

Well Being Chief Inspector/Inspector



Perform Well



Live Well



Feel Well

Lead Well



Perform Well



TIME MANAGEMENT

“
How many people on their deathbed say that they wish they'd spent more time at the office?”
(Anon)



Prioritisation

Effective time management has to be built on an understanding of your priorities. It is therefore important (and time-saving!) to take some time to understand your values or purpose and goals. This understanding is then the basis on which to make choices about where you focus your time and effort, allowing you to judge everything you do by whether or not it contributes to what you want to achieve.

PRIORITIES EXERCISE: VALUES, PURPOSE AND GOALS

Our **values and purpose** set out what we want our life to be about, the overall direction in which we are travelling. If goal achievement does not occur on schedule, our purpose and values can keep us on track. **Goals** set out specific achievements along the journey of life. They should be used as a means to engage and maintain a valued direction.

1 Start this exercise by thinking about your **values and purpose**. What is it you care about? What do you want to work towards in your life? What would you like to have said about you at your funeral? You may want to think about the following life areas - which are most important and what do you want in each?

- a. Work
- b. Career/future
- c. Family
- d. Key relationship/marriage/civil partnership
- e. Social/friendships
- f. Leisure/hobbies
- g. Community/citizenship
- h. Health

2 Working on the basis of your values and purpose. What are your goals for the time ahead? You may want to reflect on your goals for different timescales:

- a. The next 10 years
- b. The next year
- c. The next month
- d. The coming week
- e. Tomorrow

3 Use these values/purpose and goals as the yardstick by which you decide what action to take. They can help you determine what your top priorities are in any particular situation.

Urgent vs. important

Sometimes, particularly in the workplace, the urgency of tasks can distract us from recognising what is important. Stephen Covey (in 'The 7 habits of highly effective people') divides the tasks into four categories:

1. Important and urgent
2. Important and not urgent
3. Not important and urgent
4. Not important and not urgent

The idea is that if you can clarify what is important. You can concentrate your efforts on important tasks (categories 1 and 2) and drop tasks that are not important (categories 3 and 4) - even if they are urgent. Some things, including some phone calls, meetings, reports etc. may seem important purely because they are urgent (if we don't pick up the phone or attend the meeting, we will miss the opportunity, if we don't write the report. we will miss the deadline etc), but if we can make this key distinction, we spend less time rushing to do urgent activities and free up time to do important ones. In the long run, the aim is also to spend more and more time doing the important things before they become urgent (e.g. we write the report before it becomes urgent. to reduce the stress levels), so we shift the way we spend our time to focus on category 2.

The four Ds for managing paperwork

When a new piece of post or paperwork arrives on your desk or in your inbox, choose one of the following options:

Deal - if it is important and can be done straight away, deal with it as soon as you receive it. Get it out of the way

Diary - if it is important but for some reason cannot be dealt with straight away or it is not appropriate for you to do it straight away, put it in a "pending" tile and make a note (in your diary, to do list or whatever) to do it at an appropriate moment. You may also want to have a "reading" file to keep all the paper that needs reading, but be selective on what you keep there: only keep things that are important for you to read

Delegate - if it is important, but it is more appropriate for someone else to do it, pass it on to that person explaining, if necessary, what needs to be done and by when

Dump - if it is not important, dump it straight away. Don't let it clutter up your desk or your thinking

NB See separate advice on diary and meeting management and on managing emails and mobile technology.

		URGENCY	
		High	Low
IMPORTANCE	High	1 Urgent and important Do it now	2 Important not urgent Decide when to do it
	Low	4 Urgent not important Delegate it	3 Not important not urgent Dump it



1. Create clarity about your priorities and bear them in mind at all times.
 2. Don't get distracted by the urgent: focus on the important.
 3. Break down your workload into manageable chunks: *'by the yard it's hard, by the inch it's a cinch!'*
 4. Plan your work, using 'to do' lists or whatever mechanism suits you best.
5. All incoming mail and documents should be filtered using the four Ds:
- deal immediately
 - dump immediately
 - delegate for someone else to do
 - diary to deal with at a future point
6. Put work-life balance and effective time management as objectives in your PDR

SAMPLE OBJECTIVES FOR INSERTION IN YOUR PDR

Sample 1:

- Effective time management: improve use of your work time by focusing on those activities that are most important and reduce the time spent on those that are not.

Actions:

- a. Review current role / workloads and prioritise activities on scale of 1 (least important) to 3(critical). **Be ruthless!** Time to manage teams needs to be included, probably scores 3. Discuss priorities with line manager to ensure focus is right for organisation / department etc.
- b. Those activities that score 1: put in place strategies to remove (can be thrown in the bin!).
- c. Those activities that score 2: assess if these can be delegated. If not, ensure these tasks are completed to a satisfactory standard (not a gold standard!).
- d. Those activities that score 3: schedule time to carry out and put in place strict processes to manage this (may include strategies to manage yourself so you keep to this!). Schedule the most difficult tasks to the times of the day you focus the best.
- e. Set yourself a maximum average for hours worked per day - monitor. If you are not keeping to it, go back to point 'a' and see if more can be streamlined/delegated.
- f. Review regularly to ensure focus is still right.

Sample 2:

- Work / life balance: key is the concept that by agreeing to do one thing, something else will not be done. Assess the current situation: redress balance as required

Actions:

- a. For a month run a log of all activities (work, family, friends, hobbies, exercise etc). How much time do you spend on each area of your life? Also log those activities that you were unable to do or wished you had time for.
- b. After a month, review all activities completed and % of time spent on each category. Also review what you did not do. Assess what part(s) of your life dominate(s) - is this right for you?
- c. Allocate priority scores to each activity (all of them, whether you do them currently or not) on scale of 1 (least important) to 10 (critical). Use this to reduce time spent on low scoring items, make time for those that matter. Do you, personally, have to do all these activities?
- d. Consider better time management (especially at work if this area is dominating too much) to ensure time is given to other aspects of your life.
- e. Review regularly to ensure balance is still right for you.

Sample 3:

- Personal Objective: Maintain an effective work/life balance. Monitoring and recording hours worked (set a limit) and taking all annual leave entitlement

Sample 4:

- Contribute to the organisational desire of reducing sickness by improving our employees' attitude(s) towards achieving enhanced work / life balance

Actions:

- a. Lead by example ... (as per sample 3 above)
- b. Place as agenda item on Management meetings ... Personnel manager to monitor hours and report concerns for subsequent personal intervention / attention.
- c. Arrange training sessions for staff ... highlighting pitfalls etc
- d. Challenge cultural/attitudinal conflicts

RESOURCES

Books:

"The 7 habits of highly effective people" - Stephen Covey

"Give me time" - the Mind Gym

"How to do a great job and go home on time" - Fergus O'Connell

"Do it tomorrow and other secrets of Time Management" - Mark Forster

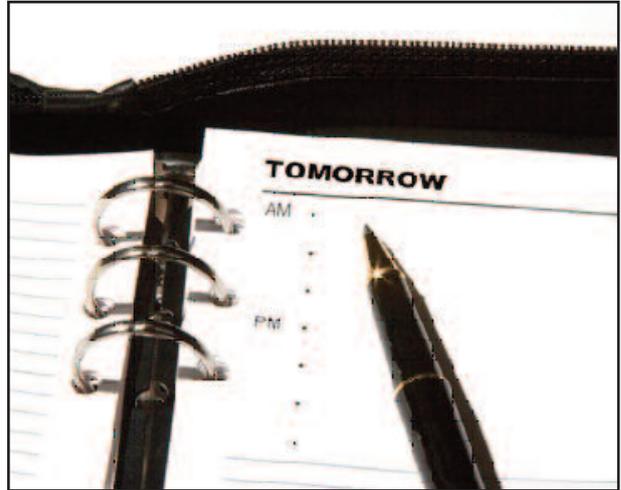
DIARY AND MEETING MANAGEMENT

Quotes from members of the Inspecting ranks:

“It is not brave or clever to work long hours”

“This is a marathon, not a sprint”

You can actually be MORE productive when you work FEWER hours



Working for longer and longer hours does NOT equal getting more and more done. If you work long hours, you are exhausting yourself and getting less from each hour worked. It is much better to limit the number of hours you spend working and ensure that the time is really well spent.

Taking control

Research suggests that having a sense of control over working hours may be more important for well-being than the actual number of hours worked. Make a list of ways in which you could establish a greater sense of control over the hours you work and how you spend your time at work.

Thinking about your average working day, how much of it is spent as you planned and how much is reactive time, responding to interruptions or things over which you have no control? See if you can divide your diary into 'proactive' time, set aside to do the things you planned, and 'reactive time', when you respond to the emergencies and interruptions. There are likely to be times when you are more likely to be interrupted (e.g. people just 'popping in for a 2 minute chat!'), so build that into your planning. In addition, it is worth being aware of when you function best: we all have peaks and troughs of energy and focus at different times of day. Think about when you are at your best and aim to schedule difficult tasks for then.

Minimal meetings

Meetings can steal time or save time, so:

- a) avoid time-stealing meetings and
- b) make the meetings you attend effective and time-saving.

As an individual, you can maximise your efficiency in meetings by:

1. Only attending meetings you really need to attend - when you are invited to a meeting, ask yourself whether you need to be at the meeting and what your role at it will be, if you don't think it is effective use of your time, discuss it with the person who invited you and suggest to them that they leave you off the attendance list.
2. Preparing yourself for every meeting you attend - read the paperwork circulated in advance of the meeting. Make sure you know what is the purpose of the meeting, what will be expected of you and what you want to get out of it.
3. Contributing where appropriate during the meeting - make your voice heard on things that are important to you and your job / role. Don't just speak for the sake of making your voice heard, but do speak up when you have something to add to what has already been said and when you have a different perspective to add to the debate.

If you run or chair meetings, you should also consider the following:

1. Make sure everyone has the relevant paperwork in good time before the meeting.
2. Ensure that every meeting has a clear agenda of worthwhile items for discussion.
3. Make sure everyone attending knows the meeting start and end times before the meeting and stick to them on the day. Allow no more than 5 minutes for any latecomers, and then start the meeting without them. Finish on time.
4. Be firm about keeping meetings on track; don't stifle debate or discussion, but do ensure that what is being discussed is relevant.
5. Ensure each meeting is concluded with a clear action plan, that people know what they are responsible for doing and that the actions are followed up.

All the following tips have been tried and found helpful by members of Inspecting ranks:



1. Set a clear limit on your working hours and make sure you don't exceed it.
2. Only attend meetings when appropriate and make them as effective as possible.
3. If you have an evening event / meeting or get called out for a long period at night, block time off the next day or soon afterwards: **to take a break.**
4. If you work on a rest day, make sure you take another day as a rest day in lieu - book it into the diary.
5. Take your holidays and rest days - don't let unused leave days build up.
6. Block time out in your diary that is 'thinking time' - time to catch up and get things straight - and take time at the end of every day to reflect.
7. Put non-work time in your diary to spend with those you care about and keep it sacrosanct.
8. Fill in a time sheet/record the hours you work accurately and review it periodically to see how much time you are working - if you don't want to keep an accurate record on official systems, keep an informal record where you are honest with yourself about your working hours.

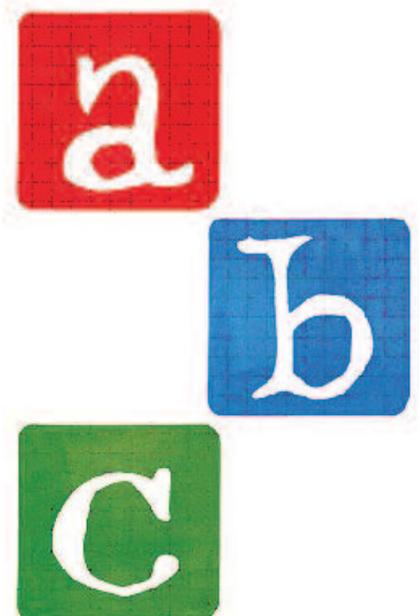
DELEGATING EFFECTIVELY

Delegation is an important part of creating a team effort in any organisation. Given the level of work on our plates, we need this leadership tool in order to do our jobs effectively. To increase your delegating abilities, remember these simple ABC's of delegation:

Allow people to do things in their own way after you delegate a task, unless it would be unsafe to do so. Be available for questions, but provide only 'light touch' support.

Build trust over time by giving people the whole task along with knowledge of the big picture. Take time to train staff so they can get it 'right', and not feel they are being given menial, meaningless tasks.

Clarity is critical. Ensure the person or group understands your desired outcome and deadlines. If appropriate, ask them to explain back to you what they'll be doing. Identify the key points of the project or dates when you want feedback about progress.



Barriers to delegating effectively:

- If you want a job done well, do it yourself
- I find it hard to let go of something I've always done
- This particular job makes me feel capable and in control
- I can't ask others who are already overloaded
- I can't ask someone else to do this menial task
- I'm fearful of a negative reaction to my request
- It would take longer to explain than just to do it myself
- Well if I don't do it, no one will

Benefits of delegating effectively - compare with the barriers above:

- Staff learn new skills and maintain standards that are clearly set out
- Time is freed up for higher level and leadership work
- Letting go of control is de-stressing
- Effective delegation builds teamwork and communication about departmental workload
- Jobs are given to the appropriate team member
- Delegation is an opportunity to practice leadership
- The time investment in training will pay dividends in the long run
- Giving others responsibility breaks patterns of 'Don't worry, the boss will always take care of it'



1. Learn to be strategic and not do everything yourself, you will be helping others develop their skills as well as taking a load off yourself.
2. Establish a good team spirit so that everyone pulls together and supports one another, including you.
3. Invest in building up team relationships over time; it may be helpful to have off-site team meetings to do this.
4. Build up a team of people on whom you can rely so you know you can delegate to them; choose good people and invest time in developing them.
5. Bring people in early on projects and keep your staff well-informed about your work, so that they understand what is involved and take over if and when needed.
8. Remember to thank and praise staff for involvement.

RESOURCES

Websites:

<http://humanresources.about.com/cs/manageperformance/a/delegation.htm>
http://www.1000advices.com/guru/mgmt_delegation_do_dont_druker.html

Books:

'Leadership for Dummies'. Marshall Loeb and Stephen Kindel

MANAGING EMAILS AND MOBILE TECHNOLOGY



'There is more to life than increasing its speed'

Gandhi

Can you be 'on call' 24 / 7, 365 days a year and remain healthy?

Of course the answer is 'no', but if you have no boundaries around when your mobile phone, blackberry or laptop is switched on, this is effectively what you're doing.

It is important to be clear about when you are contactable and when you are truly 'off duty'. Communicate this to all concerned, establish what they can do if they really need to contact you in an emergency. Then relax and literally switch off.

Use it, don't get used by it

Even if you have clear 'off duty' times, are you a slave to your email and mobile phone at work? Technology can make us more effective, save time and speed up communication. However, it can also be the bane of our lives. How many of your daily interruptions are telephone calls and emails? How many are truly urgent and important?

Could you:

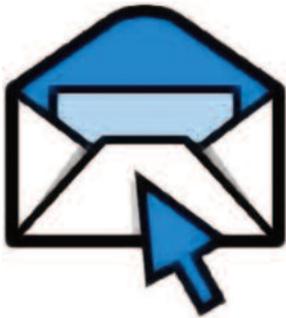
- Set aside specific times of the day to check emails and answer phone messages?
This frees up more time to be proactive and work steadily on projects
- Switch off email auto-notifiers (that 'ping' or 'pop-up')?
- Put your phone on silent when you are focussed on a project?
- Teach your team not to 'cc' you on everything, only those things which you need to read?

Invest in IT training

We very quickly get out of date on current IT capabilities, and perhaps you're not using all possible features of the technology available to you. Why not invest in training that brings you up to speed on what IT can do for you? You might see these things as 'Lower level' courses, but these days it pays, time-wise, to have these skills.

FOR EMAIL TAMING

1. Only ever open an email twice: once to see what it is about and decide what to do with it (delegate, delete, deal or diarise - see time management advice sheet) and, if necessary, a second time to deal with it.
2. Don't use email as a 'low energy activity' when what you really need is a break.
3. Consider when you send an email whether a phone call would be a better and faster way to get a piece of information. Sometimes emails will save you time ... sometimes they take too long to type and create a backlog of emails for everyone.
4. Screen out more 'junk' email - contact your IT department to help you put in place filters.
5. Keep your membership of email circulation lists to a minimum. Ask yourself periodically: Could I ask to be removed from some of those circulation lists without reducing my effectiveness?
6. Use email templates to manage answers to frequent email subjects.



7. Avoid vague emails - be clear about who is to action what and when, and request that people report back at a specific time. One clever thing to do is to 'bcc' yourself on important emails, and when you get the copy, immediately file it in a 'pending' folder that you check weekly or monthly.
8. Keep emails short and sweet. Your emails will be more approachable if they are numbered, bulleted, and make good use of line breaks for new paragraphs. That doesn't mean you have to sound abrupt. Cultivate the art of personalising your email and making the recipient feel appreciated.
9. Write descriptive message headings. This will help you track your own messages if you need to access them later. It will also let your recipients know what the message is about and encourage them to open it.
10. Use message rules to manage your inbox: if you have regular information emails (newsletters etc) create a message rule so that they are moved automatically to a divert folder, so they don't clutter up your inbox, but are there to be read when you have time.
11. Avoid emails before bed - checking email up to an hour before bed has the same effect on sleep as drinking two espressos!

top tips...

FOR LAPTOPS AND BLACKBERRIES



1. Think of your Blackberry/laptop as your servant, not vice versa.
2. Make notes in a meeting directly into your laptop or Blackberry - even put reminders directly into Outlook so there is no transcribing to do, no lost notes and no forgotten actions.
3. Ensure you get your laptop 'cleaned up' of cookies and programmes that may be slowing it down. Every computer needs an annual check-up.
4. Use a backpack for carrying your laptop around to avoid neck and shoulder problems.
5. Consider a small, light laptop with docking stations (or at least chargers) at home and office.



RESOURCES

Websites:

Harvard Business School Tips for mastering email overload:
<http://hbswk.hbs.edu/archive/4438.html>

Daily Blog Tips:

<http://www.dailyblogtips.com/10-tips-for-managing-email-effectively/>

43 Folders:

<http://www.43folders.com/2005/09/19/writing-sensible-email-messages>

ASSERTIVENESS AND SAYING 'NO'



When 'can do' is a dangerous phrase

Police Service culture tends to take a 'can do' approach to everything that is asked of us. This is laudable and very positive in many circumstances – indeed, the nature of the Police Service means that sometimes we have little or no choice. However, when followed inappropriately, this approach can cause more problems than it solves. When you take on unachievable deadlines or tasks, it is a recipe for failure, disappointment for all involved, and overstretch, all of which can be damaging to your well-being and to the well-being of those working with you.

Recognising choices: every 'yes' is a 'no' to something else

A good first step to learning to say 'no' is to begin to be more conscious of the choices you are making. Saying 'yes' to one thing, inevitably means you are saying 'no' to something else: the trouble is that it is not always obvious what you are saying 'no' to.

For example, saying 'yes' to that meeting next Tuesday evening may initially seem like a reasonable thing to do - after all, you had nothing particularly planned. However, if you take the time to analyse it, you are actually saying 'no' to spending Tuesday evening doing something else - be that spending time with your family, taking some exercise or simply relaxing.

Once you recognise that every 'yes' is also a 'no' you can start to be conscious of what the 'no' is as well as what the 'yes' is. Then you can make a conscious choice - sometimes you will choose to say 'yes', but you will be in a better position to say 'no' when that is appropriate.

Of course, it can be difficult to say an outright 'no' to senior officers, but it is important to be aware that there are still ways of being assertive and protecting your health, despite requirements under Police Service regulations.

Assertiveness is about valuing yourself and valuing others

Being assertive is about respect: respecting yourself and others, it is not about being excessively dominant, just being able to stand up appropriately for your own and others' rights. An assertive person:

- Expresses their views clearly and articulately without being aggressive.
- Stands up for their own and other people's rights in a reasonable and clear way.
- Allows other people a reasonable opportunity to express their opinions without allowing them to dominate a conversation.
- Has the courage to express their own feelings, even about difficult issues, in a way which is respectful and honest.

An assertive person avoids being either aggressive or passive

- An aggressive person is hostile and angry. This anger may be destructive, expressed anger or irritable, suppressed anger. Either way, it tends to be abusive to those on the receiving end, it does not value or respect others
- A passive person tends to withdraw from conflict and give in to others' demands. This means that they do not value themselves or stand up for their rights; and the likelihood is that they will end up feeling resentful, which can lead eventually to an outburst of aggressive behaviour



1. Value yourself!
2. When you are about to say 'yes' to something, take a moment to think what you are saying 'no' to and ensure that you are making the choice consciously.
3. When someone is giving you difficult deadlines and workloads, consider whether they are unachievable and be ready to negotiate for achievability.
4. When invited to a meeting, consider a) whether it is necessary for someone from the Police Service to be there and b) whether you are the best person to attend. With that in mind, consider asking someone else to go or turning down the invitation altogether.
5. When facing a situation where you have to negotiate on deadlines / targets or stand up for your rights, help yourself be assertive by good preparation:
 - a. Know the facts relating to the situation and have the details to hand:
 - b. Be ready for and anticipate other people's behaviour and prepare your responses; and
 - c. Prepare and use good open questions.

RESOURCES

Websites:

- www.bbc.co.uk - search for 'assertiveness' and look at the h2g2 (BBC encyclopaedic project) entries on assertiveness

Books:

- **Assertiveness at Work** - Ken Back and Kate Back
- **Feel the Fear and do it anyway** - Susan Jeffers
- **I'm OK. You're OK** - Thomas Harris

WARNING

Work Can Seriously Damage Your Health:

- Do you want to live longer?
- Are you interested in improving your & your team's performance
- Are you tired all of the time?
- Do you sometimes feel overwhelmed by your work?
- Do you struggle to find time for everything you want to do?
- Have you gained weight in the last few years?

**If you answered yes to any of the above questions,
read this manual**

WELCOME

The Inspecting ranks conference of May 2008 saw the launch of a substantial piece of work undertaken by the Inspectors' Central Committee examining well-being at work issues for our members. A large scale survey was carried out by independent researchers followed by focus groups.

The results did not make easy reading for senior police managers and evidenced that which many of us already knew. The increase in devolved responsibility, ever multiplying and challenging demands in the workplace and diminishing resources were having a negative impact on Inspecting ranks. Examples abound of Inspectors suffering from the effects of mental and physical fatigue.

The Inspectors' Central Committee is resolute in its continuing commitment to support and assist our members in this arena. We are very aware that the well-being of Inspecting ranks is important both for your own optimal performance and to support optimal performance in your staff. Well Inspectors, those who are performing, living and feeling well, will also manage their teams better, make better decisions and communicate better. Our activities aim to improve the occupational health of Inspecting ranks to benefit not only you our members, but also your staff, the Police Service and, ultimately, the public.

The new 'Well Being (Chief) Inspector Manual' will resonate with many of you reading it. If you are one of those, then I am confident that the material will allow you to identify the facet of work practice/procedure which is adversely affecting you. Perhaps more importantly, it identifies the potential solution! You will see in the manual a menu of ways for you to ensure that your own health does not suffer as a result of work-related issues. The aim is to equip you to deal with matters effectively but in perspective.

We are well aware that being a member of the Inspecting ranks is a rewarding experience. Don't let it be one which also seriously damages your health. Each and every one of you has a key role to play in this process, and you do your staff no favours by setting a poor example in terms of working hours or time off. Take time to look after yourself and those around you.

Wishing you health and happiness in your role.



Paul Ginger
Chairman
Inspecting Ranks Central Committee



David Pellatt
Secretary
Inspecting Ranks Central Committee

HOW WHY & WHAT

- Our aims
- How to get the most out of this manual
- Why bother... why look after your health?
- What are your personal issues?

PERFORM WELL

- Time management
- Diary and meeting management
- Delegating effectively
- Managing emails and mobile: technology
- Assertiveness and saying no

LIVE WELL

- Shifting your mindset
- Physical activity
- Sleep
- Healthy nutrition and Weight management
- Relaxation

FEEL WELL

- Seeking support on professional matters
- Support networks
- Using the Revitalised System
- Spotting health problems
- Seeking support when you have concerns about your health

LEAD WELL

- Why consider staff well being?
- Why is leadership behaviour important?
- The role of Inspecting ranks
- What behaviours are important?
- Implementing 'healthy' leadership behaviours

HOW, WHY & WHAT

OUR AIM

The Police Federation of England and Wales aims to provide leadership on the well-being of the Police Service as a whole, as well as improving the well-being of the Inspecting ranks.

The well-being of Inspecting ranks is important both to ensure that they themselves achieve optimum performance and to enable them to support excellent performance in their staff.

The aim of this manual is to support Police Federation members in improving their well-being and reducing their health risks.

HOW TO GET THE MOST OUT OF THIS MANUAL

If you do nothing else, at least read the first sheet (Why bother...) and consider whether you need to look after your health better than you do now.

- Then read the second sheet (What are your priorities...) and consider whether any of the factors identified in our research applies to you: use the questionnaire provided to help focus your efforts.
- Use the advice sheets to prompt ideas: they give brief information and tips about a range of areas that our research has suggested could be helpful to those in Inspecting ranks. Many of the suggestions in the 'top tips' boxes and elsewhere in the manual were made by people in Inspecting ranks during our research.
- If you want more information on any particular topic, use the reference lists provided in the advice sheets as a starting point.
- Think about one or two small changes you could make straight away: don't feel you have to change everything at once or do something radical. You can progress step-by-step to greater personal resilience

None of the advice provided in this manual is rocket science: you have probably heard some of it before. We hope that it provides a helpful reminder and some clear guidance, but it is important to recognise that implementation by you is what will make the difference? The key to developing 'Well Being' is to find solutions that work for you and implement them **now!**

WHY BOTHER.....WHY LOOK AFTER YOUR HEALTH?

Over the years PFEW have noticed a downturn in the health and well-being of its members. The increase in devolved responsibility, ever multiplying and challenging demands in the workplace and diminishing resources seem to be having a negative impact on Federated ranks. These pressures have continued and have been exacerbated over recent years. Examples abound of Inspectors suffering from the effects of mental and physical fatigue. **Don't let it happen to you!**

So you think it will never happen to you...

Most of the Inspectors and Chief Inspectors we spoke to during our research into 'Well Being' who became ill, whether it was a physical or mental health problem, believed it would never happen to them... but it did. None of us are exempt from the need to look after ourselves. **It is time to get beyond the 'it will never happen to me' mindset.**

What if it is already happening...

Not only might it 'happen to you', it might already be happening. Have a look at the risks outlined on this page and the signs and symptoms outlined on the 'Spotting health problems' advice sheet and reflect on whether your health, performance and/or relationships are already starting to suffer. **Don't delay: do something about it before the impact becomes severe!**

What if it is about to happen...

Even if you are not showing any signs of impact on your health and/or relationships, it is still worth reflecting on whether your work and lifestyle are storing up trouble for you. Have a look at the 'What are your priority personal resilience issues?' sheet and consider whether any of the factors listed there are relevant to you. You can only survive long working hours, stressful work situations and an unhealthy lifestyle for so long before they start to have an impact. **Don't let the problems build up to a point where they impact on your health: do something about them now!**

Why Inspecting ranks need to bother...

By the time you are promoted into the Inspecting ranks, let's face it you are not as young as you were! The older we get the more important it is to look after our health. OK, so we're not old yet but our bodies and minds just can't take the same battering as they once could. Not only that but being in the Inspecting ranks inevitably brings with it work-related stress as the responsibility levels mount: working hours may go up and sources of support may go down.

In addition, once you are in the Inspecting ranks, your performance has an impact on a much wider range of people. For example, your decision-making will affect those that work for you, their health and their performance. As managers you have a leadership role and as leaders you have responsibility for those you lead. **It is time to take your health and well-being seriously, for your sake, for the sake of your staff, for the sake of the Police Service and for the sake of those you love.**

WHY BOTHER? ... HEALTH RISKS

Not looking after your health, particularly in terms of stress, and working long hours presents the following health risks:

- Poor ongoing physical and mental health: low-level health niggles (coughs, colds, eczema, infections, aches and pains, digestive problems) and/or increased worry; low mood and mood swings
- Risk of serious illness or even death: cardiovascular disease (high blood pressure and heart attack), mental health (particularly anxiety and depression), digestive illnesses (ulcers, irritable bowel), muscular-skeletal problems (backache, neck ache, headache), diabetes, stroke and cancer.
- Lack of or poor quality sleep and fatigue
- Risk of alcohol, drug and substance misuse

WHY BOTHER? ... PERFORMANCE/EFFECTIVENESS RISKS

Not looking after your health and working long hours, far from allowing you to pack in more performance, presents the following risks for performance and effectiveness:

- Poor concentration and memory
- Poor relationships at work - becoming withdrawn or argumentative, finding it harder to co-operate with others
- Aggression and irritability
- Poor decision-making and less clarity of thinking
- Poor time management, organisation and planning

WHY BOTHER? ... IMPACT ON OUTLOOK

Not looking after your health and working long hours can lead to a shift in the way you see the world:

- Low self-esteem and confidence
- Doubt over whether doing a good job/making a difference
- Dissatisfaction with work and home
- Confusion over values and motivations

WHY BOTHER? ... IMPACT ON OTHERS

Not looking after your health and working long hours impacts not only on you, but also on the other people in your life. For example it can lead to:

- Marriage breakdown
- Impact on children, due to having less time with them and/or missing key events and moments
- Poor relationships in the workplace — interpersonal skills suffer and it becomes harder to manage effectively
- Poor relationships outside work and breakdown of social life

YOUR VIEWS COUNT...

The PFEW is resolute in its continuing commitment to support its members in the 'Well Being' arena. The 'Well Being' questionnaire, which we asked our members to complete, was an important part of this activity. It is essential to identify prevailing trends and concerns and to provide data for the PFEW to take a credible lobbying stance. We need the responses you provide and the views you express in response to questionnaires. Please continue to play your part by completing and returning any questionnaires when they land on your desk.

WHAT ARE YOUR 'WELL BEING' ISSUES?

Research by the PFEW has identified a number of issues that those in Inspecting ranks report are impacting on their personal resilience and well-being. The following questions are designed to help you reflect on whether any of these is relevant to you. If so, the advice sheets in this manual are designed to help you take steps to combat them and to improve your personal resilience.

Are there things about your workplace that are impacting on your well-being?

For example are any of the following causing you stress: (please tick)

- Bullying behaviour from senior officers
- Senior officers passing on pressure
- Unsupportive and/or unappreciative management
- Aggressive management approach to performance management
- Long hours
- Macho culture
- Lack of understanding of others' needs
- Senior officers role modelling long hours
- Senior officers paying lip service to work-life balance
- Lack of constructive feedback on your performance
- Lack of control over your career development
- Lack of control over your work-life balance
- Lack of resources - including insufficient staff
- Lack of training or experience, so you don't feel skilled to do your job

...If so, turn to the advice sheet on: seeking support on professional matters.

Are there things about your job that are impacting on your well being?

For example, are any of the following causing you stress: (please tick)

- Excessive or very heavy workload
- Unrealistic and constant deadlines
- Dealing with a high volume of emails and/or being contactable 24/7
- Long-term exposure to traumatic incidents
- Difficult people management issues
- Breadth and depth of responsibility
- Too much time on-call/dealing with emergencies
- Too many meetings - including early and late meetings
- Juggling work and home demands

...If so, turn to the advice sheets on assertiveness and saying no, time management, diary and meeting management, managing emails and mobile technology, delegating effectively.'

Are your thinking patterns impacting on your well-being?

For example, do any of the following sound familiar: (please tick)

- Working long hours is the only way to get all my work done
- It is vital that people can contact me 24/7
- I can't say 'no' to extra work because ...
- The most important thing is that I get promotion
- Only wimps let on that they are not coping
- It's not OK to ask for help and support
- I'm afraid I may not be good at this job
- I need to do a perfect job on everything I undertake
- I love my job, so I must give it all I've got
- I must take responsibility for everything that happens in my area

...If so, turn to the advice sheet on: shifting your mindset.

Are you looking after yourself?

For example, do you make sure you: (please tick)

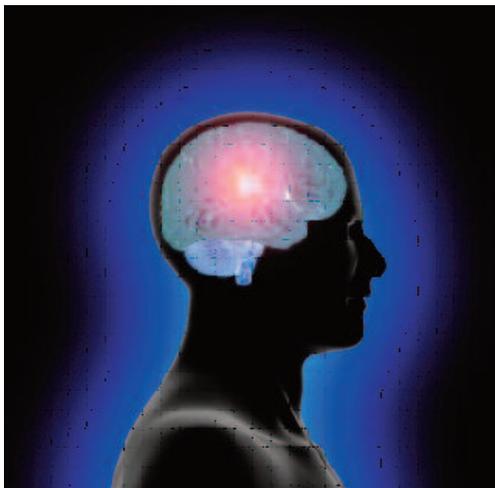
- Take regular physical exercise
- Eat a healthy diet
- Take breaks and find time to relax
- Take your allocated holiday/rest days
- Keep an eye on your health
- Find time to do things you enjoy, and have fun
- Have a good peer and social support network

...If not, turn to the advice sheets on: exercise, sleep, nutrition and weight management, relaxation, spotting health problems, using the Revitalised system, support networks.

If you were at risk of suffering from a stress related health problem, would you spot the warning signs (e.g. raised blood pressure, digestive problems, insomnia) and know where to turn?

...If not, turn to the advice sheets on: spotting health problems, seeking support when you have concerns about your health.

Live Well



SHIFTING YOUR MINDSET

'Managing energy not time is the key to enduring high performance as well as to health, happiness and life balance'

Jim Loehr and Tony Schwartz, On Form

It is all too easy to get stuck on the treadmill of life, solely focussed on going fast enough to keep up and not notice that you're not looking after yourself, having a life outside of work, or renewing your energy levels properly. Stress contributes to this by changing the way our brains work. When stressed, we operate more out of the emotional/survival areas of the brain rather than being reasonable and logical. This leads to lack of prioritisation and delegation, tunnel vision focused on work, and a skewed view of the world. A stressed, distorted view of the world tends to include thoughts such as:

- There's never enough time
- Working long hours is the only way to get all my work done
- I must work harder to get back in control.
- I need to do a perfect job on everything I undertake
- Only wimps let on that they are not coping
- It's not OK to ask for help and support
- It is vital that people can contact me 24/7
- I can't say 'no' to extra work because...
- The most important thing is that I get promotion
- I'm afraid I may not be good at this job
- I love my job, so I must give it all I've got
- I must take responsibility for everything that happens in my area

When you see these ideas in black and white, it is often obvious how illogical they are, but when under pressure, these 'thinking errors' seem totally true. They tend to lead us into a stress and fatigue spiral, and over time will seriously impair performance (and possibly health).

To ensure we create the right mindset for good health habits, it is essential that we develop an awareness of our common thinking errors (including self-criticism and being a victim) so that we can build better thought patterns. Through proactive choice and persistence, these overwhelming thoughts can be changed into more helpful, empowering ones, such as:

- I am capable
- I am calm
- There is all the time in the world
- Things don't have to be perfect
- You can't please everyone
- I only have control over me and my thoughts
- I am only one person and am working to the best of my ability
- I will look after my health so that I can continue to do my job well

It is helpful to find an imperative for yourself so that you consistently put your own wellbeing first, because we all prioritise things that are imperative. Perhaps you could make a promise to your child or partner/spouse, make a bet with a friend to leave work on time or on a weight loss goal, or sign up for a fun run. Be creative to find something that will motivate you to make the changes you need to make - permanently!

(NB these were all provided by Senior Police Officers)



1. Be clear what is important to you.
2. Recognise that the job will never be done - even if you worked 24/7, you would not be able to do it all - you have to limit your hours, decide what you are prioritising, stick to your plan and value what you have done, not lament what you haven't done.
3. Be at work when you need to be there - not all the time just because you are the boss. If you work late, take time off in lieu.
4. Decide to prioritise looking after yourself - don't wait until the work is done and everyone else is looked after before you take time to ensure your own health. You will be better at your work and looking after others if you look after yourself first.
5. It is possible to give 100% and do an excellent job without working crazy hours - working longer hours doesn't achieve more.
6. Keep perspective on your life; work is just a part of life, don't let it take over. Work is not more important than your health or your family - don't behave as if it is.
7. Keep perspective on your importance: the world won't stop if you take a break - others can cope in your absence.
8. Keep perspective on your value; recognise your own value and that you are respected by others (you wouldn't have got to the position of Inspector if not) - don't devalue yourself.
9. Don't attempt to change the unchangeable (or spend time railing against it) - focus on your sphere of influence and spend your time on that.
10. Accept the Police Service has its down sides: on-call/hours arrangements, and remember that your reward is a very interesting (and valued) role.
11. Learn to be more at ease with yourself and less driven by promotion.
12. Challenge your thinking when work is taking over your life.

RESOURCES

Books:

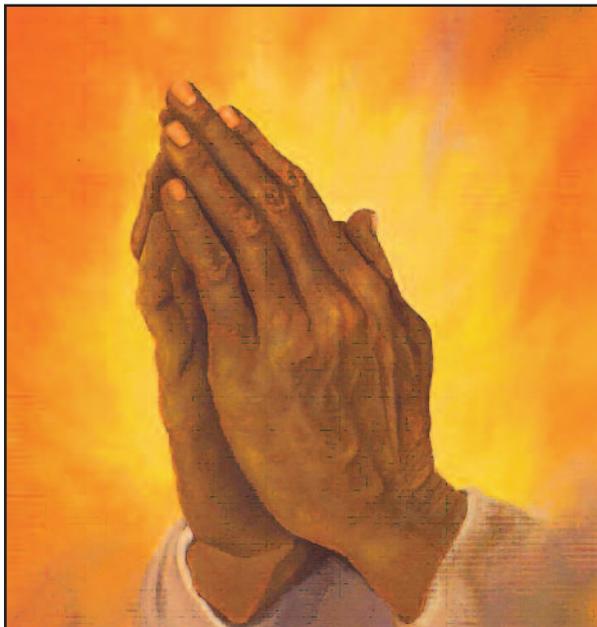
- **'Stop Making Excuses and Start Living with Energy'** Alyssa Abbey
- **'On Form'** Jim Loehr and Tony Schwartz
- **'The Corporate Athlete'** Jack Groppe
- **'First Things First'** Stephen Covey and Roger Merrill
- **'High Energy Habits'** Bill Ford

Websites:

<http://www.franklincovey.com/tc/resources/view/art> (for life management articles)

<http://ezinearticles.com/?Change-Your-Mindset-Change-Your-Outcome&id=85509>

www.livewithenergy.com for free weekly vitality tips



REMEMBER THE SERENITY PRAYER

'...give me grace to accept with serenity the things that cannot be changed, the courage to change the things that should be changed, and the wisdom to distinguish the one from the other.'

Reinhold Niébuhr

PHYSICAL ACTIVITY

A vigorous five mile walk will do more good for an unhappy, but otherwise healthy adult than all the medicine and psychology in the world!

Paul Dudley White, American Cardiologist

Finding time for exercise

Exercise is perhaps the first health habit to be dropped when time is short. In fact, 'I don't have time' is the number one excuse for not getting adequate physical activity. But if you are honest, you know that it is not really about time, it is about priorities. If you are determined to be fit, you will find a way to be fit. The key is to find something you enjoy doing, and then make it an uncompromised ritual in your week.

If you are struggling to find time, remember why you want to be fit: you feel better, you look better and you're less likely to get ill. Every system in your body was designed to work best when you are regularly active - your cardiovascular, muscular, circulatory, lymphatic (waste disposal), digestive and pulmonary (lung) systems, not to mention your mental function and emotional state, will be optimised by exercise.

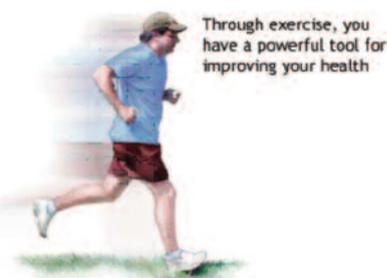
If you still don't seem to be able to make time for exercise, you could consider making your commute to work a more physical one by walking, running or cycling to (or part of the way) to work. That way it becomes part of your routine, not something you debate with yourself before every exercise session.

If your lazy self tends to win those 'shall I exercise today' debates, set yourself Outlook or paper diary reminders, or enlist a friend to phone or text to check up on you.

The four S's

Ideally, your exercise programme will work on the four S's of Fitness:

- Stamina
- Strength
- Suppleness
- Speed



Stamina is the most important for reducing the risk of heart attacks, strokes and late-onset diabetes amongst other diseases. Strength is important to work on because after the age of 40, you will lose half a pound of muscle mass per year in the absence of some sort of strength training such as weight lifting, heavy gardening or yoga. Yoga builds strength as well as suppleness, another critical component of your functionality as you age. If you don't do something to increase suppleness/flexibility, you will lose it. Speed is important if you want to be good at racquet sports, football, or any sport requiring those short, quick bursts. Building a physical activity programme that increases all four S's will give you plenty of variety so you are less likely to get bored with your exercise routine.

MAKING PHYSICAL ACTIVITY A WAY OF LIFE



1. Find an activity you enjoy. Don't try to go to the gym if you hate the gym!
2. Create a strong image that will motivate you: this could be a positive image to move towards e.g. a fit, slim healthy you (now or at 70), or a negative image to scare you into it e.g. a sick decrepit you at 70 if you don't exercise consistently.
3. Find a creative incentive to maintain your programme: work out with a friend, join a team, sign up for a fun run and collect money for charity, promise your child or grandchild.
4. Make it a policy to always take the stairs or walk up escalators.
5. Walk or cycle as many short trips as you can (to the post-box, local shops).
6. Walk, run or cycle to work.
7. Make a habit of break-time walks.
8. Walk to someone's office instead of emailing.
9. Play active games with your children or grandchildren. You could ask them to cycle along while you run.
10. Be more aware of your posture; lift your torso and breastbone, roll your shoulders back and down. Do this when walking, and adjust your posture every 30 minutes when working.

RESOURCES

Books:

- ***'The Corporate Athlete'*** Jack Groppe
- ***'The Exercise Bible'*** Joanna Hall
- ***'Fitness for Life Manual'*** Matt Roberts
- ***'Office Yoga'*** Darrin Zeer

DVDs:

The Galam series of Yoga and Pilates workouts on DVD are excellent. Rodney Yee and Suzanne Deason are especially recommended for clear instructions and great workouts



SLEEP

Reaction time, concentration, memory and logical (analytical) reasoning all decline steadily as sleep debt increases!

Jim Loehr and Tony Schwartz. 'On Form'

Getting enough quality sleep is the single most critical aspect of your health and energy management, ultimately more important than diet or exercise. Sleep deprivation wrecks vitality, mood, concentration and creativity. It damages the immune system, reduces cell repair and fertility and ultimately makes you more stressed. It also makes you less likely to exercise or eat correctly.

So it's pretty clear, you need to get enough sleep. You also need to ensure good sleep quality. However, long hours, on-call patterns and stress are working against you. The intensity of the situations Police Officers deal with also means it can be difficult to switch off, and this is why Police Officers may be tempted to use alcohol to help them get to sleep. Ironically though, alcohol seriously reduces the quality of sleep, so if you have had alcohol the night before, you will probably need more coffee the next day, and then even more alcohol to shut down the following night, leading to a vicious fatigue cycle.

You can do a range of things that will greatly improve your sleep and the quality of your life, but you've got to be open to generating new sleep habits. Have a look at the following tips, and try some of these ideas proactively.

DID YOU KNOW?

Recent research has shown that lack of sleep can make you fat! With sleep deprivation, we release less leptin, a hormone that signals the state of fat stores, and more ghrelin, a hormone that signals hunger. So without enough shut-eye, we're likely to start overeating. It's just not fair, is it?



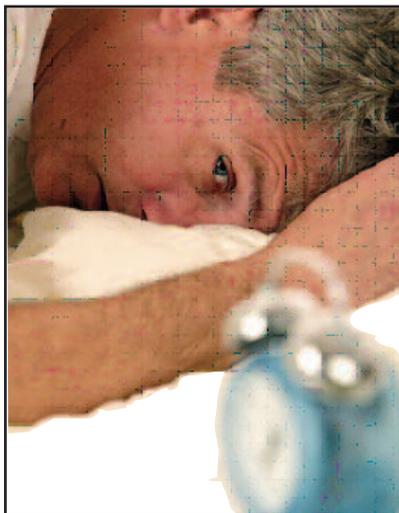
- Create a wind down routine that signals to your body that you are going to sleep soon. This might include light reading, stretches or a warm bath (not too hot, because you can't sleep deeply if your core temperature is too high)
- Listen to relaxing music - perhaps design a special play-list for this. Slow baroque music of around 60 beats per minute is known to slow heart rate and brain waves
- Use low-lighting from two hours before bedtime. Avoid overhead lights and install dimmer switches for your lamps. Brush your teeth by candle-light!
- Try drinking chamomile, valerian or St. John's Wort teas, all of which are mild sedatives
- Try aromatherapy, it acts as an excellent mental trigger that it's time for sleep. Lavender, ylang ylang, clary sage, neroli, or a blended oil designed for relaxation, such as Boots 'Time to Unwind' will all work well. You don't need an oil burner, just a few drops in a mug of hot water or your bath
- Ensure you have good ventilation in your bedroom. Better to have a thicker duvet or more blankets than a less than optimum amount of oxygen
- Tidy your bedroom. Clutter will keep your brain from fully relaxing. And absolutely no work in the bedroom. Keep your briefcase out, and no laptops in bed. This may also have a positive effect on your relationship!

- Take regular breaks during the day, because they help your brain to process information, something we also do when we dream, If you take no breaks, you'll need more Rapid Eye Movement (dream) sleep at night, which leaves less time for deep, restorative sleep
- Use a relaxation technique to get to sleep and to get back to sleep if you wake in the night. See the resource list for ideas



Do's and Don'ts ...

- Don't eat within an hour of going to bed, because you can't sleep deeply if you're digesting food. 'Eat light at night' is the motto, so don't arrive home starving
- Do eat more during your working day when your metabolic rate is higher, you need the calories at this time to maintain concentration and productivity
- Don't exercise within an hour of going to bed, your core temperature will be too high
- Don't do work or household administration within 30 - 60 minutes of trying to sleep



IF YOU WAKE IN THE NIGHT

- Don't, whatever you do, turn on the light unless not to do so would be hazardous (e.g. to get to the loo): light starts up our 'awake cycle'
- Don't look at the clock! You'll start calculating the hours left till it goes off, and just become more alert. Turn the clock face away from you
- Choose a specific thing to focus on, such as waves lapping on a shore, a waterfall, soft clouds or even a velvet covered waterbed - whatever keeps you in a sleep-like state
- Don't lie awake being angry about it, change your perception. Think 'I am resting peacefully'. Insomniacs sleep for more hours than they perceive they do, and the aim is to relax and rest the brain as much as possible. Worry and anger will make you feel tired tomorrow!

RESOURCES

Useful CDs:

'Sleep Like a Log' Paul McKenna

'Complete Relaxation' Glenn Harrold

Music for relaxation:

At www.solitudes.com and www.somersetent.com/store you can listen to music clips

HEALTHY NUTRITION AND WEIGHT MANAGEMENT

“If you can [focus on the nutrition essentials], slowly but surely your body will start to feel, and look, healthier; stronger and more capable of juggling your demands, and you will feel as if you have a life, rather than being drained by it.”

Jane Clarke, Times Nutritionist



Do you find yourself flagging mid-afternoon? Worried you'll fall asleep in meetings? How are your energy levels when you get home from work? Have you ever linked your energy levels to your diet?

What we eat (and drink) has a direct impact on energy, concentration levels, creativity and mood, not to mention weight and future health! If you want to lose weight or maintain an ideal weight,

being aware of your diet is vital. Even if you are not bothered about your weight, healthy nutrition is essential to maximise your energy and mental functioning, and minimise the chance of a dietary-related condition.

Whatever the aim, here are some simple nutritional rules that you need to follow:

- Eat lots of fresh fruit and vegetables, whole grains, beans, pulses, nuts and seeds
- Limit animal fats, sugar, processed food, caffeine and alcohol
- Eat little and often
- Drink 2-3 litres of water per day

Building healthy nutrition into your lifestyle

You probably already knew the above nutritional rules. The issue is not that we don't know what we should be doing, it is about how we find ways to put them in place. Think of a few typical dietary pitfalls:

- You don't allow time for breakfast, so you don't get breakfast
- You don't take a healthy snack to work, so you buy an unhealthy one
- You don't eat very much during the day, so you overeat in the evening

Falling into any of these pitfalls will lead to low energy and weight gain. So how could you organise your day and your life so that you can make healthy choices? It may take a little thought initially, but the pay-back is well worth it and over time, healthy eating becomes a habit.

Here are some questions and ideas to help

- **What could you eat for breakfast that would fit this formula?** How about a smoothie or fruit salad with your toast, cereal or egg?
- **What about lunch?** Perhaps a salad that includes tuna or egg, with a wholemeal bread roll on the side?
- **For dinner, where you had token vegetables, could you make them the main focus of the meal?** For example, a Stir fry, with a small amount of meat, served over a small to medium portion of rice?
- Make sure your food is never boring there is limitless scope for delicious interesting meals using this formula

If you can begin to shift your mindset toward eating in this way. You will become more creative in making meals you enjoy

FOR A HEALTHY DIET AND WEIGHT LOSS

1. Eat breakfast; ironically skipping breakfast makes you gain weight because you eat more of your calories at the end of the day when your metabolic rate is lower.
2. Eat little and often, you are less likely to become so hungry that your resolve goes out of the window. You'll maintain an adequate blood sugar level for concentration and mood too.
3. Eat more during the day and less after 8pm. This will aid weight loss, lower your cholesterol level and increase the depth of your sleep.
4. Keep a range of healthy, non-perishable snacks in your desk or car, such as energy bars with no sugar, oat cakes, dried fruit, nuts and seeds. This way you'll be less tempted by chocolate and crisps.
5. Each day, carry some fruit and/or vegetable sticks to snack on.
6. Carry a bottle of water with you or have one on your desk so you can monitor your intake.
7. Introduce fruit, water and herbal tea as alternatives into meetings. What's stopping you?
8. Know your weak spots and plan accordingly. If you give in to chocolate at 3pm, eat a fruit salad at 2:45 and schedule a meeting for 3pm.
9. Eat 'mindfully' - that is, pay attention to the taste and texture of your food and enjoy it. Put your utensils down between each bite. Don't just eat mindlessly.
10. Find a portion control system that works for you; small dishes, serving yourself a very small portion of a 'treat' food and putting the serving dish or bag away (on a high shelf) before you sit down to eat or setting aside half of a restaurant portion before you start eating.
11. Stop eating before you feel completely full.
12. Drink a glass of water before each meal.
13. Learn the difference between hunger and boredom; needing comfort, the pleasure of eating. Try eating in response to hunger only and find other ways to deal with the other motivations.
14. Beware products that say 'low fat'. Often this means they are high in sugar.
15. Re-educate your palate to like the things that are good for you. When you live on junk that is what you crave, and when you begin to eat healthily, you will crave what's good for you, weird but true. Exercise helps considerably in this process because your body will crave what it needs to recover.



top tips...

RESOURCES

Websites:

www.bupa.co.uk/health_information/html/healthy_living/lifestyle/exercise/exercise_weight_control.html

www.nhs.uk/Conditions/Diet/Pages/Introduction.aspx?r=1&rtile=Diet+-+Introduction

Books:

'The Food Doctor Everyday Diet' Ian Marber (not just for weight loss)

'Easy GI diet' Helen Foster

'Jane Clarke's Body Foods for Busy People'

'Eat Smart Play Hard' Liz Applegate

RELAXATION

There will always be one more thing to do, but when people don't take time out, they stop being productive!

Carisa Bianchi, think. LA's Leader of the Year 2007/8

Studies of successful people show time and again that they have developed uncompromised routines or rituals for relaxation and renewal. People who have specific, regular ways to relax are far more resilient to stress and have more energy than those who don't.

Yet because relaxation is not urgent or a 'must-do', it is often overlooked.



How to Relax

We need three forms of recovery to fully recharge our ability to focus and work creatively:

1. **Recreation;** including breaks from work; reading, music (listening or playing), creative hobbies, games and exercise are all good recreational activities for switching off from work, and offer an element of relaxation.
2. **Brain stillness;** a deeper level of relaxation is achieved through spending time being silent and still with your eyes closed - but not asleep!
3. **Sleep;** offers a critical but different sort of brain recovery. Getting regular doses of the first two forms of recovery are one key way, of ensuring that you get the third, sleep. See the separate advice sheet on sleep in this manual for further tips and resources.

Recreation and Breaks

The first form of relaxation, recreation and breaks, is often pushed to the back of the priority queue because of guilt over taking breaks, or feeling that there isn't enough time to complete all the work. However, failure to take a short break every 90 minutes reduces performance significantly. The body's natural energy cycles, called 'ultradian rhythms', are about 90 minutes long, and at the end of each one, the brain needs to consolidate information taken in, decide what to keep and what to discard and rest before the next bout of mental work.

Brain Stillness

The least practiced form of relaxation is the second - brain stillness. Barriers to doing this include:

- Belief that it is impossible to 'switch off'
- Belief that doing nothing is 'wasting time'
- Lack of understanding of the benefits
- Lack of experience and cultural familiarity with this sort of mental practice

If any of these apply to you, keep reading this advice sheet!

You don't have to sit in the lotus position and burn incense to fully relax, but equally, watching TV doesn't really count as deep relaxation because the brain still maintains an 'alert' state. Try the following deep relaxation exercise as a simple way to achieve brain stillness. Other ways include: meditating, mindfulness exercises and listening to a relaxation CD.

Finding Time to Relax

Lack of time is the most often used excuse for not having any mental down-time. Of course, it is not really about time, it is about priorities. If you find it hard to prioritise relaxation or allow yourself time to relax, consider the benefits you are missing out on. Even ten minutes of deep relaxation a day will bring a degree of the benefits shown on this sheet.

Deep Relaxation Exercise

One method for relaxing deeply is to sit quietly and comfortably, and focus only on your breathing. Get comfortable, deliberately begin to let go of tension, and try to breathe from your belly rather than your chest. In other words, let the air flow to the bottom and outer reaches of your lungs rather than just the top half. Simply feel the air enter your nose, windpipe and lungs and feel it leave. Notice the coolness of the air as it enters and notice the warmth as it leaves. When your mind wanders don't worry about it, just come back to your breath, it's as simple as that.

BENEFITS OF DEEP RELAXATION

Immediate:

- Blood pressure decreases
- Stress hormone levels decrease
- Immune system strengthens. Research has shown an increase in the activity of natural killer cells that kill bacteria and cancer cells during and after meditation
- Brain waves in the stress-prone right frontal brain cortex move to the calmer left frontal cortex
- Serotonin levels increase. Serotonin is a neurotransmitter that is associated with calmness and happiness, low serotonin levels are linked with depression
- Analytical ability increases
- Creativity increases over the longer term:
- Risk of stress-related illness decreases
- Sleep quality increases and amount of sleep needed decreases



1. Take at least 5-minutes break every 90 minutes to keep your brain working optimally
2. Set Outlook appointments or write in your diary in red ink to remind you of these breaks.
3. Try regular breaks and / or deep relaxation for two weeks and see if you notice the difference in energy and concentration.
4. If you think you're just too busy to take breaks, then you are doing too much.
5. When you're off work, be off work, will the team really fall apart if you're not there?
6. Don't take any work on holiday - you need a proper break.
7. Try yoga as a way to aid focus, concentration, balance, strength and, of course, suppleness. If anyone laughs at you, make a date to meet when you're both 75 years old.

RESOURCES

Websites:

<http://www.psychologytoday.com/articles/200305/alarm-clock-armed>
<http://stress.about.com/od/meditation/ht/meditation.htm> for meditation techniques

Books:

'The Calm Technique' Paul Wilson
'The Complete Guide to Relaxation Techniques' Jenny Sutcliffe

CDs:

'Complete Relaxation' Glenn Harrold
'Solitudes' - Stress Free Music for relaxation:
At www.solitudes.com and www.somersetent.com/store you can listen to music clips

NB: slow baroque music of around 60 beats per minute is known to slow heart rate and brain waves

Feel Well



SEEKING SUPPORT ON PROFESSIONAL MATTERS

Dealing with bullying behaviour from senior officers - don't suffer in silence!

- Bullying takes many different forms from shouting and aggression to more subtle undermining and denigrating behaviour. Whatever form it takes, bullying behaviour is not acceptable at any level in the Police Service. There are good legal and moral reasons for taking a zero tolerance approach to bullying, because of the harm it can cause; but it should also be recognised that bullying behaviour reduces effectiveness and performance. This is true at senior ranks as much as at more junior ranks



- Some people show bullying behaviours because they are under pressure themselves and/or feeling threatened. In many cases they are not aware of the effect they are having; in these situations, giving the person sensitive feedback on the impact of their behaviour can help resolve the issue
- However, some people are not ready or willing to look at the impact of their behaviour on others. In these cases you will need help to deal with the situation: approach your PFEW ranch Board for advice and support.

Dealing with situations where you feel unsupported, unappreciated or are not getting constructive feedback from senior officers

- Establish a dialogue with your senior officers and ask for support and feedback: they may not understand what you need until you explain it to them
- Help your senior officers carve out time to provide you with support and feedback; help them see the importance of providing you with support and feedback (e.g. in terms of helping you to achieve effective performance and to support them better) in order to encourage them to prioritise dialogue time with you and look at how discussion time can be put into both your diaries
- It may also be beneficial to look for other sources of support and feedback: peers, other colleagues, Police Service mentor, PFEW Branch Board, HR or external mentor

Establishing more Influence over Career Development

- If you feel that your career development is being stalled or you have a particular issue relating to promotion, the first step should be to discuss the issue with your line manager.
- If you have tried talking to your line manager and not had a satisfactory response or if, for any reason, cannot discuss it comfortably and amicably with your line manager, then the next or alternative step is to contact your local Branch Board to discuss your specific situation and look at options

Seeking Training and Development

Not having the skills and knowledge to carry out your role/tasks may not only make you less effective at your job, but also present a threat to your health, because you are likely to have to work longer hours to carry out your responsibilities and because of the anxiety and tension it causes. If you feel you need training and development in a particular area (e.g. people management, time management, budgets and finance...)

- Start by looking into what training and development is provided by your Force
- Also have a look at the training provided by the NPIA, visit www.npia.police.uk
- If the training on offer in your Force doesn't meet your needs, you may, need to identify external training and put forward a business case to the Force

SUPPORT NETWORKS

Research has shown that those who feel well supported have better health and well-being. This may be partly because being supported can help us deal with particular issues or problems, but is also related to the benefits of having supportive relationships on an on-going basis. Our research suggests that Inspecting ranks who have sought support from peers and/or mentors/buddies have found it enormously beneficial.



Social Support in Times of Trouble

When dealing with an issue or problem, seeking support is a fantastic way of:

- Breaking down your sense of isolation; talking to others often helps you see that you are not the only one dealing with the issues
- Generating practical solutions; talking through a particular issue with others can help you come up with ideas that you could not generate on your own
- Getting a new perspective; talking things through with someone else can help you look at it from others' point of view (and sometimes help you put things in perspective)

Support Networks Require Investment

The key to effective support is reciprocity. Stephen Covey talks about the 'emotional bank account', the idea that with relationships you have to invest in order to have a healthy situation. If you keep making withdrawals, you will become 'overdrawn', and the risk of the relationship breaking down increases. It is worth thinking about the range of 'investment' you make in your support network, including:

- Work-related / peer support; from colleagues in your own Force and elsewhere
- Mentor; formal or informal mentoring arrangements (as mentor or mentee)
- Family; your partner/spouse and the broader family
- Friends; people you enjoy spending social time with, including long-standing friends who have known you for years and those you have met more recently
- Community; people you know through involvement in local activities or groups
- Special interest; people with whom you spend time because you share a particular hobby, sport, activity or other leisure interest
- Occupational Health; through the Police Service or other means. Health professionals can provide useful on-going support on health issues

Try the exercise on 'your support network' to explore whether you have a healthy 'bank balance' when it comes to support.

YOUR SUPPORT NETWORK

Investment in relationships is one of the most important things you can do to boost your health and well-being in the long term. Do an audit of your support network, for example:

- What are the most important relationships in my life (considering the range of potential areas, such as work-related/peer, mentor, family, friends, community and special interest)?
- Are those relationships as good as they could be? What could I do to improve them?
- Do I need to develop new relationships/friendships? If so what actions do I need to take?



1. It is OK to seek support! Ask people for help and support they often benefit from supporting you as much as you do.
2. Think about your support network and whether it needs investment.
3. Get peer support on issues that trouble you; pick up the phone to others in your own Force or elsewhere.
4. Find a mentor, someone you trust and with whom you feel you can discuss any issues that arise and review your stress levels. Your mentor may be a colleague within your Force or outside, someone who has experience of the Inspecting ranks and the pressures it brings, who can provide support and share experiences.
5. Look for role models and ask them how they coped with difficult issues.
6. As you get more experienced, offer to mentor others, for example to a new Inspector just promoted to the rank.
7. Ask peers for support on changing behaviour, e.g. improving work-life balance, taking exercise and healthy eating.

SPOTTING HEALTH PROBLEMS

When we are under pressure for a long period of time, it is easy to acclimatise to a range of symptoms and health issues that we shouldn't really put up with: headaches, stomach problems and backache, to name a few. When pushed for time, we tend to put off going to the doctor when we have niggling symptoms, and we may even be in denial about symptoms we know we shouldn't ignore.

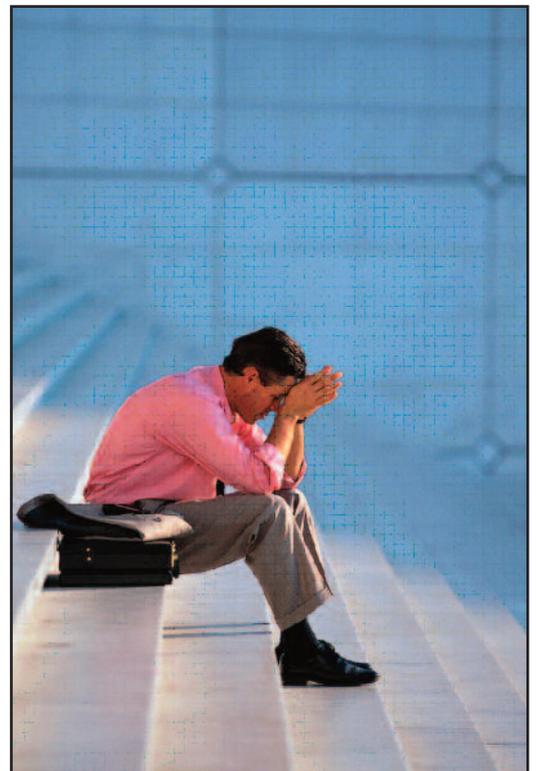
Signs of stress



Most typically, we tend to ignore signs of stress, which are wide ranging. While stress itself is not a medical condition, prolonged exposure to stress can affect emotional, mental and physical health. We need to establish a habit of checking with ourselves weekly about our stress levels and whether we feel in balance. If you are stressed, how is it manifesting itself? What could you do to feel calmer and more in control?

Initial signs of stress include:

- Racing heart
- Shallow breathing
- Sweaty palms
- Nausea
- Shakiness
- Dry mouth
- Tension
- Pale face
- Feeling hot or cold
- Inability to think logically

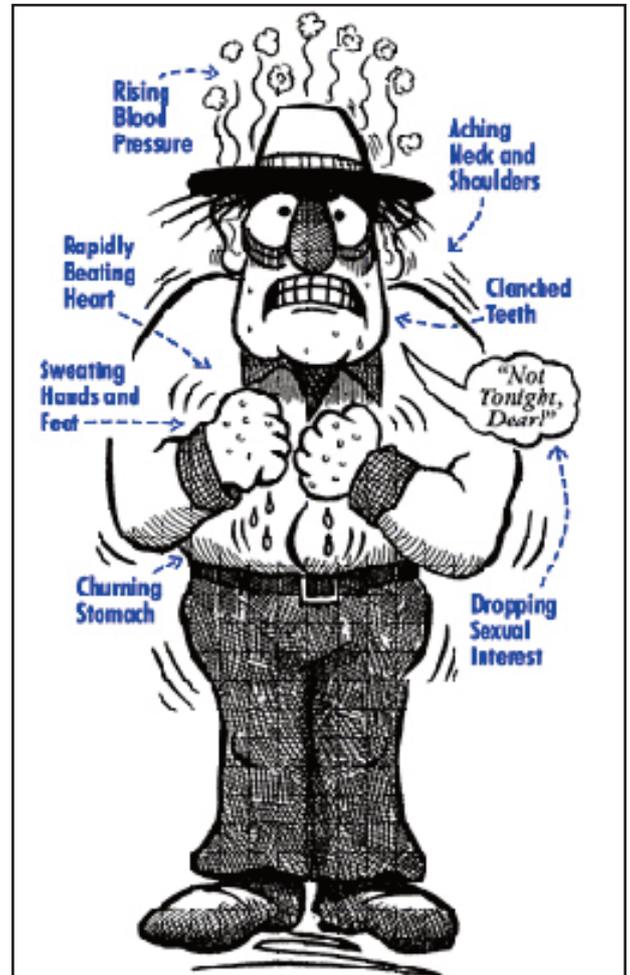


These are the body's response to a threat (physical or emotional threat or something that threatens your pride or identity). They are designed to prepare your body to deal with the threat through 'fight or flight'. They are signs of the release of stress hormones (adrenaline, noradrenaline and cortisol), and are important to help the body deal effectively with an emergency. However, this response is not so good for your ability to negotiate, deal sensitively with other people or think creatively.

From stress to health problems

Prolonged exposure to stress wears you out physically, mentally and emotionally. Over the longer term, the following symptoms and conditions may become apparent:

- Poor sleep
- Irritability
- Skin conditions
- Aches - head/neck/leg/back/shoulder
- Indigestion/ulcers/Irritable Bowel syndrome
- High blood pressure
- Appetite changes
- Decreased sex drive
- Heart disease (see further information below)
- Poor circulation
- Nervous system disorders
- Frequent viruses
- Pneumonia
- Forgetfulness
- Anxiety and panic attacks (see further information below)
- Depression (see further information below)



These symptoms tend to start as uncomfortable, inconvenient things. However, if ignored, they may turn into something serious enough for you to be off work for quite a while.

Signs of Health Problems

Your body and mental state will generally give clear signals when you are overdoing it, are worn out and in need of a break, or when something is just not right. The key is to be paying attention, and take action early when these signals appear.

For example, you need to watch out for the early symptoms of heart disease, such as:

- Chest pain or tightness
- Feeling of a heavy weight across the upper chest
- A pain that feels like indigestion
- Pain in the neck, throat or arms and a sensation that the arms are dead weights or that you are choking



Even though these pains pass fairly quickly it does not mean they aren't serious

Another all-too-common condition is Type 2 diabetes, the type that can be caused by poor diet and being overweight. Symptoms of Type 2 diabetes can include some or all of the following: excessive thirst, increased production of urine, weight loss, fatigue or blurred vision. However, the symptoms of Type 2 diabetes can be low level and hard to spot, so it is important to pay attention to your diet and weight and to get yourself checked out if you have any cause for concern.

At any one time, one in three of the working age population will be experiencing the symptoms of common mental health problems (particularly anxiety and/or depression). The high levels of pressure on Inspecting ranks, combined with the need to have good mental health in order to perform effectively, mean that it is vital that you should be aware of the symptoms of anxiety and/or depression. Even more important is that you seek help if you see these signs. Although it may seem that depression and/or anxiety would be obvious to you, it is often mistaken for fatigue or ageing.

Common Symptoms of Mental Health Problems Include:

- Irritability
- Poor sleep
- Consistent low mood
- Fatigue
- Feeling anxious
- High levels of worry
- Difficulty in getting out of bed and starting the day
- Loss of interest in pleasurable activities
- Loss of sex drive
- Loss of self-confidence
- Feeling restless or agitated
- Indecisiveness
- Suicidal thoughts
- Change in appetite



FOR SPOTTING HEALTH PROBLEMS



1. If you're worried about a symptom, make an appointment and see your GP, don't put it off. This applies to seeing the dentist about teeth problems too.
2. Check with your local GP surgery and your Force / Occupational Health provider to find out what sort of health check they can do for you. Get your health checked regularly. Even if all they can do is check your blood pressure and measure your cholesterol level, it is useful to get this done regularly.
3. Know your typical stress symptoms and have strategies in place to get in balance when you are over-stressed (see other advice sheets on relaxation and sleep in particular).

4. Don't be embarrassed to talk to someone if you are showing signs of stress or common mental health problems (anxiety and/or depression). These are more common than you might think and should not be ignored, particularly in those holding senior roles in the Police Service, such as Inspecting ranks. Confiding in, someone usually helps to get to a solution.
5. Don't let your pride stop you from explaining to your line manager that you are not coping. Work with your line manager, HR and/or local PFEW Branch Board to find workable solutions for you.
6. Men: learn how to do a testicular self-examination and make it a routine once per month.
7. Women: learn how to do a breast self-examination and make it a routine at the same stage of your menstrual cycle each month.

RESOURCES

Websites:

www.nhsdirect.nhs.uk/encyclopaedia/

(provides an A-Z of health topics)

www.mind.org.uk/help/information_and_advice

(provides fact sheets about mental health problems, including anxiety and depression)

www.bupa.co.uk/health_information

(provides a range of fact sheets about specific health problems, such as angina, depression diabetes and cancer)

www.about.com/health

(provides health information)

Books:

- **'Stress Free Living'** Dr. Trevor Powell
- **'Calm at Work'** Paul Wilson
- **'Don't Sweat the Small Stuff at Work'** Richard Carson

SEEKING SUPPORT WHEN YOU HAVE CONCERNS ABOUT YOUR HEALTH

We all suffer stress at times and we all have times when we are concerned about our health. This is not a weakness and nothing to be ashamed of, in fact, the strongest amongst us are those who know when to seek support and are willing to admit that they need it.

The key thing is not to let stress or other health problems get so bad that they do long-term damage. So it is important to seek support as early as possible. Consider the following sources of support:

- Line manager
- Peers and colleagues in your Force
- Peers and colleagues elsewhere in the Police Service
- Support mechanisms provided by the Force (eg. Welfare, Occupational Health, Employee Assistance)
- Joint Branch Board executive
- GP or local health clinic
- Other healthcare practitioner, such as osteopath or nutritionist
- Psychological support, such as counsellor or psychologist
- Specialist advice: the contact details on this sheet give some examples of the huge range of voluntary and other specialist advice services

Think about which of these is most likely to be helpful and whether it would be worth getting support from more than one source. For example if you have a stress-related health problem, you might want to talk to your line manager and/or someone else in your Force about how you tackle the things that are causing the stress, while at the same time getting advice from your GP, health practitioner or Occupational Health service about dealing with the symptoms and any treatment you may need.

If the first person you turn to is unable to help, consider where else you could turn. While your line manager should ideally be the first port of call on work-related problems, if you don't feel comfortable talking to them don't let that stop you speaking to someone. Your PFEW Branch Board are there to help.

EXAMPLES OF SPECIALIST ADVICE SERVICES THAT CAN PROVIDE SUPPORT

The following are just a few examples of the type of specialist support services available to help. The Internet provides contact details for a huge range of organisations that can provide information, support and sign-posting for different health problems. In addition, there will be agencies and organisations in your local area that can help - your local library or Citizen's Advice Bureau (www.citizensadvice.org.uk) should be able to provide contact details.

- **NHS Direct:** provides information and advice about health, illness and health services. www.nhsdirect.nhs.uk - 24 hour helpline for nurse advice and health information: 0845 4647
- **British Association for Counselling and Psychotherapy:** provides a 'find a therapist' service through their website: www.bacp.co.uk. Tel: 01455 883300
- **British Psychological Society:** provides a 'find a psychologist' service through their website: www.bps.org.uk. Tel: 0116 254 9568
- **Cruse Bereavement Care:** provides support, information and advice for bereaved people. www.crusebereavementcare.org.uk, Day by Day Helpline: 0844 477 9400 (Open Monday to Friday 9.30am to 5pm) Email: helpline@cruse.org.uk
- **Relate:** offers advice, relationship counselling, sex therapy, workshops, mediation, consultations and support face-to-face, by phone and through their website. www.relate.org.uk. Phone counselling appointments booking line: 0300 100 1234
- **Samaritans:** provides confidential emotional support, 24 hours a day for people who are experiencing feelings of distress or despair, including those which could lead to suicide. www.samaritans.org, Phone line: 08457 909090. email: io@samaritans.org
- **Mind:** provides information and support, campaigns to improve policy and attitudes and, in partnership with independent local Mind associations develops local services. www.mind.org.uk, Mind Info Line (Monday to Friday 9.15am to 5.15pm) 0845 766 0163
- **Alcoholics Anonymous:** describes itself as "*...fellowship of men and women who share their experience, strength and hope with each other that they may solve their common problem and help others to recover from alcoholism.*" www.alcoholics-anonymous.org.uk, in most urban areas there is a telephone service staffed mainly by volunteers (look in your local phone directory or try the central phone number: 01904 644026)

POLICE CONVALESCENT HOMES

Don't forget the police convalescent homes, which are available to most PFEW members as places to go and recuperate following ill health:

- Northern Police Convalescent and Treatment Centre, Harrogate and Auchterarder.

www.npch.org

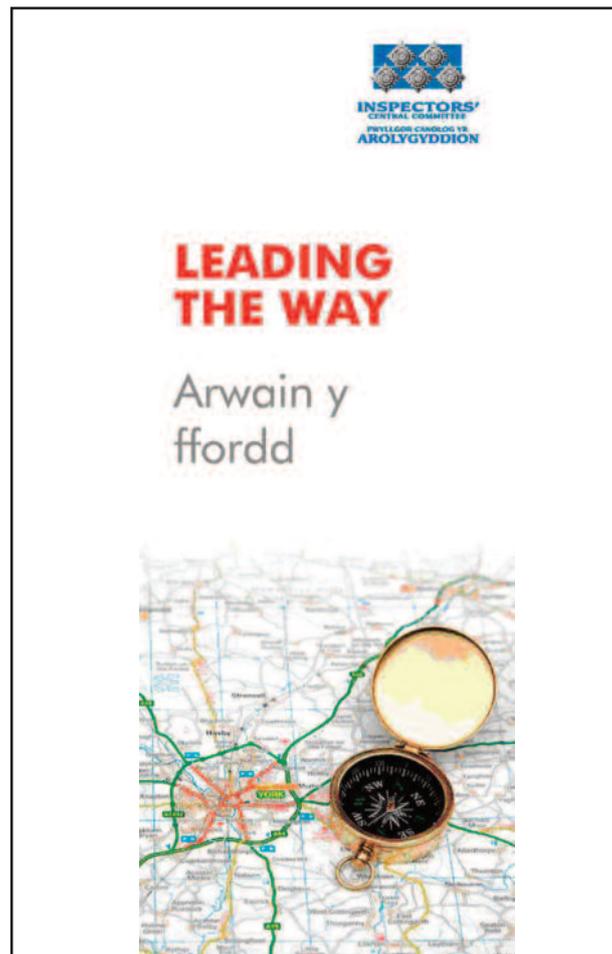


- Police Rehabilitation Centre, Flint House. Goring-on-Thames

www.flinthouse.co.uk



Lead Well



OUR AIM

The Police Federation of England and Wales aims to provide leadership on Management 'well-being' for the Police Service as a whole, as well as improving the well-being of the Inspecting ranks.

The aim of this section is to help Inspectors and Chief Inspectors consider the impact of their behaviour on those they lead and to help them, through their management approach, to improve the well-being of their staff. Through appropriate leadership and management, Inspecting ranks can set an example to all ranks in the Police Service.

Why Consider Staff Well-being?

Well-being at work is important in the Police Service from a range of perspectives:

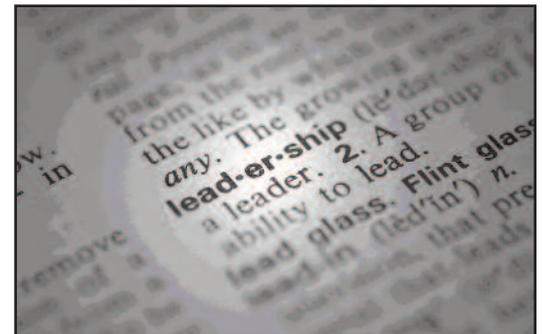
- Healthy staff perform better, are more efficient, and are better at handling interpersonal demands, such as dealing with members of the public and Partnership working
- Improved well-being of staff will reduce the costs associated with sickness absence
- Fewer staff are likely to leave the Police Service, retire early or take ill-health retirement if well-being is improved

Under Health and Safety legislation, the Police Service has a legal responsibility for the health and well-being of all employees. In addition, the way the Service treats its own staff should reflect the way officers treat the public (with respect and care).

Why is Leadership Behaviour Important?

Managers have a huge impact on the well-being of their staff. Recent Absence Management research found that respondents cited leadership/management style in the top three causes of work related stress. For instance, line managers:

- Can prevent (or conversely cause) stress by the way that they behave towards their staff
- Can influence whether staff are protected from, or exposed to, difficult working conditions that may impact on their well-being, for instance negotiating an extension to a deadline in a team that is already working to full capacity
- Are well positioned to identify problems that may impact on staff well-being at an early stage, and are likely to be involved in solving any work-related issues
- Are responsible for the uptake and roll-out of initiatives relating to well-being, such as risk assessments for work stress, in their team/department



The Role of Inspecting Ranks

In their positions as middle managers, Chief Inspector and Inspector behaviour has a double impact on staff well-being in the Police Service. Firstly, it impacts directly on the well-being of those in their immediate team. Secondly, because they are role models and set the culture for leadership/manager behaviour, it influences the way all ranks in their Force behave

What Behaviours are Important?

Research, funded by the Health and Safety Executive, the Chartered Institute of Personnel and Development and Investors in People, has been exploring what line manager behaviours are important for well-being, and particularly for the prevention and reduction of stress at work. Following a rigorous scientific process, this research has come up with a framework of behaviours that are important: this framework is set out on the next few pages.

Management Competencies for Preventing and Reducing Stress at Work

Competency	Sub-competency	Do (✓) Don't (X)	Examples of Manager Behaviour
Respectful and responsible: managing emotions and having integrity	Integrity	✓	<ul style="list-style-type: none"> • Is a good role model • Respects team members • Is honest
		X	<ul style="list-style-type: none"> • Says one thing, does something different • Speaks about team members behind their back
	Managing Emotions	✓	<ul style="list-style-type: none"> • Acts calmly in pressured situations • Takes a consistent approach to managing
		X	<ul style="list-style-type: none"> • Is unpredictable in mood • Passes on stress to employees • Panics about deadlines • Takes suggestions for improvement as personal criticism
	Considerate Approach	X	<ul style="list-style-type: none"> • Makes short term demands rather than allowing planning • Creates unrealistic deadlines • Gives more negative than positive feedback • Relies on others to deal with problems • Imposes 'my way is the only way' • Shows lack of consideration to work / life balance
	Managing and communicating existing and future work	Proactive work management	✓
✓			<ul style="list-style-type: none"> • Deals rationally with problems • Follows up problems on team's behalf • Deals with problems as soon as they arise
Participative / empowering		X	<ul style="list-style-type: none"> • Is indecisive at decision making
		✓	<ul style="list-style-type: none"> • Gives employees the right level of responsibility • Correctly judges when to consult and when to make a decision • Keeps employees informed of what is happening in the organisation • Acts as a mentor • Delegates work equally • Helps team members develop in their role • Encourages team participation • Provides regular team meetings
		X	<ul style="list-style-type: none"> • Gives too little direction to employees
		X	

Managing Competencies for Preventing and Reducing Stress at Work

Competency	Sub-competency	Do (✓) Don't (X)	Examples of Manager Behaviour
Reasoning / managing difficult situations	Managing Conflict	✓	<ul style="list-style-type: none"> • Acts as mediator in conflict situations • Deals with squabbles before they become incidents • Deals effectively with conflicts • Deals with conflicts head on
		X	<ul style="list-style-type: none"> • Acts to keep the peace rather than resolve issues
	Use of organisational resources	✓	<ul style="list-style-type: none"> • Seeks advice from other managers when necessary • Uses HR as a resource to help deal with problems • Seeks help from Occupational Health when necessary
	Taking responsibility for resolving issues	✓	<ul style="list-style-type: none"> • Follows up conflict after resolution • Supports employees through incidents of abuse • Makes it clear they will take ultimate responsibility if things go wrong
		X	<ul style="list-style-type: none"> • Doesn't address bullying
	Managing the individual within the team	Personally accessible	✓
Sociable		✓	<ul style="list-style-type: none"> • Brings in treats • Socialises with the team • Is willing to have a laugh at work
Empathetic engagement		✓	<ul style="list-style-type: none"> • Encourages employee input in discussions • Listens when employees ask for help • Makes an effort to find out what motivates employees at work • Tries to see team member's point of view • Takes an interest in team's life outside the workplace • Regularly asks how you are • Treats all team members with equal importance
		X	<ul style="list-style-type: none"> • Assumes rather than checks employees are OK

IMPLEMENTING 'HEALTHY' LEADERSHIP BEHAVIOURS

There are some key messages coming out of this research for Chief Inspectors and Inspectors (and anyone who has people management responsibility):

- 1. Your day to-day behaviour matters:** the workload and pressures on Inspecting ranks are high and finding the time to focus on staff well-being may be difficult. The beauty of this approach is that it shows that improving staff well-being doesn't have to be a separate activity; it is part of everyday leadership and management. It is about the way you behave on a day-to-day basis with those you manage.
- 2. There is not one key behaviour needed:** the research suggests that preventing and reducing stress requires a complementary set of behaviours. These behaviours are likely to differ in importance depending on the situation and the individuals within your team.
- 3. Some of these behaviours may be things you already do, but some you may not:** reviewing the framework given here will allow you to assess whether these behaviours are part of your repertoire or not. You may want to ask your staff for feedback on this. You may also have received 360 degree feedback; this can help you understand how your behaviour is perceived by others and identify your management development needs, in order to ensure that you manage in ways that prevent and reduce stress, if you identify any gaps in your skills or behaviours, you can seek targeted and specific help and guidance.
- 4. Information and resources may be available through your Force,** for example, from Occupational Health, Employee Assistance Programme / Welfare Service, Human Resources.



RESOURCES

Websites:

- If you want to know more about the research, how to assess your behaviour in this domain and practical guidance on how to show these behaviours, visit the following website: <http://www.cipd.co.uk/subjects/health/?dropdown=subjects>
- **SHIFT** Line Manager's Resource: for practical guidance on managing and supporting people with mental health problems in the workplace: www.shift.org.uk
- Mental Health Foundation and Mind websites, for information about mental health issues: www.mentalhealth.org.uk and www.mind.org.uk
- The Health and Safety Executive website provides a range of materials about managing stress in the workplace: www.hse.gov.uk/stress