



# *the Occupational Health Psychologist*

Bulletin of the European Academy of Occupational Health Psychology

Supporting research, practice and education in occupational health psychology Vol 15 Issue 2, December 2018



# Cyprus 2020

14th Conference of the European Academy  
of Occupational Health Psychology

## CONTENTS

**3 EAOHP LISBON CONFERENCE  
2018 REVIEW**

**6 INTERVIEW WITH DAVID  
GUEST**

**9 WORK-LIFE BALANCE – NEW  
PERSPECTIVES ON AN  
ENDURING PROBLEM**

**10 EARLY CAREER RESEARCH—  
STEFI McMASTER:  
EXPLORING FATIGUE IN  
WIND TURBINE  
TECHNICIANS**

**12 WORK & STRESS UPDATE**

**13 BOOK REVIEW**

**16 ACADEMY FORA: UPDATE**

**18 ACADEMY INFORMATION**

**19 GUIDELINES ON SUBMITTING  
CONTRIBUTIONS TO THE  
NEWSLETTER**

The views expressed herein are those of the authors and do not necessarily represent those of any other person or organization. The *Occupational Health Psychologist* does not in any way endorse the views expressed.

## Editorial

Welcome to our winter issue of the Occupational Health Psychologist!

Our 13th EAOHP conference in September, in Lisbon this year, was our biggest to date, and we were delighted to welcome so many of you from so many different countries. For those of you who didn't make the conference, we begin this issue with a summary of the event. We are always keen to hear delegates' views on our biennial conference so that we can improve on the experience in future events. We are therefore grateful to all of you who came to the conference and who completed evaluation forms. These have been analysed by Luis Torres, our Conference Chair, who provides a summary of the findings.

The conference always provides an excellent opportunity for us to catch up with key voices in the field of OHP, and this year was no exception. Kevin Teoh interviewed David Guest, Professor of Organisational Psychology and HRM at King's College, London, who was one of our keynote speakers and recipient of a Lifetime Fellowship of the Academy. In his interview with Kevin, David discusses the importance of OHP focusing on wider contextual factors, as well as the individual, in order that research findings have real potential to influence policy and practice, and therefore influence change at societal level.

Work-life balance has, over the years, been the focus of considerable research effort in OHP. We are grateful to Svenja Schlachter for providing us with a synopsis of one of our conference symposia, presented by members of the British Psychological Society's Division of Occupational Psychology, Work-Life Balance Working Group, who presented four varied studies with subsequent discussion on the enduring problem of work-life balance.

Our showcase for early career researchers proved to be extremely popular in Lisbon. In her interview with early career researchers, Birgit Greiner, Chair of our Education Forum, speaks with Stefi McMaster, a second year PhD student, about the topic of her research - exploring fatigue in wind turbine technicians - and her reflections of her experience of being a PhD student.

Finally, I am grateful to Kevin Teoh, for providing a synopsis of the five papers published in the latest issue of our partner journal *Work & Stress*, and to Birgit Greiner and Karina Nielsen, Chairs of the education and research fora, respectively, for their fora updates in respect of the conference.

On behalf of the Editorial Team, I'd like to wish a Merry Christmas to those of you who will be celebrating, and to everyone a very relaxing break and a happy and healthy 2019.

**Sue Cowan, Editor**

On behalf of the Editorial Team  
email: [s.cowan@hw.ac.uk](mailto:s.cowan@hw.ac.uk)

## The 13th EAOHP Conference, Lisbon 2018

**By Luis Torres**  
**Conference Chair**

It is eight in the morning. Volunteers and organizers are ready. Everyone knows what they must do so that everything will go according to plan. Slowly, the delegates start arriving at the registration area. They are greeted with a warm welcome, a smile, and offered information about how the events of the following days will unfold. More and more people start arriving, 580 in total, but thanks to the volunteers the whole process runs smoothly. By nine o'clock almost everybody has registered, and is heading to the opening ceremony.

This is how the 13th European Academy of Occupational Health Psychology Conference, that took place in Lisbon, started. The theme this year was 'Adapting to rapid changes in today's workplace'. There were three keynote addresses given by Leslie B. Hammer, David E. Guest, and Maria José Chambel. In addition, the programme included 218 individual oral paper presentations, 172 individual posters, and 45 symposium sessions. The book of proceedings is now available in electronic format on the Academy's website. It includes abstracts of the presentations,

Leslie Hammer presenting her keynote address



posters and keynote speeches, and can be downloaded from the 'Publications' section at [www.eaohp.org](http://www.eaohp.org).

Each year the Academy awards a Lifetime Fellowship to an individual who, in the opinion of the Executive Committee, has made an exceptional contribution to the discipline of Occupational Health Psychology. The recipients of this prestigious award were, on this occasion, Leslie B. Hammer, David E. Guest and Arnold B. Bakker. The Andre Bussing Memorial Prize, in recognition of high quality research by an early career scholar, was presented to Winny Shen from the University of Waterloo, Canada.

To commemorate the life and work of Eusebio Rial-González, the Academy, in collaboration with the European Agency for Safety and Health at Work, launched in 2016 the 'Eusebio Rial-González Innovation and Practice Award in Occupational Health Psychology'. This is awarded to an individual who has made a considerable contribution to the field of OHP. We are delighted that on this occasion the award recipient was Suzanne Nobrega from the Center for the Promotion of Health in the New England Workplace, United States received it for her work in the toolkits developed and efforts made to translate research into practice, which are available to the wider public, not just the participating organisations.

As always one poster from each day was selected by our judges to receive the 'Best Poster Award', these were awarded to Shafag Garayeva (Birkbeck University of London, United Kingdom), Liza van Dam (TNO, the Netherlands) and Cyril Chariatte (University of Neuchâtel, Switzerland). Congratulations to all our winners!

# Academy Conference Report

## Conference Evaluation

EAOHP continually strives to improve the quality of our events. Therefore, the organizing team sent out an evaluation survey to assess delegates' perceptions of the conference. We received 121 responses, which represents a 20% response rate. Some of the results of the survey are presented below.

- **Leading up to the conference**

The majority of delegates found the experience leading up to the conference a positive one. Both the registration and the abstract submission processes were rated as either good or excellent by over 80% of respondents. One area we will continue working on is on the pre-conference website information. Although 73% of delegates thought it was good or excellent, 24% thought it was only adequate, and 3% rated it as poor or unacceptable.

- **Venue and support**

The venue and support were rated positively by the majority of respondents. The conference venue quality was rated good or excellent by 67% of delegates. This lower overall score is explained by the perception of the adequacy of the rooms and audio/video support on site. Several recommendations were made regarding the improving the quality of sound in some rooms, availability of pointers, room temperature and general technical issues that we will do our best to address in the future.

We the team worked hard to ensure that their experience was as good as possible. This is reflected in the ratings received on the helpfulness of the reception desk, rated as good or excellent by 85% of respondents, as well as the helpfulness of the organizing team, which 94% of respondents rated as good or excellent. We will also work on an improved version of the conference app for the next conference



David Guest during his opening keynote address

as a total of 71% of delegates said it was adequate (27%), good (24%), or excellent (20%).

- **Programme**

The final set of questions evaluated delegates' perceptions of the content of the conference. We are happy to see that the majority of respondents had a pleasant experience and had their expectations met, and we will work to ensure that for the next conference we will provide the same or an improved experience.

Three areas were rated as either good or excellent by more than 80% of respondents: the range of topics covered and discussed, and the quality of oral/symposium presentations. The quality of poster presentations and keynotes were two areas on which



Conference dinner at Casa do Alentejo, Lisbon



Left: Stavroula Leka with Arnold Bakker, who was awarded a Lifetime Fellowship with the Academy

Right: Malgorzata Milczarek with Suzanne Nobrega, recipient of the 'Eusebio Rial-González Innovation and Practice Award in Occupational Health Psychology'

# Academy Conference Report

Cristina di Tecco presenting the awards for best poster to (from left to right): Cyril Chariatte, Liza van Dam and Shafag Garayeva



we received suggestions for improvement, with respectively 71% and 62% of you rating them as being excellent or good. In terms of scheduling/timing, poster presentations will be an area we will look in detail for the next conference as only 55% of delegates rated as being excellent or good. This is different for oral/symposium presentations as the score goes up to 74%.

We are very excited the conference is receiving more and more attention each time. This represent a recognition to the conference organization and the work the Academy has been doing during the years. This also represents a challenge for us as we try to allocate as many high-quality presentations as possible in order to encourage the dissemination of

the research on the field. We will make the best of our efforts to look at the number of presentations running in parallel sessions, as well as their timing (specially for posters) for our next version of the conference.

## Final comments and the next EAOHP conference

Thank you to those of you who responded to our conference evaluation survey. Overall, we believe that the conference was a success. The feedback we received was very helpful, and we have identified several areas for improvement for next time. We look forward to welcoming even more of you to EAOHP's 14th Conference, which will take place in Cyprus, between the 6-8 April 2020.



Our organizing team and volunteers for the 13th EAOHP Conference in Lisbon—thank you all!

# David Guest

At EAOHP 2018, Kevin Teoh sat down with David Guest in Lisbon to talk about how psychology needs to be challenged to recognize the wider context in which it is situated in.

***As a psychologist who sits in a business school, how is the tension between what business schools focus on versus you as a psychologist who perhaps, more traditionally, is focused on the individual?***

I started out as an occupational psychologist, but my first degree was in psychology and sociology because I was interested in both. Paradoxically, sociology was much better for psychology than psychology, because psychology had too much of an emphasis on rats and non-social perceptions. In other words, non-normal people were excluded from studies. Sociology was inspiring because it included people there. Point being that I was always interested in more than just psychology; I was interested in the context in which psychology occurs. So after my PhD at Birkbeck I worked in industry for three years before going on to teach at LSE. This was very much a policy-orientated and highly inter-disciplinary environment, and here I was teaching industrial relations and also special options in organisational psychology. So I kept psychology but also broadened out from it. I found that very helpful partly because all the time we are asked in that context - what are the policy implications of what you are doing? How can we use this to influence government thinking, organisational thinking, or whatever it is? And I thought that was very refreshing, rather than just writing nice articles in academic texts.

Then I was persuaded to go to Birkbeck where I was for 10 years. That was great, but I found the narrowness of the psychology somewhat inhibiting. It was fine in many ways, but when the opportunity came I decided to go to King's College London. That was in part to go back to an environment where you are challenged by economists, sociologists, post-modernists and others; which you didn't really get in psychology to the same extent. And the other thing, in psychology - yes there is a degree of collaboration, but you have a specialist in selection, a specialist in training, a specialist in careers and guidance. There is no real interacting and they all do their own thing. They may have links to the outside but in that sense it's not very communal. I found it much easier for example to work with economists on pay, where you can do the psychology of motivation, and expectancy theory is of great interests to economists as well as psychologists; so I find that a much more congenial and a much more challenging and provoking environment.

Most of the work that I do is not with psychologists,



David Guest is one of the leading academic experts on human resource management and related aspects of work and organizational psychology. He has a first degree in Psychology and Sociology from Birmingham University and PhD in Occupational Psychology from London University. His first job was a research officer in the Department of Occupational Psychology at Birkbeck College. He then spent three years as behavioural science adviser to British Rail before joining the London School of Economics in 1972. He moved to Birkbeck in 1990 and for ten years was Professor of Occupational Psychology and head of the Department of Organizational Psychology. During that period he had a spell as a Governor of Birkbeck and as Pro-Vice Master. He moved to King's College in 2000 where he has served as Head of The Department of Management and Deputy Head of the School of Social Science and Public Policy. He is also an adjunct professor at Griffith University in Australia.

but sometimes with sociologists and other times with economists, and once or twice with historians. This gives you a wider perspective and it challenges your perspective. You didn't give up the psychology but it makes you think about how you organise your psychology, how you defend it, how you promote it, how you define it, and always with an eye to what you do with it, as well as what you have found.

***So if you look back over your career now do you think psychology has evolved a lot or are we talking about the same kind of issues?***

We are talking about a much wider range of issues I think. Back when I was at Birkbeck it was Alec Rodgers fitting the man to the job and fitting the job to the man. And now it's no longer just a man, which is not an insignificant change. Yes it's a much broader field, and you can see that reflected here at this conference amongst other things. There is now a recognition of work-life balance, a recognition of flexibility of work. These kinds of things have moved on. Leadership has come much more to the fore.

---

Leadership in the past was about supervision; partly because it was easy to research, partly because of the Institute of Human Relations at Michigan and at Tavistock. So it was always first line supervisors, now leadership has burgeoned enormously and theories have expanded hugely. It's a lot more complex as a subject. But the risk of that is that people know more and more about less than less. And therefore the danger of silos is huge. You can spend your life studying burnout, you can spend your life studying not just personality tests but a particular personality test and doing more and more on just that. And the world all around is ignoring most of that and I think that is rather dangerous.

So I think we have to raise our eyes from time to time to look around us, which makes the subject much more difficult, more challenging. When I was doing my PhD at Birkbeck we had to do an MPhil exam after two years, and I remember back in the late 1960s I could read virtually everything published on, say, selection - you had no chance of that now.

***If we are working in silos is there an issue that we may be talking about the same thing, inventing similar models and talking about the same issues, but only doing so from different perspectives?***

You are not talking about the same thing as in interdisciplinary research because you are not talking about organisational politics; you are not talking about power; and not talking about wider systems of control, all of which shapes what goes on in the silo. And if you are ignoring that you are doing lovely beautiful studies that are going to be largely irrelevant in changing anything. You might understand better, you might refine theory. But if the aim is to create a better world, which I feel partly is what we should all be about, then we have got to be aware of the facility and constraints. And they don't operate at that level, they operate a different level.

I rather like the system called the Reference Model, which ENOP (European Network of Organisational Psychologists) help to develop that looks at three levels: the individual worker and organisational psychology; and then groups and leadership; and then they have an organisational-level which includes human resources management systems. What we need to do that there is not enough of is what you see happening much more in organisational behaviour. The challenge to work and organisational psychology is on where the boundary between that and organisational behaviour is. Quite a few organisational behaviour people come from a non-psychology background, and don't have to worry about qualifications and are not interested in practice as a whole. They are stealing some of the thunder because they are happier to work at the organisational level, and there is a risk that the psychologists with their expertise in counselling and training, and burnout, and selection are getting stuck in these silos.

***So inadvertently we are lacking the criticality in terms of looking at what is the real relevance of what we are doing and where we fit into things.***

Yes, I am busy writing an article at the moment with an Australian colleague, which is in defence of psychology oddly enough, because there are schools of criticism which is saying that psychology is too individualistic; that it ignores context entirely; that it is managerial in orientation; that you are devising selection systems to use on workers; you are training workers on how to cope with stress when you actually you should be tackling the sources of stress etc. What I am writing about is that this is nonsense, it applies to some consultants whose main bread and butter come from doing what management wants, but academic research is not like that. And most of us have our eyes open to varying degrees. Yes we need to do more multilevel research and that is where we should be collaborating with others.

***In your keynote you mention that wellbeing is now the flavour of the month with all kinds of conferences and sessions covering wellbeing. As occupational health psychologists this is our bread and butter, linking back to your points now about interdisciplinary work, how then can we get the message out there so that others can use some of the knowledge that we have, and so that this can be a mutually beneficial exchange?***

I think you have to move away from the micro-studies, because most of them are of no interest to people in other fields. It means you have to have a broader view of wellbeing, and you have to look at organisational-level interventions. Now there is a lot of really good research, but I sometimes find it a bit samey, there is more on burnout, more on stress, more on work-life balance. If you go back 20 years, the topics despite what I said earlier haven't changed that much. I think you have to move out and study context and policy much more than you are already doing, and ideally getting involved in more change programmes, which is much easier said than done. But you have to try and move out of the silos. It's difficult to do because the rewards are to be in the silos and produce the articles in the *Journal of Applied Psychology* or the top journals, and you don't get rewarded for the other stuff. That's why it's easier for older people to do it. I was chatting about this Centre in California, and they were saying that the main people who are driving that are all Emeritus Professors, in other words, they have passed the point of having to worry.

***They are not feeling like they have to play the game anymore then***

That's right. And we need more people to feel safe to not play the game. And I can argue that you have got to change the organisational rewards. It's happening to an extent in the UK because of the importance being placed on research impact. If we can take impact more seriously as psychologists, and move away from more clinical impact which is what a lot of it is, to an organisational or societal impact, and to think more about how we can influence that, now that would move the narrow specialism in the field which are here today.

***What do you think then that EAOHP can do to make our researchers feel safe, and to encourage cross-collaboration and multilevel perspectives?***

First of all publicise your mission statement, to remind people of it and then at conferences like these have some sessions related around it. To say that we are here to make a contribution to society, as well as to research and show how can we make that contribution. Ideally also, to try and stimulate, some special issues in journals that look at successful interventions of wellbeing more broadly, defined at the micro and meso-levels. I think that if you do that to also have these case studies, such as the old sociotechnical case studies that are absolutely seminal which get quoted and re-quoted. So here you can have some famous studies that everyone can refer to, saying here is an example on how it can be done. Almost helping people see what it looks like. Maybe, also doing that in collaboration with other disciplines, so in other occasions like this conference to have more sociologists, policy makers and

economists and the like to come and say this is how we see you and this is what we like from you.

***You've certainly given us a lot to think about. Any additional words you would like to share with our members?***

I don't want to come across as being too critical, because I appreciate the importance of the topics being researched. I appreciate the difficulties of being good academics rather than stepping out of the research paradigm so I certainly am not saying it is easy. Maybe it's our senior members, people like me, who have to stand up and be counted, rather than then the junior faculty. That's the challenge I would throw out at them, rather than criticise in any way people who are still making their way in their career, instead of those having arrived at senior professors.

**Contact details**

For more information please contact David at: [david.guest@kcl.ac.uk](mailto:david.guest@kcl.ac.uk)

## **Off to Cyprus! Our EAOHP 2020 Location**

**E**AOHP is delighted to announce its 2020 conference, which will take place in Cyprus from the 6th to the 8th of April, 2020. The EAOHP 2020 conference is organized in collaboration with the European University Cyprus.

**More details will be provided in due time. Stay tuned via our website, Bulletin and social media channels.**



### **Contribute to the Bulletin!**

**This is your Bulletin!** 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 Bulletin 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, get in touch with Sue Cowan or Kevin Teoh to discuss your ideas. See the back page of this Newsletter for our contact details.

# “Work-life balance – New perspectives on an enduring problem”

by **Svenja Schlachter**

Justus Liebig University Giessen

Supported by funding from British Psychological Society International Conference Symposium Scheme, members of the Division of Occupational Psychology’s – Work-Life Balance Working Group presented four varied studies on the enduring problem of work-life balance at the 13th EAOPH Conference 2018.

After a short introduction by the symposium organisers, Gail Kinman and Almuth McDowall, Gail Kinman (University of Bedfordshire, UK) presented a study on compassion, recovery and work-nonwork outcomes of child protection social workers. Working in a job with high emotional demands, these social workers struggle to leave their work behind psychologically when going home, thus having difficulties maintaining a healthy work-life balance. This study found that self-compassion and psychological detachment can buffer the negative association between emotional work demands and work-life interference and help social workers switch off.

Following Gail Kinman, Adina Bozga (Birkbeck University of London, UK) presented her research on female police officers who investigate sexual violence cases. Taking a phenomenological approach, this qualitative work explored themes regarding how the pressures of the job impact on their well-being and work-life balance. Through the use of powerful quotes from the study participants, Adina emphasised the extreme working conditions and their detrimental effects on the participants’ well-being and personal life.

Almuth McDowall (Birkbeck University of London, UK) turned the focus of the symposium to less extreme job roles, presenting an experimental study conducted with co-researchers at Birkbeck on technology-enabled multitasking. Findings revealed that multitasking in a group task setting resulted in lower performance of multi-taskers rated by observing assessors, indicating that multitasking impedes attention regulation necessary to focus effectively on specific tasks.

In the last presentation of the symposium, Svenja Schlachter (Justus Liebig University Giessen, Germany) presented the outcomes of an intervention study aiming to improve participants’ technology-related boundary management and consequently their work-life balance. The findings indicated that, although technology-related self-control was improved by the 3-week online training, the benefits for work-life balance were less pronounced.



The four presentations were followed by an engaging and productive discussion with the audience which focused on how the impact of emotionally challenging working conditions on employees’ personal life, as discussed in the first two presentations, could be alleviated. There were numerous implications arising from the symposium. First, the potential for the working conditions of employees in extremely emotionally demanding job roles to have adverse consequences on their personal life need to be acknowledged and addressed. People employed in such roles require more support from their employer to help them cope with the job. Suggested interventions include changing the working conditions to make them less demanding and providing counselling to deal with the any adverse effects. Further measures could include individually-based techniques, such as mindfulness, which could support employees in detaching mentally from work and enabling recovery. Secondly, drawing on the findings of the other presentations in the symposium, interferences through technology use for employees, both during work time as well as non-work time, need to be examined more thoroughly, using more sophisticated designs, such as laboratory experiments and intervention studies. Thirdly, the potential negative impact of multi-tasking using technology and of habitual technology use needs to be addressed using evidence-informed interventions targeted at employers and employees, encouraging an active management of modern technologies.

Review by:  
**Svenja Schlachter**  
Post-doctoral researcher  
Justus Liebig University Giessen  
Department of Organization and Human Resource Management  
Germany

## Interview—Early Career Researchers

### Stefi McMaster

#### Exploring Fatigue in Wind Turbine Technicians

Following-up from the Early Career Researcher showcases the Chair of EAOHP's Education Forum, Birgit Greiner interviewed Stefi McMaster.

***We met at the Early Career Showcase session at the EAOPH conference in Lisbon. You were presenting your PhD research in the 'Grand Doctoral Plan' category. What attracted you to this session?***

It was one of the most relevant sessions in this conference for me. At most conferences you do not meet people who are in the same situation like you as a student. At the showpiece, I had the chance to meet people like me.

***Can you tell me a little bit about yourself?***

I just started the second year of my PhD at the University of Hull, Department of Psychology. After graduating from an undergraduate degree in Psychology I was sure that I wanted to pursue a career in Psychology. Before going back to education I wanted to gain practical work experience. During my undergraduate degree, I worked for the University of Chester in various roles and then started my first job post-graduation at a psychometric test publisher, where I worked in business development. After this, I worked for the government for two years, where I gained valuable professional experience while working as a National Minimum Wage investigator. This job required interviews with workers, managers and CEOs and provided the opportunity to develop these skills, all extremely useful for a PhD.

***How did you find your PhD topic?***

It was the fact that it was industry-based and that I could apply my business skills to the research. I would have found it difficult to be excited about the research without application and relevance to industry. I also find occupational psychology fascinating and feel that more projects focusing on the direct application of psychological theory to benefit workers are needed. I was lucky, I applied to an advertisement for a funded PhD and got it.

***What is your PhD research about?***

I am investigating work-related fatigue in wind turbine technicians. This job is characterized by high physical as well as psychosocial demands together with several accident hazards.



My PhD is about the specific work determinants leading to physical and mental fatigue, how fatigue affects the experience and wellbeing of workers and the consequences of fatigue on health. This requires in-depth understanding of the concept of fatigue and further conceptualisation. Ultimately I would like my research to inform models of good practice in managing fatigue in the wind industry. Fatigue research often focusses on sleep, however my PhD involves a broader understanding with investigation of the work characteristics that may result in fatigue. In an ideal world, solutions to the management of fatigue would go beyond just creating opportunities for sleep but would also include work design and organisational solutions. I also hope that my research attracts attention to this occupational group and triggers more research in the wind industry.

So far, I have completed several in-depth qualitative interviews with wind turbine technicians, focusing on gaining an understanding of the physical and mental stressors experienced in their roles and how they affect fatigue, which I am currently analysing. Further research is still evolving and may possibly include physiological measures and the use of actigraphs to document the physiological demands as well as quantitative questionnaires.

***Why did you select this industry?***

SMcM: It is a fairly new industry, and not much psychological research exists in this setting. The job of a wind technician is not only dangerous, but physical as well as psychological demands play a large role in this unique work setting. For example, offshore wind technicians may have long travel times via boat to and from the turbines in sometimes seriously adverse weather conditions. It is not uncommon that technicians experience sea sickness during this 'commute'. Working away from

home and staying offshore for extended periods is a common experience together with extended working hours within a 12-hour shift system especially in offshore workers. Hazardous and physically demanding conditions include climbing up the narrow steps of a turbine in sometimes extreme weather conditions, several times per day.

I am interested in how fatigue affects technicians in the short term, particularly with regards to safety related behaviour and I am also very interested in how this may impact their long term health and wellbeing. I think that there are potentially far-reaching applications with research in this field. You could then use this research to determine what impact this may have on the industry as a whole, such as - does it affect the potential diversity of workers who are able to work in the industry (e.g. do current conditions only allow certain people to work in the roles? Ultimately, I would like to contribute to a forward-looking, preventative approach to improving the health, safety and wellbeing of workers in this new and extremely valuable industry.

### **What is the biggest personal challenge in your PhD?**

For me it is the isolation as a PhD researcher. You have a lot of responsibility to do your project well within a limited period of time, however it is difficult to find a quality benchmark. What is good enough? Comparison with others is not easy. How to find the right comparator? Also there can be a lot of

competition among early career researchers. I find that it is important to mark the progress in my research for myself, and presenting at conferences can often help in doing this.

### **Do you have any recommendations or any pieces of advice for early career researchers?**

Do not rush the process. For me it was tremendously important to practically work in an industry setting before I started my PhD. Also it is not just about the thesis but about your own personal development. At the beginning the opportunities for development were overwhelming to me. Now I feel more comfortable in taking the opportunities, gaining confidence and getting to know myself better. It is especially important to get to know yourself in relation to how you work. Do not be afraid if you find out that you work differently from everybody else.

**These are nice closing words which may speak to others. Good luck with your research and hopefully we see you back at the next EAOHP conference.**

### **Contact details**

If you have any questions, comments or would like to discuss Stefi's research please contact her at S.McMaster@2017.hull.ac.uk

## **Upcoming Conferences and Events**

- ◇ Division of Occupational Psychology Annual Conference 2019  
9 - 11 January 2019  
Chester, UK  
[www.bps.org.uk/events/division-occupational-psychology-annual-conference-2019](http://www.bps.org.uk/events/division-occupational-psychology-annual-conference-2019)
- ◇ 19th European Association of Work and Organizational Psychology Conference  
29 May—1 June 2019  
Turin, Italy  
[www.eawop2019.org](http://www.eawop2019.org)
- ◇ 6th Regulating for Decent Work Conference  
8 - 10 July 2019  
Geneva, Switzerland  
[www.ilo.org/global/research/events-courses/rdw/6/lang--en/index.htm](http://www.ilo.org/global/research/events-courses/rdw/6/lang--en/index.htm)
- ◇ 13th International Conference on Occupational Stress and Health  
"Work, Stress and Health 2019: What does the future hold?"  
6 - 9 November 2019  
Philadelphia, USA  
[www.apa.org/wsh/](http://www.apa.org/wsh/)
- ◇ 22nd World Congress on Safety and Health at Work 2020  
4 - 7 October 2020, Toronto, Canada  
[www.safety2020canada.com/](http://www.safety2020canada.com/)
- ◇ 33rd International Congress on Occupational Health - ICOH Congress  
21 - 26 March 2021, Melbourne, Australia



*In this section we describe the five papers published in the most recent issue of our partner journal—Work & Stress, vol. 32, issue 4, 2018.*

### **All I want for Christmas is recovery – changes in employee affective well-being before and after vacation**

*By Syrek, Weigelt, Kühnel & de Bloom*

This study investigated employees' positive and negative affect and examined whether the Christmas holiday casted its shadow on employees' affect during December. Those who reported less work and personal tasks in December had a steeper increase in well-being before their vacation. Those who enjoyed more recovery experiences during their vacation and the following weekends and those who started work with lower levels of unfinished tasks enjoyed slower fade-out effects after vacation. The study indicates how employees may particularly benefit from their vacation.

### **Testing the reciprocal associations among co-worker incivility, organisational inefficiency, and work-related exhaustion: A one-year, cross-lagged study**

*by Viotti, Essenmacher, Hamblin & Arnetz*

Data from a two-wave study design (with a one-year time lag) of healthcare workers showed that incivility and efficiency affected each other reciprocally over time. On the other hand, whereas incivility positively predicted exhaustion and exhaustion inversely predicted organisational efficiency, the opposite paths were found to be not significant. Therefore, efficiency is crucial for understanding incivility because it operates both as its cause and as its outcome.

### **Testing the direct and moderator effects of the stressor-detachment model over one year: A latent change perspective**

*by Sianoja, Kinnunen, Mäkikangas & Tolvanen*

This study showed that high workload and low detachment at baseline were related to an increase in exhaustion over one year. Additionally, an increase in workload and a decrease in detachment were related to a simultaneous increase in exhaustion over time. Low detachment, but not high workload, was related to an increase in sleep difficulties over time, and a decrease in detachment across one year was related to a simultaneous increase in sleep difficulties. A high level of detachment only attenuated the workload and exhaustion relationship at baseline. This highlights poor psychological detachment as a risk factor for the development of strain outcomes over time.



### **Kicking someone in cyberspace when they are down: Testing the role of stressor evoked emotions on exposure to workplace cyberbullying**

*by Vranjes, Baillien, Vandebosch, Erreygers & De Witte*

This study tests the Emotion Reaction model's main proposition regarding exposure to workplace cyberbullying; that stressors evoked emotions predict exposure to cyberbullying and that this relation is moderated by emotion regulation strategies. The results provide support for the central role of fear and sadness in the relationship between work stressors and cyberbullying exposure and the moderating role of reappraisal. In addition, support is found for the causal claim that fear and sadness predict cyberbullying exposure.

### **IGLOO: An integrated framework for sustainable return to work in workers with common mental disorders**

*by Nielsen, Yarker, Munir & Bültmann*

Based on current occupational health psychology theory and existing research on return to work (RTW), we develop ten propositions for the resources in and outside work, which may promote sustainable RTW. In addition to the individual, group, leader, and organisational levels, we also argue for the importance of the overarching context, i.e. the societal context and the culture and legislation that may promote sustainable RTW. Our framework raises new questions that could enhance our understanding of how key stakeholders can support employees with common mental health disorders staying and thriving at work.

## **Work & Stress—Online Access**

All members of the Academy receive a personal subscription to the quarterly international journal 'Work & Stress'. If there are any queries, kindly contact our membership officer: Cristina Di Tecco (c.ditecco@inail.it)

# Organizational Interventions for Health and Well-being: A Handbook for Evidence-based Practice

*Editors: Karina Nielsen & Andrew Noblet*

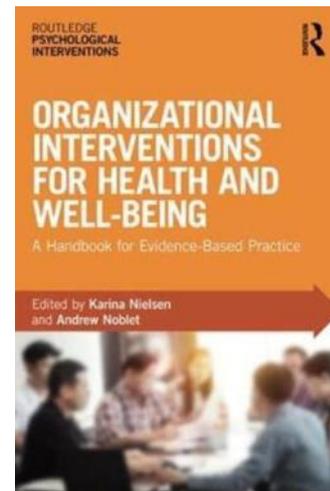
*Publisher: Routledge*

The literature on well-being at work continues to grow at a considerable rate. Much of this work contributes to our knowledge of factors that produce challenges for workers; some of it provides evidence regarding the efficacy of interventions. However, as Karina Nielsen and Andrew Noblet argue in the introduction to "Organizational interventions for health and well-being: A handbook for evidence-based practice," it is not enough to know whether an improvement in wellbeing has occurred, it is important to know what works, for whom, and under what circumstances. This can be difficult to examine in many published studies, as method sections are often the smallest section of an article, and the focus is typically on how data were collected. Nielsen and Noblet, and other contributors to this edited book, set out to put more focus on the interventions themselves, including attention to the practical aspects of conducting an intervention, and evaluation of the processes involved. Although not emphasised in the handbook's title, there is a strong emphasis on participatory approaches to interventions in this text.

The handbook is structured in three parts. The first part focuses upon planning and implementing interventions.

In chapter 1, Christine Ipsen and colleagues discuss the use of "Fishbone" workshops, which use a mapping tool to identify cause and effect. Ipsen et al describe a process whereby employees and managers take part in separate workshops in order to identify differences of perception, in which participants identify factors associated with stress and enthusiasm respectively, before grouping identified issues into themes. These in turn facilitate discussions about strategies for promoting enthusiasm at work and reducing stress. Helpfully Ipsen and colleagues provide advice for the design and content of workshops, in keeping with the focus of the handbook. Although the emphasis of the handbook is on interventions, Ipsen and colleagues note that this tool can be used both in research and in practice.

In chapter 2, Ulrica von Thiele Schwarz and colleagues argue that while the literature is replete with theories about wellbeing, e.g. what causes job stress, interventions must be grounded in theories of change. They draw on the field of evaluation, and in particular program logic, in which interventions are seen as linked to a chain of outcomes through intervention activities. Von Thiele Schwarz et al explore the use of cocreated program logic (COP), in which the researcher or consultant coproduces an organisational intervention with managers and employees. In the



COP approach, stakeholders identify the desired outcome to an intervention, and work backwards to identify the intervention itself. The chapter authors describe two case studies using this method in Sweden. As with chapter 1, the participatory approach involves thematically analysing stakeholder contributions, but here the emphasis is on planning a series of activities.

In chapter 3, Carolyn Axtell and David Holman discuss participatory approaches to job redesign in call centres. This chapter is particularly interesting because call centre work is typically performed under conditions that may make job redesign valuable (e.g. high workloads coupled with high levels of monitoring and low levels of job control) and challenging to implement (due to the aforementioned low control). In the studies described by Axtell and Holman, participants were guided in defining their current work scenario and identifying alternative scenarios, i.e. ways in which their work could be different. As with previous chapters there is rather more emphasis on the planning stages of the intervention. However, the use of scenarios does distinguish this chapter from the previous entries in part one, and so it does offer another potential tool for practitioners. Helpfully there is a section in the chapter on lessons that were learned during the work, and the authors provide advice to readers.

The second part focuses on methods of evaluating interventions.

In chapter 4, Christian Dyrland Wåhlin-Jacobson observes that tools are not often the focus of evaluation, and demonstrates the use of Actor-Network Theory (ANT) to evaluate Kaizen-like improvement boards. Wåhlin-Jacobson emphasises that tools may be used in multiple ways, or not used at all, and so ANT provides a method for examining how people interact with tools. The chapter provides detail on the design and rationale of the improvement board and its intended uses, and distinguishes it from a typical Kaizen board. The chapter provides a critical

## Book Update

evaluation of the boards and the context in which they were implemented. While the reader may or may not be convinced to use the tool described, the chapter does provide a convincing framework for analysing tools in detail which could be applied to other interventions.

In chapter 5 Maureen Dollard and Amy Zadow discuss an intervention in two Australian public-sector departments. This is the longest of the chapters, reflecting the complexity of the programme described, including risk assessment (repeated after the intervention), a series of workshops, and a series of interviews to evaluate the impact of workshops. The chapter also reports quantitative analysis that provides mixed support for the impact of the intervention. More usefully, the chapter also demonstrates analysis of features of the programme against advice presented in the literature, e.g. the use of a participatory approach. This chapter feels a bit less focused than others in the handbook simply because of how much is included, although it is still noted that more material on the results of the intervention appears in a chapter within another edited book. I was left with the sense that this chapter could have been expanded into a small book of its own.

In chapter 6 Johan Abildgaard focuses upon a series of strategies for conducting and evaluating participatory interventions, commenting that these are often not disseminated in reports. Abildgaard demonstrates these strategies through the example of an intervention conducted with industrial machine operators. Although the focus indicated in the title and introduction is the discussion of these strategies, a significant portion of the chapter is still set aside to describe the intervention design. The strategies themselves are varied. For example, one identifies the need for measuring a construct of interest using multiple techniques to ensure a complete view, and another strategy tackles the difficulty of choosing what to measure when the focus of a participatory intervention is not yet known. Other interventions seem as though they may be aimed at beginners, and one might be summarised as “pay attention.” The chapter ends with discussion of some pragmatic issues, namely balancing project time for data collection versus analysis, and the relative benefits and drawbacks of adopting simple measures. While I thought some of the strategies discussed were a bit obvious, as a whole this would seem to be a useful read for practitioners and researchers entering the field of workplace interventions.

The third part identifies new directions in organisational interventions.

In chapter 7, Robert Henning and colleagues examine ways in which experts in occupational health can support employees engaged in participatory approaches to intervention design, implementation, and evaluation. This often focuses on, but is not restricted to, the discussion of training and education

in key concepts without falling into the trap of directing stakeholders. Unlike most chapters in the handbook, this chapter is predominantly structured as a discussion of strategies rather than a specific case study, although there is a short section discussing an example of the approach in two correctional facilities. The authors note that the research has been reported elsewhere, and therefore direct the detail towards discussion of how experts supported the participatory approach, in line with the chapter’s subject. This chapter may be of particular interest to those expecting to work with a steering group.

In chapter 8, Angela Martin and Anthony LaMontagne explore the under-examined field of wellbeing in small-to-medium enterprises (SME). The chapter initially describes some of the challenges to managing wellbeing in SMEs, for example due to the lack of specialist wellbeing personnel. They go on to describe potential approaches to interventions in SMEs that are grounded within the public health taxonomy of primary, secondary, and tertiary interventions. While these insights were gathered through a project, they note that the project itself is described in other publications. The chapter is therefore more of a guide to potential strategies, but this does provide a framework for activities that practitioners and researchers could use and test. Hopefully this chapter will inspire others to contribute to the evidence base.

In chapter 9, Henna Hasson and colleagues discuss work aimed at assisting senior managers in being able to support line managers through an intervention. The intervention itself is described in chapter 2. This chapter discusses alignment between senior management and line manager training, and explores the ways in which this alignment worked well, and ways in which this did not seem to be fully effective. The content of the work with management draws on leadership style literature, but this is described rather briefly. The authors describe analysis of management reactions to the training based on interviews, which suggests some interesting mixed responses to the strategy. The chapter ends with some useful lessons learned, and guidance on conducting similar approaches to working with senior management.

In chapter 10, Georg Bauer and Gregor Jenny discuss another approach to facilitating change through multiple organisational levels. While chapter 9 explores work aimed at senior management, Bauer and Jenny describe an intervention directed at team leaders and teams, treating these as an intermediate level of the organisation with potential to influence both individuals and wider organisational structures. The intervention is intended to help build capacity for enhancing wellbeing by teaching a framework for understanding wellbeing at work, and involving leaders and team members in identifying strategies for building job resources. The chapter presents a rationale, and an overview of the preparation, action, and evaluation phases of the intervention, along with a case study drawn from a municipality in Switzerland. The authors provide some practical advice for implementing similar interventions, although I felt that compared to other



## Education Forum

By Birgit Greiner, Maria Karanika-Murray and Ellen Peeters

We received an unexpectedly high number of abstract submissions for the Early Career Researcher Showcases, which were organised by the Education Forum. This allowed the organisation of three sessions at the Lisbon conference, each of them with a specific topical focus.

Forum 1 focussed on Work-Life Balance, fatigue and recovery; forum 2 focussed on technostress, technical developments and interventions; forum 3 dealt with health behaviours, wellbeing and absenteeism – What can we learn from our own PhD process This forum included a self-reflective component to highlight the importance of self-development when engaging in a PhD.

The specific format of the sessions, brief presentations (3 minutes or 5 minutes) with ample time for discussion after a set of 4-5 related presentations were conducive to an open atmosphere for sharing professional and personal experiences and to focussed in-depth discussions.

This time, the Early Career Researcher fora were not just used by PhD and Masters students to showcase their research but also by young researchers to specifically promote the visibility of particular topics, e.g., technostress.

For forum 1, we invited Gail Kinman, an internationally renowned expert in work-life balance, as discussant. Discussions centred around topics such as appropriateness of conventional work-life balance concepts used in the academic discourse to appropriately describe the modern world of work which is increasingly moving towards boundaryless work, 24-hour availability but also increased opportunities for flexible work time. Are more autonomy and flexible work arrangements helpful to manage work-life balance or do these arrangements lead to heightened ambiguity and unpredictability of workload?

Forum 2 centred around technostress and dealing with technical and other innovations in the workplace. The forum highlighted technical innovations as a double-edged sword which may cause stress on one hand, on the other hand may ease the working life.

Technostress describes a phenomenon when workers cannot adapt to or cope with information technologies in a healthy manner. Typical reactions are compulsiveness about being connected and sharing

constant updates, feelings of being forced to respond to work-related information in real-time and engage in almost habitual multi-tasking. Workers may feel compelled to work faster because information flows faster with little time for critical and creative analysis. More answers are needed to respond with organisational culture changes as well as organisational solutions and company policies in the use of information technological systems.

Forum 3 was facilitated by Maria Karanika-Murray and focussed on the topics of health behaviours and wellbeing and included a self-reflective component by featuring presentations and discussions about personal self-development during the PhD process.

The presentations were mainly content-based or focused, but they showed a nice variety of different ways of doing a PhD (e.g., very practical, more theoretical, statistical – but also: part-time, more practice-oriented, etc.). Experiences were shared and advice was given.

### Shared Experiences:

- “A PhD is the best training for self-management”
- “Rollercoaster of well-being”
- Things are often ‘planned happenstance’
- “We often do not know what we need”

### Advice:

- Take breaks and drink coffee,
- Be proactive,
- Choose whatever time, whatever place; which fits you best,
- Celebrate small wins (e.g.: write 1000 words),
- Try to negotiate,
- Look for self-management support; often family & friends,
- Realize that you are not alone (‘imposter syndrome’),
- Since the PhD can be a rollercoaster, you need moments of recovery, to cope with disappointment
- Look for self-management support

How can this be facilitated? If we would give advice to new supervisors, it would be this:

- Set clear deadlines for people who need them

# Academy Fora: Update

- Set clear boundaries: say stop – for example when PhD student is doing analyses or is ruminating, or is thinking too long about something
- Provide support without the PhD student asking (e.g., coffee breaks)
- Give the PhD student a sense of what is going on in the field and how this all works
- Provide autonomy
- Ask what they want and need, what their objectives are
- Be a role model (e.g., do not send emails during weekends; or make it explicit that this is not the way of working)
- Celebrate small wins
- Let them make mistakes, but not too big ones
- Protect them
- Teach them
- Provide stability and safety
- Be kind
- Set a psychological contract
- PhD's often wonder how important they are; you may/must tell them they matter

PhD students might consider trying to ask for these things in a proactive way; supervisors can say no, but you have nothing to lose.

## Research Forum

*By Karina Nielsen*

The 13th EAOHP conference was a great success with more than 550 delegates. New initiatives under the remit of the Research Forum were well received.

The day before the conference, I had the pleasure of running a pre-conference workshop together with Ray Randall from Loughborough University. The focus of the workshop was the design, implementation and evaluation of organisational interventions. The workshop ran from 10 to 4.30 with a mix of lectures and group work. In total, 31 delegates participated. I would like to thank participants for their engagement and enthusiasm. The feedback we received was positive and I will be looking to organise more pre-conference workshops.

Other activities at the conference included to invited

symposia in extension of the keynotes presented by Leslie Hammer and Maria Jose Chambel. The symposia were well received and we will be looking to continue these invited symposia at future conferences.

A new initiative was also the symposium involving EU-OSHA and three social partners from Denmark. The aim of the symposium was to provide an overview of the challenges in Europe concerning managing the psychosocial work environment and to provide a national example of how the psychosocial work environment is managed in context. Malgorzata Malgosia from EU-OSHA presented results from the ESENER-2. Jan Lorentzen from The Confederation of Danish Industry represented the employer side, Peter Dragsbaek presented the employee perspective and Signe Toennesen represented the managers' association. The Danish context is unique in the sense that there are very little legislation, most regulations is managed through tripartite agreements and the employee and employer sides both collaborate and manage conflicts in agreements. We were presented with the Danish system, the history behind this system and examples of how the system works in practice and the support provided to employees, employers and managers. The symposium was well received and we will explore the opportunities for similar activities in the future.

Finally, I also organised a Research Forum lunch session. I took over as Chair of the Research Forum in 2016 and wanted input for EAOHP members as to what activities they see may support their research. Ten delegates participated in the session. The session was interactive and participants wrote post-its with their ideas which were then discussed. Three main themes were identified. First, a database; second, activities during the conference; and third, activities extending the main conference activity. A number of suggestions were relevant for the Practitioner Forum and the Education Forum and these ideas have been communicated to the relevant Chairs of these Fora.

The next step is that I will develop a proposal for activities that will be discussed at the next EAOHP Executive Committee Meeting in April 2019 and the outcome will be communicated in a later bulletin.

## European Academy of Occupational Health Psychology Offices

<b>President</b>	Sergio Iavicoli	<a href="mailto:s.iavicoli@inail.it">s.iavicoli@inail.it</a>
<b>Past President</b>	Tom Cox	<a href="mailto:t.cox@bbk.ac.uk">t.cox@bbk.ac.uk</a>
<b>Executive Officer</b>	Aditya Jain	<a href="mailto:Aditya.Jain@nottingham.ac.uk">Aditya.Jain@nottingham.ac.uk</a>
<b>Finance Director</b>	Stavroula Leka	<a href="mailto:Stavroula.Leka@nottingham.ac.uk">Stavroula.Leka@nottingham.ac.uk</a>
<b>Membership Officer</b>	Christina di Tecco	<a href="mailto:c.ditecco@inail.it">c.ditecco@inail.it</a>
<b>Research Forum Chair</b>	Karina Nielsen	<a href="mailto:k.nielsen@uea.ac.uk">k.nielsen@uea.ac.uk</a>
<b>Practice Forum Chair</b>	Peter Kelly	<a href="mailto:peter.kelly@hse.gsi.gov.uk">peter.kelly@hse.gsi.gov.uk</a>
<b>Conference Chair</b>	Luis Torres	<a href="mailto:luis.torres@nottingham.edu.cn">luis.torres@nottingham.edu.cn</a>
<b>Education Forum Chair</b>	Birgit Greiner	<a href="mailto:b.greiner@ucc.ie">b.greiner@ucc.ie</a>
<b>External Relations Officer</b>	Gail Kinman	<a href="mailto:Gail.Kinman@beds.ac.uk">Gail.Kinman@beds.ac.uk</a>
<b>Publication Officer</b>	Sue Cowan	<a href="mailto:s.cowan@hw.ac.uk">s.cowan@hw.ac.uk</a>
<b>Deputy Editor</b>	Kevin Teoh	<a href="mailto:k.teoh@bbk.ac.uk">k.teoh@bbk.ac.uk</a>

### EAOHP – About Us

The European Academy of Occupational Health Psychology: the European representative body for the discipline. The Academy is a registered charity under English law (registered charity number 1115640) that exists to support research, education, and professional practice across Europe. This is achieved through a biennial conference, academic and practitioner-oriented publications, and the provision of small grants to individuals and groups.

Individuals with an interest in the application of scientific psychological principles and practices to occupational health issues are invited to join the Academy. Membership attracts a host of benefits including a free personal subscription to the Academy's affiliated journal, *Work & Stress*, as well as discounts on attendance at events.

### Academy Publications

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

***Work & Stress***: A journal of work, health and organizations. 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 3 (2014-2015)***.

A biennial series published by Wiley-Blackwell on behalf of the European Academy of Occupational Health Psychology and the Society for Occupational Health Psychology. Available from the Wiley-Blackwell websites and through large online retailers including Amazon.



# *the Occupational Health Psychologist*

## **GUIDELINES FOR CONTRIBUTORS**

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 in OHP and across the full range of contributory disciplines, and with a variety 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 publish two issues per year.

### **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 both to academics and practitioners. When writing these reports please make them as accessible as possible to the broad readership of the Bulletin.

### **OHP briefings**

We also welcome overviews of your OHP-related activities, or those of your research group, consultancy or organization. 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 would be pleased to receive 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 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.

We would be pleased to receive appropriate photographs to accompany your contributions.

**Please email your questions, announcements  
or contributions to the Editors:**

**Sue Cowan: [s.cowan@hw.ac.uk](mailto:s.cowan@hw.ac.uk)**

**Kevin Teoh: [k.teoh@bbk.ac.uk](mailto:k.teoh@bbk.ac.uk)**

### **The Occupational Health Psychologist Editorial Team:**

**Sue Cowan (Editor) is Associate Professor in Psychology, Heriot-Watt University**

**Kevin Teoh (Deputy Editor) is a Lecturer at Birkbeck University of London**