Forthcoming EAOHP conference in Zürich, April 2012

Preparations are nearing completion for the Academy’s 2012 conference, which will be hosted in partnership with the Division of Public Health of the University of Zürich. It will take place at the Swiss Federal Institute of Technology (ETH Zürich) from 11th to 13th April. The conference will bring together researchers, practitioners, educators, and students working at the cutting edge of occupational health psychology and its contributory disciplines from Europe and beyond. The scientific and social programmes promise to provide excellent opportunities for sharing new knowledge, innovation and best practice, and for networking with colleagues from around the globe. We are delighted with the response we have received to the call for abstracts – over 450 were submitted, allowing us to develop a full and exciting scientific programme. The final scientific programme includes four keynote presentations, 20 symposia and over 50 posters across the full range of conference topics (for details see http://eaohp.org/Programme2012.aspx). Also included are special joint education and practice forum, and policy forum sessions. Keynote presentations will be delivered by Georg Bauer, ETH Zürich/University of Zürich, Switzerland; Sabine Geurts, Radboud University Nijmegen, the Netherlands; Michael Marmot, University College London, UK; and Wilmar Schaufeli, Utrecht University, the Netherlands. EAOHP lifetime Fellowships have been awarded to Philip Dewe, Michael Marmot and Norbert Semmer, in recognition of their exceptional contributions to occupational health psychology. The Fellowship awards will be presented at the award ceremony, along with the Andre Büssing Memorial Prize. This is awarded in recognition of high quality research conducted by an individual early into a promising career.

The social programme includes a reception and conference dinner, which will be held in the beautiful and historic Zunfthaus zur Meisen, notable for its breathtaking views and housing the porcelain and faience collection of the Swiss National Museum.

Conference registration still open

Please note registration remains open until 8th April, with discounts available for students and delegates from developing countries. In addition, the non-member registration fee includes one-year membership to the Academy, entitling new members to EAOHP member benefits. So if you have not yet registered, you still have time. We look forward to seeing you in Zürich!
Welcome to the Spring edition of the Occupational Health Psychologist. This issue sees some changes to the editorship of the newsletter. Kate Sang has stepped down as Editor and we have recently taken over. On behalf of the Editorial Team and the readership of the newsletter, we would like to thank Kate for her excellent work as Editor over the past three and a half years.

We begin this edition with details of next month’s Academy conference in Zürich (11th to 13th April). The conference promises to be another landmark Academy conference that will be of interest to researchers, educators, practitioners and students working in the field of OHP and its contributory disciplines in Europe and beyond. Registration will remain open until 8th April.

Our interview in this edition is with Georg Bauer from ETH Zürich/University of Zürich, who is chairing the Zürich conference and will be delivering one of the keynote presentations. In his interview he tells us about how he came to become involved in OHP, and discusses his research, and his views on the future direction of the discipline. We are hoping to conduct similar interviews with leading figures in the field of OHP at the Zürich conference for publication in future editions.

As always, we are grateful to Toon Taris for contributing Work & Stress news, which includes information on recently published papers and changes to the journal website. We also include information on the forthcoming Academy elections.

We are pleased to introduce a new feature in this edition, which we hope will become a regular item. This provides updates on each of the three Academy forums – Research Forum, Education Forum and Practice Forum. We are grateful to Aditya Jain, Stavroula Leka and Peter Kelly, respectively, for providing this information.

In a Research Report Fiona Earle and Tracey Reid describe some of the findings of a mixed methods study examining the psychological impact of on-call working. The findings presented here suggest that being on-call can have a significant impact on workers’ health, even when they are not called out. These findings have important implications for the ways in which organizations schedule on-call working shifts.

Remember this is your newsletter! We are happy to receive your contributions in the form of short research papers, reflections on practice, reports of OHP developments in your country, or anything that you think would be of interest to the OHP community. We also welcome any feedback regarding the content of the newsletter, or suggestions that you might have relating to the types of features you would like to see included in the future. In the meantime, we hope you enjoy this edition.

Sue Cowan and Jennie Guise, Editors
On behalf of the Editorial Team
email: suecowan@workingwelltogether.eu; jennieguise@workingwelltogether.eu
Next EAOHP conference:

The European Academy of Occupational Health Psychology in collaboration with the Division of Public and Organizational Health (POH) of the University of Zurich and the ETH Zurich would like to invite you to the 'Cultural Capital of Switzerland', Zurich, to attend the 10th conference of the European Academy of Occupational Health Psychology. The event will take place 11-13 April, 2012, at the Swiss Federal Institute of Technology - ETH Zurich.

In our complex, fast changing service and knowledge society, health is strongly influenced by the continuously changing interaction between organizations and their employees. Occupational health psychology aims to improve this interaction and thus can simultaneously contribute to individual, organizational and public health. The conference will address how to balance interventions and outcomes on these levels and thus how to increase equal health opportunities in our society.

Keynote speakers. The programme will include a distinguished line-up of keynote speakers: Wilmar Schaufeli, University of Utrecht, Georg Bauer, ETH Zurich/University of Zürich, Switzerland. Sabine Guerts, Radboud University Nijmegen and Michael Marmot, University College London.

The conference programme is available at: http://eaohp.org/Programme2012.aspx

Delegate registration open until 8th April! http://eaohp.org/delegateregistration.aspx

Georg Bauer, Conference Chair Tom Cox, President, EAOHP
How did you first become interested in occupational health psychology?

My interest in OHP has a long history. As far back as the 1980s, during my medical studies, I observed social inequalities amongst hospital patients, with people who were more socially disadvantaged tending to be more vulnerable to ill-health, and more severely affected. This triggered my interest in socio-ecological determinants of health and preventive medicine. During an internship in occupational medicine I saw a broad range of workplaces and working conditions, some of them so poorly designed that I felt compelled to work in the area of illness prevention and health promotion, particularly in the workplace. As I did parts of my medical education in five different countries, I also had first-hand experience of how strongly national and organizational cultures influence the quality of one’s own working life.

After I had spent some years at the Institute of Social and Preventive Medicine at the University of Zürich, I had the opportunity to undertake a Masters and Doctoral programme in Community Health Sciences at the School of Public Health, University of California, Berkeley, from 1993 to 1998. This social science-based programme addressed how health develops through the continuous interaction with diverse life domains, including schools, workplaces, family and neighbourhoods. I was intrigued by social-epidemiological studies that identified specific psychosocial determinants of inequalities of health in modern societies. But I was particularly influenced by Aaron Antonovsky’s salutogenic perspective of health, and how this perspective leads to a more asset-, strengths- and resource-oriented approach to studying and intervening in health in real-life contexts. Further, the Community Health Sciences Programme conveyed how to design, implement and evaluate complex, participatory interventions in complex social systems, such as organizations. Through active involvement in the service-oriented Labor Occupational Health Programme and in ongoing studies of public transport workers at the School of Public Health, Berkeley, I could immediately apply this knowledge to the working environment. My final step into OHP was through my attendance at the third APA/NIOSH Work, Stress and Health Conference in Washington DC in 1995, which led to my first, inspiring, personal contacts with key researchers in the then emerging field. Alongside my continuing engagement in the health promotion community and the Global Working Group on Salutogenesis, OHP has increasingly become my scientific home discipline over the last decade.

What are your current activities and in which area of OHP are you most interested?

Given my interdisciplinary background, I am primarily interested in enhancing public health through improvements in the working environment. First, this requires a more comprehensive conceptualization of health, which includes physical health (the main focus of occupational medicine and ergonomics), mental health (the main focus of OHP), and social health. The latter has, until now, been little addressed in the context of the work environment, except for the negative manifestation of mobbing and bullying. Second, a public health agenda needs to identify how health, and particularly determinants of health, are distributed in the working population and within organizations, in order to set evidence-based priorities for interventions. Third, intervention approaches need to be developed that are effective in
the ‘real world’, are adopted by companies, reach employees with particular health needs, are easily implemented, and result in long-term effects: see RE-AIM (Reach Effectiveness Adoption Implementation Maintenance) criteria on http://www.re-aim.org). In relation to the last point, it is particularly important for organizations to build the capacity to address health issues on their own, as the fast changing world of work limits the effectiveness of institutionalized occupational health expert systems. On the one hand, these practical public health requirements structure the research agenda of our Division. On the other hand, we aim to implement this agenda on a sound theoretical and empirical basis, which can contribute to advancing OHP and related fields.

**How did your Division evolve and who are the leading researchers?**

Upon my return from Berkeley to Zürich in 1998, I built up a collaboration with the Chair of Work and Organizational Psychology at the Swiss Federal Institute of Technology (ETH), Zürich. Out of that informal partnership, in 2006 the Division of Public and Organizational Health (POH) was founded as a collaboration between the Institute of Social and Preventive Medicine (headed by Prof. F. Gutzwiller) of the Medical Faculty, University of Zürich, and the Centre for Organizational and Occupational Science (headed by Prof. T. Wehner) of the Department of Management, Technology and Economics, ETH Zürich.

Given its interdisciplinary governing body, POH has a broad scope. From a public health perspective, in a complex, demanding economy, population health is increasingly influenced by the changing interactions between organizations and their employees. From an economic perspective, sustainable health and performance of human resources are key, particularly considering the ageing workforce. Thus, POH bridges occupational, organizational and public health research to broaden the evidence base, legitimacy and efficacy of organizational health interventions, and to increase their public health and economic impact.

Currently, POH includes 21 researchers who are grouped into the following five units:

- **The Ergonomics and Environment Group** (headed by Thomas Läubli) focuses on musculoskeletal strain, disorders and recovery, as well as on the design of work stations and work equipment.

- **The Work and Psychosocial Health Group** (headed by Oliver Hämmig) focuses on emerging psychosocial risk factors at work, especially on life-domain-balance, from both a conflict and enhancement perspective. Further, the relationships between life-domain balance, volunteering and health are examined (led by Rebecca Brauchli). This Group has also been involved in developing a survey-based indicator system for monitoring work and health issues in Switzerland.

- **The Organizational Health Development and Systems Ergonomics Group** (headed by myself, in collaboration with Gregor Jenny) focuses on health- and performance-oriented assessment tools for organizations, and large-scale intervention and dissemination studies. Of particular interest are the (reciprocal) relationships between job demands, job resources, negative/positive health and performance, and how these relationships can be influenced through organizational capacity building.

- **The Consulting Centre for Organizational Health Development** (until recently headed by Katharina Lehmann) as an in-house research-practice partnership offers access to companies to develop and test new intervention approaches, and to collect longitudinal data in organizations.

- **The postgraduate Master of Advanced Studies Work and Health** (headed by Ruth Förster) was established in 1993 in cooperation with the University of Lausanne to meet the legal requirements of specialists in occupational health and safety. The interdisciplinary programme trains specialists in occupational medicine, occupational hygiene and ergonomics. To better address OHP topics, and to more immediately transfer our current research results into practice, in 2008 we launched a Certificate of Advanced Studies in Organizational Health Development. It enables companies to introduce and run systemic organizational health systems.

To strengthen our research base, in 2011 we started a three-year PhD programme in Health at Work, jointly with the Institute for Work and Health, University of Lausanne. Funded by the Swiss National Science Foundation, it offers PhD courses in occupational health, as well as funds for ten PhD research projects, and is open to international PhD students in OHP.

**Where do you see your Division going in the future?**

Literally, to the University of Zürich! Unfortunately, ETH Zürich decided to shift more to technology- and treatment-oriented health research, and thus to terminate its support for our social science-based organizational health research. Therefore, from 2014 on we will continue our research agenda on the University of Zürich side only. In order to keep our interdisciplinary focus, we aim to build up...
collaborations with the Institute of Psychology of that University in the future.

Could you describe some of the OHP projects in which your Division has been, and is currently, involved?

One key study was the analysis of representative health survey data in Switzerland that showed that most social inequalities in self-rated health (a strong predictor of future morbidity and mortality) can be explained by physical and psychosocial working conditions. Along these lines, we later conducted several studies on work-life conflict in larger population samples that showed the high public health relevance for both mental and musculoskeletal health outcomes. Currently, we are advancing our life-domain balance research by including more positive, enhancing aspects, and by considering the possible health effects of voluntary work outside paid employment.

The first, large-scale intervention research project of our Division was the participatory development and formative evaluation of an internet-based toolbox for comprehensive worksite health promotion – a joint venture with six service providers and nine pilot companies. The freely available toolbox was intended to enable small and medium-sized enterprises to conduct a broad, survey-based assessment of job demands and resources, as well as health outcomes, to develop improvements in participatory health circles, and to offer standardized intervention modules covering individual health issues, personnel/leadership development and job redesign. Further, in collaboration with our Consulting Centre, in several projects we studied the passive diffusion, and strategies for active dissemination, of comprehensive workplace health promotion approaches in Swiss companies – applying the Trans-Theoretical Model of Behavior Change (TTM) at the organizational level.

More recently, we had the opportunity to evaluate an extensive stress management intervention study in eight medium to large companies with 5,000 employees. The intervention included individual stress management courses for employees, leadership training, and survey-based team reflection to improve work organization. Overall, we found that the intervention had a positive impact for about 25% of employees, and succeeded in improving the balance between job demands and resources, and between negative and positive health outcomes. The study provides a rich, three-wave longitudinal data base, which we are currently analyzing with a team of PhD students.

As we repeatedly observed limited institutionalization and maintenance of occupational health interventions in the field, we started to reconceptualize how health in organizations is continuously recreated. Building on a generic health development model, we conceptualized ‘organizational health development’ as the naturally ongoing reproduction, and the targeted improvement of health in organizations as social systems. Following the capacity-building literature in health promotion and development studies, we postulate that organizational health can be improved by building up both individual capacities (i.e. competence, motivation and identity) and organizational capacities (i.e. structure, strategy and culture) within the organization. Finally, these capacities will influence the levels of both job demands and job resources, and thus more pathogenic and salutogenic health development in organizations.

The resulting organizational health development model integrates perspectives of positive psychology, salutogenesis and organizational behaviour. It has scientific relevance for a structured analysis of complex work and health issues, as well as for theory-driven planning and evaluation of systems-level interventions. In practical terms, this conceptualization balances both individual and organizational responsibility for health, and suggests that the decision-makers of organizations are the primary actors in relation to organizational health. To show managers and employees leverage points for improving health in their own organizations, we developed a model-based cockpit visualizing survey-based data relating to key strengths and weaknesses of the respective organizational units. For the future, we intend to study how the capacity of organizations to improve health issues can be built up, and how far this will improve organizational health outcomes.

What do you think has been the biggest contribution of OHP – and will be the biggest challenge?

As occupational medicine has been heavily concerned with physical health and work-ability, OHP has contributed a complementary focus on mental health. Further, following the trend towards positive psychology, OHP increasingly pays attention to job resources and positive health outcomes. For the future, I find it an interesting challenge to expand the logic of the Job Demands-Resource Model to study
Contribute to the Newsletter!

This is your newsletter! We do our best to cover what interests you, but we need your input. We welcome contributions of all kinds – for instance, news of people in practice, education and/or research, including new professional appointments and contracts, conference announcements, reports of symposia, accounts of work in progress, and letters to the Editor.

We are keen to include content from any contributory discipline, in order that we can encourage discussion and debate around Occupational Health Psychology in its fullest possible sense. You don’t have to be an EAOHP member to contribute, nor do you have to be based in Europe. We welcome contributions from all parts of the globe. We will publish any item that is of interest to Newsletter readers (who number some 1,000 individuals worldwide).

If English is not your first language, don’t let this put you off – if you need it, you will be provided with help to prepare your item.

If you have a contribution for the Newsletter then just send it to a member of the Newsletter team or, if you are undecided, contact Sue, Jennie or Mary first to discuss your ideas.

The next newsletter for this year will be distributed around June. To contact Sue Cowan, Jennie Guise or Mary Tisserand, see the back page of this Newsletter.
Conference programme now available on EAOHP website

The full programme for the EAOHP’s forthcoming conference in Zürich this April is now available in both PDF form and an interactive form on the Academy’s website at:
http://eaohp.org/Programme2012.aspx

Special session on policy

At the Academy’s conference in Zürich there will be a symposium entitled “Policy Development & Occupational Health Psychology”, which will be chaired by Stavroula Leka from the Institute of Work, Health & Organisations, at the University of Nottingham, UK. The symposium will include presentations from the International Labour Organisation (ILO); World Health Organisation (WHO) and examples from national contexts.

It can never be fully understood why an intervention at company level works or does not work unless the policy context is taken into consideration.

Nevertheless, the policy context and policy-level interventions have been largely ignored in the occupational health psychology literature. It is the process of policy development and stakeholder engagement at international, regional, national, and sector level that determines whether awareness is raised, common understanding emerges, norms develop, decisions are made, actions are promoted and sustainability is ensured.

This session will discuss the role of occupational health psychology in policy development. The session will focus on key OHP policy-related issues and how OHP research can feed into the policy process. Speakers will share their perspectives on what are some key issues that are particularly important for policy development, how they have used OHP research in the development of policy initiatives and what are important priorities to be addressed for the future. The session will be followed by a discussion during which participants will have the opportunity to ask questions.

EAOHP elections

Elections for the EAOHP Executive Committee will be organised in March. Only members of the European Academy can take part in the election. Any member can nominate themselves for the following positions:

1. President
2. Conference Chair
3. External Relations Officer
4. Membership Officer
5. Finance Director
6. Chair of Education Forum
7. Chair of Practice Forum
8. Chair of Research Forum

Nominations forms and additional information will be sent to all EAOHP members with details of the roles and responsibilities for each position. Completed nomination forms must be returned by email to Aditya Jain (executive@eaohp.org), EAOHP Executive Officer, who will act as the returning officer for the election.

The deadline for nominations is: **Friday 16th March**.

Voting will take place from Monday 19th March to Friday 30th March. Ballot papers will be sent to all members by email and must be returned by the voting deadline (by email or post) to be counted. The results will be declared on 3rd April and the new committee will take over at the Zürich conference.
The Academy has three forums, which support research, education and professional practice. Here we provide updates on their aims, functions, and current and future activities.

**Practice Forum**

**By Peter Kelly, Chair, Practice Forum**

The EAOHP Practice Forum is concerned with translating education and research in OHP into workplace interventions. It aims to support the practitioner community in identifying best practice and initiatives through which OHP practitioners can demonstrate the value of applied OHP practice to the world of work. We arrange sessions at EAOHP conferences to allow practitioners to present, address and discuss emerging areas of work in the practitioner community.

The EAOHP Practice Forum Chair has been working alongside practitioner representatives from SOHP and the APA to promote practitioner issues through the International Co-coordinating Group for Occupational Health Psychology (ICG-OHP). The ICG-OHP helps to coordinate international developments in OHP research, education and professional practice. One recent development has been the OHP Practitioners APA Listserv. This can be joined at [http://lists.apa.org/cgi-bin/wa.exe?A0=OHP-PRACTITIONERS](http://lists.apa.org/cgi-bin/wa.exe?A0=OHP-PRACTITIONERS) The Listserv will work in the same way as the APA Listserv for OHP but the emphasis is on practitioner issues.

At the EAOHP 2012 Zürich conference we will be running a joint workshop with the Education Forum on accreditation of practitioner education and training in OHP, which is an emerging area.

**Education Forum**

**By Stavroula Leka, Chair, Education Forum**

The EAOHP Education Forum aims to promote occupational health psychology education and training by advising on the development of education and training programmes, fostering partnerships for the development of such programmes, and working together with similar bodies in other OHP organisations to do so. The Education Forum deals with both academic and practitioner education and training issues. Over the past years, members of the Forum have worked to define a core curriculum in OHP (by conducting research in collaboration with SOHP), produce key publications (such as the first textbook in OHP), as well as develop courses in this area. A key issue that the Forum has been concerned with is accreditation of practitioner education and training. As such, at the 2012 EAOHP conference in Zürich, a joint session will be organised in collaboration with the EAOHP Practice Forum to address this issue. The session will include invited presentations by OHP academics and practitioners who will present experiences from different countries, views on existing practices and current needs. The presentations will be followed by a discussion on the way forward, and the role that EAOHP can play in developing and recognising professional practice training in OHP.

**Research Forum**

**by Aditya Jain, EAOHP Executive Officer**

The EAOHP Research Forum aims to promote research and innovation in OHP. The Forum seeks to promote not only the development of research but also its translation into practice. The Forum, with input from both academics and practitioners, is involved in producing and making available high quality outputs to all those interested in the area of OHP. The key outputs include the inclusion and dissemination of high quality research at the biennial EAOHP conference and showcasing cutting edge research through chapters in 'Contemporary occupational health psychology: Global perspectives on research and practice', a biennial series of books published by Wiley-Blackwell on behalf of EAOHP and the Society for Occupational Health Psychology (SOHP). To promote wider dissemination of the research presented at the EAOHP conferences, all materials are in the process of being added to the APA PsycEXTRA database.

The Research Forum also issues small grants of up to €1,000 to support activities that promote research, and it maintains the Postgraduate Area. The latter is being developed to cater to the needs of postgraduate OHP students. As the area develops it will provide a forum for discussion and contain frequently updated reports regarding postgraduate research from across Europe and beyond. Future plans for the Forum include creating an MSc and PhD theses database within the postgraduate area that can be stored and accessed online, increasing the level of funding offered under the small grants scheme, and developing a factsheet series to promote knowledge and understanding of key OHP topics for those working both within the discipline and beyond.
On these pages we are very happy to tell you about some events that have taken place with regard to *Work & Stress* over the last year or so. Since the previous issue of the newsletter appeared we have published three editions of *Work & Stress* (parts 2-4 of 2011), and the first edition for 2012 has just been published. To begin, we roughly group the papers in these four issues on the basis of their main topic, as follows. Full references to the papers are given on page 13.

**Bullying and conflict**

One broad theme concerns bullying, aggression and conflict at work. Workplace conflict is widely considered to be an important stressor. This was confirmed in a study by Dijkstra, Beersma and Evers (2011) in 774 health care workers; they also showed that for individuals, having an internal locus of control and employing a problem-solving conflict management strategy mitigated the adverse effects of conflict on strain. As regards the antecedents of bullying, Baillien, Rodriguez-Muñoz, Van den Broeck and De Witte (2011) found in a longitudinal study that adverse work characteristics (high demands and low resources) were associated with higher levels of bullying. Two US-based studies focused on the outcomes of being bullied. Perhaps not surprisingly, both studies (Bowling and Michel, 2011, and Hirschovis, Reich, Parker and Bozeman, 2012) found that bullied workers are motivated to retaliate, with their employer, colleagues or supervisors as possible targets. This effect depended on the employee’s attributions regarding the cause of abuse (Bowling and Michel), or on the type of working relationship between the victim and with the perpetrator in terms of power and task interdependence (Hirschovis et al).

**Leadership**

How does leadership affect the health and well-being of employees? Although many studies examine the effects of supervisor support on health, leadership style has seldom been examined as an antecedent of employee well-being. A two-study paper by Kelloway, Turner, Barling and Loughlin (2012) indicated that this lack of attention is not justified. They showed that employees having a manager who employed a transformational leadership style reported higher levels of well-being than other workers, and that this is most likely because the subordinates of a transformational leader place more trust in that person. These findings are in line with those of Gurt, Schwennen and Elke (2011), who reported that leaders who explicitly take into account the health of their followers tend to have subordinates who report higher levels of well-being. These findings suggest that leaders should be more aware of the fact that they can directly affect the psychological health of employees.

**Work-family interface**

The work-family interface remains a popular issue in occupational health psychology, and three papers in these editions have focused on this topic. Using data from 790 law firm lawyers, De Grood and Wallace (2011) showed that high levels of spousal support are related to better health. This confirms the idea that within-family support is important for employee well-being. Two other papers on this theme focused on organizational work-family culture. Mauno, Kiuru and Kinnunen (2011) showed that a positive work-family culture (e.g., manager's supportiveness) was positively related to employee attitudes towards work (such as job satisfaction and turnover intentions), whereas Somech and Drach-Zahavy (2012) tested three models of how organizational work-family support and personal coping strategies might act together in decreasing work-family conflict. These papers indicate that both within-
level and organizational-level support is important for improving employee well-being and morale.

**Fatigue**

A further broad category of published papers is those that have dealt with fatigue and exhaustion. Previous research has focused on the antecedents of these concepts, relating them to unfavourable work circumstances. However the processes underlying these associations have rarely been studied. One exception is the large-scale study among Dutch workers by Van Ruysseveldt, Verboon and Smulders (2011). They showed that the presence of job resources promotes opportunities for growth and learning, and that good opportunities for personal development are associated with lower levels of exhaustion. A study by Bernerth, Walker and Harris (2011) examined another possible antecedent of exhaustion – the impact of the continuous organizational changes that workers are currently often exposed to. They found that their measure of "change fatigue" significantly predicted levels of burnout, turnover intentions and (low) commitment. Finally, the consequences of high levels of exhaustion for employee performance have so far been largely unexplored. Van Dam, Keijsers, Eling and Becker (2011) started from previous findings showing that burnout/exhaustion results in reduced cognitive performance, due to a low motivation to spend effort. Therefore, in an experiment that included both healthy and burned-out participants, by means of an incentive they attempted to manipulate the participants’ motivation to perform well. Whereas this was successful for the healthy participants, the burned-out workers’ motivation to perform well remained low. This is in line with contemporary theories that propose that physiological changes associated with burnout may result in a relatively long-term decrease in motivation, with cognitive performance in employees with burnout may remain low.

**Performance**

The study by Van Dam and colleagues is also relevant to the fifth category of papers, on the association between health and performance. In a 111-study meta-analysis, Ford, Cerasoli, Higging and Decesare (2011) found that psychological health, in the form of psychological well-being, depression, general anxiety, and life satisfaction, is a moderate-to-strong correlate of work performance. Bruursema, Kessler and Spector (2011) found that bored employees tended to engage more often in counterproductive work behaviours. This shows that boredom is an important variable and should not be neglected in research on such behaviours.

**Work characteristics**

In recent editions we have also published some papers addressing the relationships between work characteristics and employee health and well-being. A paper by Panatik, O’Driscoll and Anderson (2011) replicated earlier findings that high job demands are longitudinally associated with high levels of strain. However, this association was further moderated by self-efficacy, suggesting that high levels of self-efficacy buffer the adverse effects of high demands. Hauke, Flintrop, Brun and Rugulies (2011) examined the impact of psychosocial work stressors on musculoskeletal disorders. They presented an extensive review and meta-analysis of 54 longitudinal studies on this association, providing strong evidence for the assumption that psychosocial factors are important predictors of musculoskeletal problems. Whereas sick workers will usually stay at home, it is also possible that they will continue to go to work (sickness presence). In a large study, Claes (2011) examined the antecedents of this phenomenon cross-nationally, showing that factors such as time pressure at work, job satisfaction and work involvement were positively related to sickness presence. Thus, high demands can not only make you sick, they may also make you go to work, in spite of this sickness.

**Personal characteristics**

Three papers fell into the broad theme of the effects of personal characteristics on employee health and performance. Schmidt, Hupke and Diestel (2012) showed that a high level of dispositional self-control mitigated the adverse effects of high self-control demands at work on job strain. De Lange, Bal, Van der Heijden, De Jong and Schaufeli (2011) focused on age and regulatory focus. In their longitudinal study, these authors found that experiencing psychological contract breach (the degree to which transactional and relational obligations are met) was related to lower work motivation, and that this especially applied to workers holding a prevention focus – i.e., workers who value safety and security, rather than strive towards maximizing gains. The third paper in this category examined the moderator effect of narcissism in the relation between feeling underbenefited and irritation. Using data from two samples, Meier and Semmer (2012) showed that lack of reciprocity was positively related to irritation, and that this was especially so for individuals who scored high on narcissism. This is in line with previous notions holding that such individuals hold an inflated self-view and a sense of entitlement and are therefore particularly vulnerable to perceived lack of fairness. In conjunction, these three studies show that personality characteristics may explain why workers sometimes
respond differently to the characteristics of a particular work situation.

**Personal goals**

Lastly, we published a longitudinal study by Hyvönen, Feldt, Kinnunen and Tolvanen (2011), who examined how changes in the psychosocial work environment affected personal work goals (i.e., workers' aspirations regarding issues of competence, well-being, job change, job security, organization, and finance) among Finnish managers. Their study showed that especially adverse changes in job rewards (e.g., decreases in salary and job security) were related to changes in workers' personal work goals (e.g., a higher desire to become more competent and to change jobs).

As this overview shows, we have published many interesting papers in the last few editions of *Work & Stress*. Of course, we intend to keep doing so, and therefore heartily invite you to submit your papers to us – whether or not they relate to one of the themes discussed above, your manuscripts are always very welcome!

**Read the papers.** References to all the papers mentioned in this article are listed over the page. The papers can be accessed from the contents list on the journal’s website at:

http://www.tandfonline.com/toc/twst20/current

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**Karina Nielsen: New Associate Editor**

We are delighted to welcome Karina Nielsen to the *Work & Stress* panel of Associate Editors. Karina is Professor of Work and Organisational Psychology at The National Research Centre for the Working Environment (NRCWE) and is based in Copenhagen, Denmark. She is also an Honorary Professor at the University of Leicester, UK. Karina has particular expertise in the areas of organizational change, interventions and leadership. She supported the editorial team in producing the successful special edition of *Work & Stress* entitled "Organizational interventions: Issues and challenges" that was published in 2010 (volume 24, part 3). She has published frequently in *Work & Stress* and other high-impact journals, and has extensive experience as a reviewer. Thus, we are confident that she will be an extremely valuable addition to our board. Karina joins Paul Spector, Mike O'Driscoll, Ulla Kinnunen and Philip Dewe in helping Toon Taris to assess submissions and decide journal policy. We thank all our Associate Editors for their important contributions to the journal.

**Citation counts.** T&F have also added several new features to the *Work & Stress* website. Most importantly, on the web page there is now a new menu on the left. Among other things it includes links to "most read" and "most cited" papers in the journal. Clicking these links will take you to papers listed on the basis of the number of times they have been downloaded from the T&F website or cited, respectively. This is potentially interesting information, but be aware that the citations collected by T&F only refer to citations collected by Crossref. The Crossref database yields similar information about citations to better-known databases such as ISI Web of Knowledge, but from a much more limited set of journals (see http://www.crossref.org/citedby/ for an overview of publishers associated with Crossref). Therefore the citation counts presented on our web page exclude citations in many publications in the field of occupational health psychology, and tend to be considerably lower than citation counts obtained using the Google Scholar, Web of Knowledge or Scopus databases.

Also, time has a great influence on these lists, as the T&F figures do not only apply to a limited period. These "most read" and "most cited" lists largely consist of more or less classic papers that may have been published some time ago. Indeed, any recently published paper, however much read and cited, will usually appear low on the list. The current ISI impact factor of *Work & Stress* is 3.07, with the journal being ranked 6th out of 69 journals in its category. This gives a much better impression of the rate at which papers published in *Work & Stress* are being picked up in the field. On the plus side, these lists on our web page are a useful reminder of some popular published papers, to which direct links are provided.

**Changes to the Work & Stress website - and citations**

You may have seen on our web site that Taylor & Francis (T&F), the publisher of *Work & Stress*, have created a new presence for their journals on the web. As before, the *Work & Stress* page can be accessed at: http://www.tandfonline.com/toc/twst20/current, which will take you to the current edition and links to other pages.
**Call for Book Reviewers**

We are looking to expand our team of book reviewers. There are a number of benefits to becoming a book reviewer, including:

- access to the latest books, allowing you to keep up to date with your areas of practice, education and/or research, or simply those that interest you most;
- getting your name known in relevant circles;
- expanding your CV;
- and you get to keep any book that you review!

Book reviews should be approximately 500 to 700 words in length. Books for review will be sent to you, so you will not incur any costs. If English is not your first language, don’t let this put you off – if you need it, you will be provided with help to prepare your review. If you would like to join our team of book reviewers, please email the Newsletter’s Book Reviews Editor, Gail Kinman (Gail.Kinman@beds.ac.uk) with details of your interests.

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**References**

*These papers in Work & Stress were cited in the article ending on page 12. Those with volume 26 in bold type are newly published.*


Call for Abstracts

Following the success of previous seminars in Utrecht, Castellon, Trondheim and Lisbon we are pleased to invite you to Dublin, Ireland home of U2, Guinness and the literary genius of James Joyce and Oscar Wilde for the 5th International Seminar on Positive Occupational Health Psychology. This 2-day seminar will bring PhD students and junior researchers working in the field of positive occupational health psychology together in order to discuss the most recent theoretical and empirical advances in the field and to invite feedback on their own research from peers and leading experts in the field. Main themes covered will be as follows: Work engagement, theoretical frameworks (e.g., job demands-resources theory), positive interventions at work, healthy and resilient organizations, critical views on the development of positive psychology, and occupational health psychology methodological research. As the seminar is in the format of a small group meeting participant places will be limited.

The seminar will be spread over two full days which will involve presentations of research by participants, keynote presentations and workshops covering main themes in positive occupational health psychology theory, method and dissemination. Participants will present their research in a PowerPoint presentation followed by an interactive discussion with experts and peers. Participants are also asked to bring a poster of their work which will be displayed over the 2 day period for speakers, faculty and all participants to view and discuss with presenters between sessions. The programme will also include a traditional Irish social evening, which will consist of a dinner and a ‘Hooley Show’ of music and dancing in the highest pub in Ireland (www.jfp.ie).

We are proud to announce the following keynote speakers for the seminar:
- Prof. Dr. Arnold Bakker, Erasmus University Rotterdam
- Prof. Dr. Eva Demerouti, University of Technology Eindhoven
- Prof. Dr. Wilmar Schaufeli, Utrecht University

Abstract Submission: Abstracts of 500 words should be submitted as a Word or .pdf email attachment to pohp2012@dcu.ie  
Abstract Deadline: March 16th

Registration Fees: Early bird (before April 13th): Students- 180euro, Non Student- 230 euro
 Late Registration: Students- 230 euro, Non Student- 280 euro

For further seminar information please see www.link.dcu.ie
For enquiries contact seminar organisers:
Sarah-Jane Cullinane : sarahjane.cullinane2@mail.dcu.ie or Janine Bosak: Janine.bosak@dcu.ie
The hidden psychological costs of on-call working

by Fiona Earle, Department of Psychology, University of Hull, UK and Tracey Reid, Institute of Work Psychology, University of Sheffield, UK

On-call working has become a common feature in work scheduling. A large proportion of workers across a range of professions are now regularly required to be ‘on-call’ as part of their standard contractual responsibilities. This requirement takes many forms, but is characterised by a need to be available only if called. Most commonly this involves cover for specified on-call periods, often over-and-above the full working week.

The increasing prevalence of on-call working is business-driven and understandable from an organizational perspective. It is more financially viable than providing full shift coverage, as it allows the availability of service provision during off-peak hours without the full weight of associated costs (Mabon, 1995). Given these significant financial benefits, it is likely that organizations will continue to rely on on-call working to support the provision of key services.

Although on-call working is common and has operational value, psychologists currently know very little about the effects of being on call. What impact does this have on the worker? Is being called out the same as normal work? These are some of the many questions that need to be addressed in order to inform organisational policy. However, there is currently limited evidence on which to base any scheduling guidelines, at either the national or the professional level.

The current position is complex and arrangements do vary greatly, both across and within professions, but it appears to be standard practice for organizational policies to only consider time ‘called-out’ as working time. On-call shifts where workers are available, but not called, are often treated as equivalent to being at rest. From an anecdotal perspective, almost all on-call workers would disagree with this assumption and argue that being on-call but not called out is very different indeed from being at rest. Opportunities for social activities are often quite limited and the sense of ‘waiting for the phone to ring’ could be argued to be a stressor in itself.

Given the scale of on-call working in the UK and the limited availability of evidence on which to base scheduling decisions, we undertook a programme of research designed to investigate current operational practices and to develop an understanding of the psychological implications of on-call working.

Methods

The research employed various methods including a large-scale cross-occupational survey, interviews, a subjective diary study and a psychophysiological study. Some of the key results from the survey and the diary study were presented in Rome at the 9th conference of the EAOHP. The interviews and psychophysiological study are currently being prepared for publication. This report outlines some of the key findings from the diary study.

The diary study participants were 22 on-call workers from two professional groups (11 physiotherapists and 11 fire officers). Each participant completed four
weeks of a daily diary that included measures of daily activity and scales to measure fatigue (Earle, 2004) and mood (Watson, Clarke and Tellegan, 1988). Multiple daily measures were taken for four categories of shift. The shift types were: (i) normal working (ii) rest days (iii) on-call called out and (iv) on-call not called out.

**Findings**

The central aim of this study was to investigate the level of psychological strain reported following the four categories of shift. Specifically, Analysis of Variance was used to compare levels of anxiety and fatigue following each of the different shifts, for the two professional groups.

In summary, the levels of anxiety and fatigue reported at the end of the shifts were highest when the workers had been on-call and were called out. This was true for both the physiotherapists and the fire officers. Of further interest were the levels of anxiety and fatigue when on-call but not called out. For both groups, anxiety and fatigue when not called out were equivalent to being at work (carrying out a full normal shift).

**Implications**

Although the findings reported here were based on a small sample of workers across only two professions, they have a number of implications. Data from the diary study provide clear evidence that being on-call has a psychological cost for workers. When the worker was called out, levels of anxiety and fatigue were found to be higher than the strain associated with a normal working shift. Although the data from the diary study did not provide a direct explanation for this finding, evidence from the preliminary interviews suggests two explanations. First, call-outs are often the result of an emergency, which would naturally be associated with a stress response. Little can be done about this practically, as emergencies are a central feature of this kind of work. However, the second explanation provides more of an opportunity for organizations to support their on-call workers – it is not unusual for on-call workers to be required to provide services that are different from their normal roles and responsibilities, taking them beyond their comfort zone. It is vital that organizations provide the maximum training to support workers who face this situation.

The second key finding of the diary study was that ‘waiting for the phone to ring’ was not the same as being at rest. Being on-call but not called out was found to be associated with levels of anxiety and fatigue consistent with the psychological costs of a full shift. This is a serious concern and provides a significant challenge in the modern workplace. It is vital that more research is carried out in this area to provide a foundation for the scheduling of on-call rota, so that any negative impact on the individual can be minimized. For example, it may be beneficial for organizations to ensure that there is a true period of rest before returning to normal duties, as recovery from work is unlikely to be optimal while on-call.

**Conclusion**

On-call working is a regular feature in the lives of individuals across a broad range of occupations. Little is currently known about the impact of on-call working, but the research presented here suggests that being on-call can have a significant impact on the wellbeing of individuals, even when they are not called out. A greater understanding of the psychological impact of this type of work scheduling could provide a solid foundation from which to improve operational practices.

**References**


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**Biographies**

**Fiona Earle** is a Chartered Occupational Psychologist and a lecturer in Psychology at the University of Hull. Her research interests are broadly based in the areas of stress, wellbeing and performance, with a specific interest in the development of fatigue in different working conditions.

**Tracey Reid** is a teaching associate in Occupational Psychology at the University of Sheffield. Tracey also has a broad interest in workplace stress and wellbeing, and Fiona and Tracey have recently collaborated on a series of investigations into the impact of on-call working.
Preventing Stress in Organizations: How to Develop Positive Managers


There is overwhelming evidence for the negative impact of workplace stress on physical and psychological health, social functioning and job performance. Numerous books have been published from various perspectives that focus on work stress and how it may be alleviated at a personal level, but very little is known about the skills, abilities and behaviours that are required to manage stress in other people. Insight into this issue is essential in order to help develop managers who are able to manage and enhance the wellbeing of their employees. Preventing Stress in Organizations is therefore a much needed book. Written by three prominent UK occupational health psychologists with a wealth of research and consultancy experience in the field, this innovative and well written book examines ways in which managers can prevent, manage and reduce stress in their staff. It draws on the findings of a rigorous five-year research programme conducted with hundreds of managers and employees working in a range of sectors. The research was sponsored by the UK Health and Safety Executive (HSE), the Chartered Institute of Personnel Development, and Investors in People, and has been promoted widely to organizations and human resource and occupational health professionals. The authors present a framework of positive manager behaviours that they consider to be critical in managing work-related stress and promoting healthy working environments. Detailed guidance is provided on how managers can develop these skills and behaviours and incorporate them into their everyday interactions with team members. An innovative programme of case studies and exercises is included throughout the book in order to illustrate the practical application of the competencies in a range of organizational settings. Key references and other resources are also provided to guide further reading.

The book comprises 12 chapters. The first explores key definitions and theories of workplace stress, and considers its antecedents and consequences. A compelling business and legal case is made in chapter two for why workplace stress should be managed and some guidance is provided on how organisations can meet their legal and ethical duty of care to their staff. Information is also provided to help managers determine the “true” cost of work stress to their organization by calculating the financial implications of stress-related absence, presenteeism, turnover, accidents and injury as well as the more hidden costs such as negative publicity. Chapter three introduces ways by which workplace stress can be managed from the perspective of the organization, the manager, and the individual employee. Examples of primary, secondary and tertiary stress management approaches are provided. Unsurprisingly, particular focus is placed on the role of the line manager in identifying, monitoring, reducing, removing and reviewing the stressors that his or her team experience. Line manager behaviour is one of the most common causes of workplace stress, and the ways in which this can impact on employees’ experiences at work (both positive and negative) are considered. The framework, and the programme of research that underpinned it, is introduced in chapter four. A clear rationale is provided both for developing a stress management approach that focuses on positive manager behaviour and the competency-based approach that is utilised. Chapters five to eight introduce the four key competencies: a) managing emotions and having integrity; b) managing and communicating existing and future work; c) managing the individual within the team; and d) reasoning/managing difficult situations. These chapters explore the clusters of behaviours that underpin each competency in considerable depth and provide examples of the contexts in which positive and negative management behaviour may occur. In-depth case studies and exercises are also provided to guide training and consultancy. Chapters nine to twelve highlight ways in which the positive manager behaviours embraced by the framework could be put into practice within an organization and become embedded in organizational culture. Crucially, the factors that might impede or support the utilisation and expression of these behaviours are considered and addressed both from a manager and practitioner perspective. The authors argue that managers should be aware of the personal and organizational barriers that they are likely to encounter and consider how they can be overcome. Theoretical approaches to behaviour change are outlined, with particular focus placed on Prochaska and DiClemente’s Stages of Change theory, and how they might be used to shape positive manager behaviours are considered.

Review by Gail Kinman, University of Bedfordshire, UK
New volume

The second volume of *Contemporary Occupational Health Psychology: Global Perspectives on Research and Practice* will be launched in April at the Academy’s 2012 conference in Zürich. It will also be available from all good booksellers. The series is published by Wiley-Blackwell on behalf of the European Academy of Occupational Health Psychology and the Society for Occupational Health Psychology; the first volume (2010-2011) was well received by researchers, practitioners, and students of the discipline. This led Wiley-Blackwell to commission this second volume (2012-2013), in what will hopefully become a long-standing series of value to the discipline.

We hope that readers will be similarly engaged by the variety of contemporary topics addressed in the second volume. Chapters have been contributed by a host of high-profile international researchers and practitioners.

Contemporary Occupational Health Psychology: Global Perspectives on Research and Practice, Vol. 2

Edited by Jonathan Houdmont, Stavroula Leka and Robert Sinclair

Chapters in this volume:

Organizational Politics and Occupational Health Psychology: A Demands-Resources Perspective
Simon L. Albrecht and Erin M. Landells

Employee Commitment and Well-being
John P. Meyer, Elyse R. Maltin, and Sabrina P. C. Thai

Developing Evidence-Based Occupational Health Psychology
Rob B. Briner

Understanding Mental Health Treatment-Seeking in High Stress Occupations
Thomas W. Britt and Anna C. McFadden

Humor as a Human Resource Tool in Organizations
Josje Dikkers, Sibe Doosje, and Annet de Lange

Predicting Abusive Supervision
M. Sandy Hershcovis and Alannah E. Rafferty

Designing Jobs for an Aging Workforce: An Opportunity for Occupational Health
Donald M. Truxillo, David M. Cadiz, and Jennifer R. Rineer

Moving Towards Positive Organizational Health: Challenges and a Proposal for a Research Model of Organizational Health Development
Georg F. Bauer and Gregor J. Jenny

New Directions in Positive Psychology: Implications for a Healthy Workplace
Clive Fullagar and E. Kevin Kelloway

The Management of Psychosocial Risks across the European Union: Findings from ESENER
William Cockburn, Małgorzata Milczarek, Xabier Irastorza, and Eusebio Rial González

The Public Health Perspective: Useful for Occupational Health Psychologists and Health and Safety Professionals?
Birgit A. Greiner

Presenteeism: A Short History and a Cautionary Tale
Gary Johns

Workload: A Review of Causes, Consequences, and Potential Interventions
Nathan A. Bowling and Cristina Kirkendall

Work Stress and Health Behaviors
Nicola Payne, Gail Kinman, and Fiona Jones

# European Academy of Occupational Health Psychology Offices

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Information on Academy membership and associated benefits can be found at: [www.eaohp.org](http://www.eaohp.org)

## Academy Publications

*the Occupational Health Psychologist*: Published three times per annum. ISSN 1743-16737 (Online). Back copies can be downloaded at [www.eaohp.org](http://www.eaohp.org)

*Work & Stress*: A journal of work, health and organisations. Published by Taylor & Francis in association with the European Academy of Occupational Health Psychology. ISSN 0267-8373

*Contemporary Occupational Health Psychology: Global Perspectives on Research and Practice, Volume 2 (2012–2013)*.

GUIDELINES FOR CONTRIBUTORS

Please find below general guidelines for submitting articles for future issues of the Occupational Health Psychologist. We are keen to publish many different kinds of articles, and we hope this will encourage a broad range of submissions. We welcome articles from people involved in practice, education and/or research, and with a range of levels of experience. If English is not your first language, don’t let this put you off – if you need it, you will be provided with help to prepare your item. We aim to publish three issues per year (Spring, Summer and Autumn).

OHP Research / Practice
We welcome short reports (of no more than about 1000 words) of research findings, practice issues, case studies, brief literature reviews, and theoretical articles. This could be a valuable opportunity for you to disseminate information on your work to both academics and practitioners. When writing these reports please make them as accessible as possible to the broad readership of the Newsletter.

OHP Briefings
We also welcome overviews of your OHP-related activities, or those of your research group, consultancy or organisation. This type of article provides a useful insight into the sort of work that is being undertaken across the OHP world community. Additionally, this section enables the communication of policy developments that may have implications for OHP research, practice and education in your country. We ask that such articles are no longer than 1,200 words long.

Opportunities
We welcome advertisements for job opportunities, internships or PhD studentships. If you have an opportunity that you would like to make our community aware of, please send a short description to the Editors.

Other articles
We welcome news, conference announcements, open letters to your fellow Occupational Health Psychologists regarding any OHP-related topics, responses to published articles and brief summaries (in English) of OHP issues that have been reported by your national news media.

To accompany all contributions, we welcome appropriate photographs

Please email your questions, announcements or contributions to the Editors:
Sue Cowan: suecowan@workingwelltogether.eu
Jennie Guise: jenniegucose@workingwelltogether.eu