professional</li> </ul>
June -August 1996	<ul style="list-style-type: none"> <li>• Dealing with Conflict</li> <li>• Introduction to Assertiveness</li> </ul>
September – November 1996	<ul style="list-style-type: none"> <li>• Business Communications</li> <li>• Finance for Non-Financial Managers               <ul style="list-style-type: none"> <li>o Budgeting (Module 1)</li> <li>o How Money Works in Business (Module 2)</li> </ul> </li> </ul>
January .March 1997	<ul style="list-style-type: none"> <li>• The Art of Negotiation</li> <li>• Coaching for Success</li> <li>• Finance for Non-Financial Managers               <ul style="list-style-type: none"> <li>o Improving Profitability (Module 4)</li> </ul> </li> </ul>

#### 1997/8

April -June 1997	<ul style="list-style-type: none"> <li>• Finance for Non-Financial Managers</li> <li>• Controlling Working Capital (Module 3)</li> <li>• Principles of Project Management (full set)               <ul style="list-style-type: none"> <li>o The Process</li> <li>o Planning Tools &amp; Techniques</li> <li>o Tracking &amp; Control</li> </ul> </li> <li>• Principles of Time Management (Module 1)</li> </ul>
July - March 1998	<ul style="list-style-type: none"> <li>• Taking in Information Effectively</li> <li>• Excel 5 Basics</li> <li>• Word 6 Basics</li> </ul>
October - March 1998	<ul style="list-style-type: none"> <li>• Excel 5 intermediate</li> <li>• Word 6 Intermediate</li> <li>• PowerPoint 4 Basics</li> </ul>
January - March 1998	<ul style="list-style-type: none"> <li>• Access 2 Basics</li> <li>• Access 2 Intermediate</li> </ul>

#### Available at all times

CD ROMs available at all times:	<ul style="list-style-type: none"> <li>• How to Make Computers Work For You</li> <li>• Appraisal Interviewing</li> </ul>
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### Major Career Shifts and Retraining

Former Receptionist	Facilities Manager, Oxf. Man. NVQ (4). Also owner and director of toy shop
Reprographics Assistant	Health and Fitness Advisor
Receptionist/Telephonist	Beautician
Landscape Architect	Illustration
Planning Administrator	Interior Design
Planning Administrator	Arts Administration Management
Planning Coordinator	Senior Personnel Officer
Landscape Architect	Theatre Set and Costume Design
Head of Executive Office	Book Binding
Planner	Bus Driver
Secretary	Colour/Style Analysis
Secretary	Counselling
Payroll Officer	Counselling
Project Manager	War Child
Enquiries Coordinator	NVQ Assessor in-house
Personnel Administrator	NVQ Assessor in-house
Receptionist (ex Equal Access)	NVQ Assessor in-house
Secretary	NVQ Assessor in-house
Personnel Officer	Solicitor
Planner	Landscape Gardener
Systems Analyst	Pre-School Teacher
Grants Administrator	Diploma Training & Development
Former Receptionist	Community Projects Officer and Urban Policy Msc



## Career Development Programme Evaluation – Summary

### Section 1: Completed by all staff and consultants (n = 132)

Do you feel that the CDP is a beneficial initiative for staff/consultants?

<b>Responses:</b>	<b>Yes</b>
Participants	95%
Non participants	96%
Total (132)	90%

Do you feel that CDP has become an integral part of the Corporation's strategy for effective "wind down"?

<b>Responses:</b>	<b>Yes</b>
Participants	83%
Non participants	71%
Total (132)	81%

Do you feel you have a clearer understanding of the changes taking place in the labour market?

<b>Responses:</b>	<b>Yes</b>
Participants	64%
Non participants	37%
Total (132)	59%

Have you been able to identify the implications of these changes for your own career and personal development?

<b>Responses:</b>	<b>Partly</b>	<b>Yes</b>
Participants	34%	58%
Non participants	28%	38%
Total (132)	33%	55%

Have you identified a broader range of employment/life options?

<b>Responses:</b>	<b>Partly</b>	<b>Yes</b>
Participants	36%	53%
Non participants	33%	33%
Total (132)	36%	49%

Have you identified your transferable or portable skills and competencies?

<b>Responses:</b>	<b>Yes</b>
Participants	71%
Non participants	51%
Total (132)	67%

Have you produced your CV?

<b>Responses:</b>	<b>Yes</b>
Participants	83%
Non participants	57%
Total (132)	78%

How confident and prepared do you feel to manage networking situations?

<b>Responses:</b>	<b>Partly</b>	<b>Yes</b>
Participants	63%	17%
Non participants	37%	14%
Total (132)	59%	17%

What strategies have you adopted or actions have you taken to further your career development?

1) Talked to others

<b>Responses:</b>	<b>Yes</b>
Participants	81%
Non participants	50%

2) Asked others for feedback

<b>Responses:</b>	<b>Yes</b>
Participants	45%
Non participants	14%

3) Researched future opportunities

<b>Responses:</b>	<b>Yes</b>
Participants	64%
Non participants	32%

4) Networked

<b>Responses:</b>	<b>Yes</b>
Participants	62%
Non participants	36%

5) Visited the Resource Room

<b>Responses:</b>	<b>Yes</b>
Participants	56%
Non participants	22%

Section 2: Completed only by Career Development Participants (n 110)

Has participating in the Career Development Programme been worthwhile for you?

<b>Responses:</b>	<b>Yes</b>
Participants	83%

What aspects of the Career Development Programme have you found most beneficial?

This question received many, varied responses. A sample of those most frequently mentioned is outlined below:

<input type="radio"/> All of it!
<input type="radio"/> CV and interview guidance
<input type="radio"/> Dressing for Success
<input type="radio"/> Making an Impact
<input type="radio"/> Being given time to focus, think and look at long term strategy
<input type="radio"/> Supportive nature of programme as a whole (financial & emotional)
<input type="radio"/> Skills analysis and personal audit
<input type="radio"/> In-depth 1-1 discussions with professional advisors
<input type="radio"/> Sharing ideas, concerns and worries with others
<input type="radio"/> Group/interpersonal discussions, working with a range of people and getting feedback
<input type="radio"/> Flexibility of the programme, able to pick and chose appropriate bits
<input type="radio"/> The way it has all been very participative
<input type="radio"/> Easy access to workshops with range of times and dates, ½ and full days

How has participating in the Career Development Programme affected your:

1) Self esteem

<b>Responses:</b>	<b>Same</b>	<b>Higher</b>
Participants	41%	54%

2) Confidence in your future

<b>Responses:</b>	<b>Same</b>	<b>Higher</b>
Participants	30%	64%

3) Motivation to secure the future you want

<b>Responses:</b>	<b>Same</b>	<b>Higher</b>
Participants	29%	66%

4) Morale

<b>Response</b>	<b>Same</b>	<b>Higher</b>
Participants	50%	38%

5) Sense of employability

<b>Responses:</b>	<b>Same</b>	<b>Higher</b>
Participants	32%	63%

6) Opinion of the Corporation as an employer

<b>Responses:</b>	<b>Same</b>	<b>Higher</b>
Participants	41%	54%

## Executive Coaching Programme Evaluation Summary

The London Docklands Development Corporation Executive Coaching Programme was evaluated in November 1997. The audit examined:

1. The business successes achieved through the programme
2. The skills developed through the programme
3. The effect of coaching on relationships within the workplace
4. The principle benefits of coaching
5. Development of the coaching programme

5 of the 6 subjects took part in the evaluation.

On average each completed 10.8 sessions with their coaches. Four subjects had ten or more sessions, one subject had 4 sessions.

### Business Successes

80% of subjects reported the achievement of at least one success in the workplace. All those who reported specific business successes stated that coaching had contributed directly. Two subjects were able to estimate the percentage by which coaching had directly contributed: 80% and 50%+.

### Skill development

Most subjects listed a number of skills that had been developed through the coaching programme many of which focused on an improved understanding of self and others, particularly in terms of building relationships. One subject stated that they had not acquired any new skills.

### Relationships in the Workplace

Subjects were asked to respond to three particular relationships: with superiors, peers and subordinates.

Three subjects felt that the coaching programme had some positive effect on their relationship with superiors. Two felt that there had been no impact.

Three subjects felt that the programme had a significantly positive effect on their relationship with peers and colleagues. Two felt that there had been no impact.

Two subjects felt that the programme had a very strong impact on their relationship with others, one reported a mild impact and one no impact at all.

### The Benefits of Coaching

The principle benefits reported were as follows:

- Time for self review
- Increased Confidence
- Identification of development needs
- Improved performance
- External sounding board
- Increased awareness of others
- Developed new skills

### Future Development of Coaching

80% of subjects commented on the need for better communication and feedback both within the coaching relationship and throughout the organisation, Two subjects felt unclear about the objective of the coaching programme.

The importance of "fit" in the coaching relationship was highlighted by 60% of subjects. The credibility

of coaches and the entire process can be adversely affected if this is not achieved. One subject did not achieve this “fit” despite attending sessions with five different coaches.

40% suggested that the programme would be enhanced by group work involving work or hierarchical teams.

## Traded Outplacement For Training

Name	Training Cost £	Outplacement Cost £
Carole K	1069	1250
Cheryl D	1750	1250
Robina M	1600	1250
Robin B	2540	4000
Derek S	5000	5500
Tracey B	540	1250
TracyS	270	1250
Peter S	1800	4000
Peter W	250	5500
Sarah W	800	4000
Carol P	583	1250
Richard W	1250	1250
Tony G	4000	4000
Andy W	4000	4000
Lois B	3000	4000
Alex	5500	5500
Ken T	1500	5500
Henrietta B	1000	1250
Michael S	4000	4000
Collette M	220	1250
Donna A M	184	1250
John J	4000	4000
Jeremy D	2000	4000
Linda S	1375	1250
<b>TOTALS</b>	<b>£48,231.00</b>	<b>£71,750.00</b>

## APPENDIX N

### FITECH Stress Module Summary Report (Original Charts Replaced by Tables)

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#### STRESS DATA ANALYSIS

This report was produced for LK. The stress assessments were conducted by GR at TQ. The total sample for this analysis is 24 people of which 17 are women and 7 are men.

#### SIGNS OF STRESS

The following section gives details of the “Signs of Stress” experienced by the clients who took the Stress Counsellor Questionnaire. The “signs” or “symptoms” of stress are split into several categories which are explained below.

##### Overall Stress

This represents a combined profile from six of the seven scales within signs of stress. It does not include unhelpful habits which are scored using a different scoring system and cannot be combined. The scores from the six scales have been totalled, and then presented within four bands to cover the range of stress experienced by the group. This data gives a useful global impression of the degree of stress present.

##### Body Signs

This measures the degree to which people experience strain, tension, and fatigue within their body.

##### Stressful Self Talk

This measures the tendency to engage in a style of thinking and speaking which is unhelpful and stress inducing.

##### Anxiety & Uneasiness

This shows how unsettled or on edge people are. It links to feelings of fearfulness, worry and an inability to relax or be at ease.

##### Angry Feelings

This measures feelings of anger, annoyance and frustration towards oneself or others.

##### Depression

This gives an impression of the extent to which the group feels down or trapped and not able to see any potential for improvement.

##### Thinking, deciding...

Some people find that stress intrudes directly upon their ability to think straight. It can interfere with their capacity to solve problems or to recall and store information. It is this feature which is measured in these figures

##### Unhelpful habits

This reflects the way the habit behaviour of people contributes to stress. Caution should be applied when interpreting unhelpful habits because several of the items which make up this chart, including smoking and drinking, may not be applicable to everybody.

Signs of Stress –	None/Little	Mild	Moderate	Substantial
Overall Stress	20.8%	20.8%	37.5%	20.8%



Signs of Stress –	None	Slight	Slight - Moderate	Moderate	Moderate -Severe	Severe
Body Signs	12.5%	12.5%	12.5%	33.3%	25.0%	4.2%
Self Talk	4.2%	12.5%	12.5%	33.3%	12.5%	25.0%
Anxiety	16.7%	4.2%	25.0%	33.3%	8.3%	12.5%
Angry Feelings	4.2%	16.7%	16.7%	29.2%	12.5%	20.8%
Depression & Feeling Down	20.8%	20.8%	16.7%	25.0%	12.5%	4.2%
Thinking, Deciding	12.5%	37.5%	20.8%	16.7%	8.3%	4.2%
Unhelpful Habits	8.3%	0.0%	45.8%	29.2%	4.2%	12.5%

### **SIGNS OF STRESS – SPLIT BY SEX**

The following Tables show the Signs of Stress split by gender:

	None/Little	Mild	Moderate	Substantial
Overall Stress - Male	42.9%	14.3%	28.6%	14.3%
Overall Stress - Female	11.8%	23.5%	41.2%	23.5

	None	Slight	Slight - Moderate	Moderate	Moderate -Severe	Severe
Body Signs - Male	14.3%	28.6%	14.3%	28.6%	14.3%	0.0%
Body Signs - Female	11.8%	5.9%	11.8%	35.3%	29.4%	5.9%
Self Talk - Male	14.3%	28.6%	0.0%	28.6%	14.3%	14.3%
Self Talk - Female	0.0%	5.9%	17.6%	35.3%	11.8%	29.4%
Anxiety - Male	28.6%	14.3%	28.6%	14.3%	0.0%	14.3%
Anxiety - Female	11.8%	0.0%	23.5%	41.2%	11.8%	11.8%
Angry Feelings - Male	14.3%	14.3%	14.3%	42.9%	0.0%	14.3%
Angry Feelings - Female	0.0%	17.6%	17.6%	23.5%	17.6%	23.5%
Depression & Feeling Down - Male	42.9%	14.3%	0.0%	28.6%	0.0%	14.3%
Depression & Feeling Down - Female	11.8%	23.5%	23.5%	23.5%	17.6%	0.0%
Thinking, Deciding - Male	14.3%	57.1%	28.6%	0.0%	0.0%	0.0%
Thinking, Deciding - Female	11.8%	29.4%	17.6%	23.5%	11.8%	5.9%
Unhelpful Habits - Male	14.3%	0.0%	71.4%	0.0%	0.0%	14.3%

Unhelpful Habit - Female      5.9%      0.0%      35.3%      41.2%      5.9%      11.8%

### **SIGNS OF STRESS – SPLIT BY AGE**

The following Tables show the “Signs of Stress” split into different age groups:

	<b>None/Little</b>	<b>Mild</b>	<b>Moderate</b>	<b>Substantial</b>
Overall Stress – Up to 19	0.0%	0.0%	0.0%	0.0%
Overall Stress – 20 to 29	66.7%	0.0%	33.3%	0.0%
Overall Stress – 30 to 39	14.3%	35.7%	28.6%	21.4%
Overall Stress – 40 to 49	20.0%	0.0%	60.0%	20.0%
Overall Stress – 50 to 59	0.0%	0.0%	50.0%	50.0%
Overall Stress – 50 to 59	0.0%	0.0%	0.0%	0.0%

### **PERSONALITY – TYPE A STYLE**

The following table indicates the extent to which people see themselves as striving, dedicated, competitive and possibly impatient.

Type A Personality -	<b>None</b>	<b>Slight</b>	<b>Slight - Moderate</b>	<b>Moderate</b>	<b>Moderate -Severe</b>	<b>Strong</b>
Overall	8.3%	4.2%	54.2%	4.2%	8.3%	20.8%
Male	0.0%	0.0%	42.9%	14.3%	0.0%	42.9%
Female	11.8%	5.9%	58.8%	0.0%	11.8%	11.8%
Up to 19	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
20 - 29	33.3%	0.0%	66.7%	0.0%	0.0%	0.0%
30 - 39	7.1%	0.0%	50.0%	7.1%	14.3%	21.4%
40 - 49	0.0%	20.0%	60.0%	0.0%	0.0%	20.0%
50 - 59	0.0%	0.0%	50.0%	0.0%	0.0%	50%
60 Plus	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

### **HANDLING PRESSURE**

The following table gives the percentage of people who strongly or generally agreed that they used the methods below for handling pressure. Note: “Blocking it all out of mind” should be considered a poor method of handling pressure.

	<b>Overall</b>	<b>Male</b>	<b>Female</b>
Talking through problems	70.8%	42.9%	82.4%
Taking regular exercise	33.9%	57.1%	23.5%
Recognising pressure	62.5%	42.9%	70.6%

Looking at issues logically	75.0%	71.4%	76.5%
Having hobbies and pastimes	50.0%	57.1%	47.1%
Eating a healthy diet	29.2%	42.9%	23.5%
Being well organised	66.7%	100.0%	52.9%
Seeing positive and negative	83.3%	100.0%	76.5%
Blocking it all out of your mind	16.7%	14.3%	17.6%

### **SOURCES OF STRESS**

The later section of the stress questionnaire tries to identify possible causes of stress. Only people who show at least mild signs of stress are asked these questions. The sources of stress questions were presented to 23 (96%) of the 24 people who sat the questionnaire.

The sample further split by sex, shows that 6 (86%) men and that 17 (100%) women were suffering at least mild signs of stress.

The sources of stress and the sources of satisfaction are divided into five areas. These areas are (i) Personal and Social Life, (ii) You and Your Job, (iii) Working Conditions, (iv) Job Satisfaction and Career Prospects and (v) Problems with being self-employed or in business.

#### **Sources of Satisfaction - Personal and Social Life**

The "fit" between work, and home life	52%
Having enough money	30%
Relationships with friends/workmates	74%
The way I am valued at home	57%
The neighbourhood	43%
The place in which I live .. My "abode"	52%
My looks, my personal appearance	43%
Being able to do something I really enjoy	26%
Having changed jobs	9%

#### **Sources of Stress - Personal and Social Life**

The "fit" between work, and home life	13%
Illness or an accident involving people who are close	39%
A loan or overdraft problem	43%
The loss of someone close	26%
Work causing problems with family or friends	61%
Not having enough money	30%
Things that have happened to others	43%
Relationships with friends/workmates	0%
The way I am valued at home	13%
My relationships at home	26%

Aches and pains	39%
Memories from childhood	4%
The neighbourhood	17%
The place in which I live ... My "abode"	30%
My looks, my personal appearance	22%
My state of health	35%
Loss of face, through not having a job	0%
Not having a job	0%
The way the world is at the moment	22%
Pre-menstrual problems	41%
Things not going right with my sex life	30%
Problems with my child / children	9%
Taking on too many things at once	27%
Being able to do something I really enjoy	43%
A "special event"	22%
Moving house (or trying to)	26%
Having changed jobs	17%
Having done something illegal	0%
Being let down	26%
The after effects of being hurt in an attack or accident	0%

### Sources of Satisfaction - You and Your Job

The number of hours I work	52%
The times that I work	65%
The pay I get	35%

### Sources of Stress - You and Your Job

The number of hours I work	17%
The times that I work	13%
The pay I get	26%
Working away from home	0%
Not having enough to do at work	30%
Having too much to do at work	13%
Having to make decisions that affect others	13%
The physical conditions at work	26%
The time I have to do my work	13%
The way my work is organised	16%
Constant change in my work	13%
Dangers in my work	0%
Lack of change, or variety	39%
Responsibility for the safety or welfare of others	0%
Supervising others	4%

### Sources of Satisfaction - Working Conditions

Knowing what's really expected of me	78%
Communication by management / people in authority	58%
Feeling that those in authority are interested in my views	53%
Being kept informed at work	32%
Having the resources I need, to do the job	53%
Feeling positive about the contribution of my organisation to society	65%
Feeling valued by those to whom I am responsible.	74%
Feeling suited to the work I'm doing	57%
Being able to develop further in my work	57%
Knowing "where I stand" at work	58%
Having enough training opportunities	95%
Being given the influence I need, to do my work properly	37%

### Sources of Stress - Working Conditions

Not knowing what's really expected of me	9%
Unpleasant undercurrents at work	35%
Poor communication by Management / people in authority	16%
Feeling that those in authority are (not ) interested in my views	21%
Not being kept informed at work	21%
Not having the resources I need, to do the job	16%
An unhealthy "climate" at work	13%
Work colleagues that I can't get along with	9%
The organisation not knowing where it's going	16%
Incapable, unreliable, or incompetent people at top management level	26%
Problems with the people to whom I am directly responsible	16%
People not pulling their weight	30%
Adverse effects on the organization by factors outside its control.	21%
Lack of trust in Management / those in authority	16%
My feeling that you have to keep quiet to get on at work	26%
Not feeling positive about the contribution of my organisation to society	0%
Feeling undervalued by those to whom I am responsible.	11%
Not feeling suited to the work I'm doing	22%
Feeling undervalued by my colleagues	4%
Being unable to develop further in my work	26%
Having too much responsibility for my liking	4%
Not knowing "where I stand" at work	21%
Feeling that I'm not given enough responsibility	43%
Fears that my job may disappear and I am made redundant	32%
Being pulled in too many different directions at work	9%
Not having enough training opportunities	5%

Feeling that my skills and abilities are underused	26%
Being under-trained to do my work confidently	4%
Not being given the influence I need, to do my work properly	5%
Not seeing an attractive future for myself with my present employer.	42%

**Sources of Satisfaction - Being Self-Employed! In Business**

The day to day running of the business	25%
Feedback from customers or clients	100%

**Sources of Stress - Being Self-Employed! In Business**

The day to day running of the business	0%
Keeping home and business separate	25%
Business debts causing me pressure	25%
Chasing up debts	0%
The "public relations" side of being in business	25%
The feeling of being "on your own"	0%
Wondering about the business prospering	0%
Feedback from customers or clients	0%
The feeling of being committed to the business	0%
Not being organised at work	75%
Relationships with suppliers	25%
The requirements of government bodies	0%
The business being ruined by factors outside it's control	0%