

TUC/HSE Better Health at Work Seminar:

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This Session

- What are we talking about?
- Practical solutions to tackling the problem

HSE's Stress Management Standards

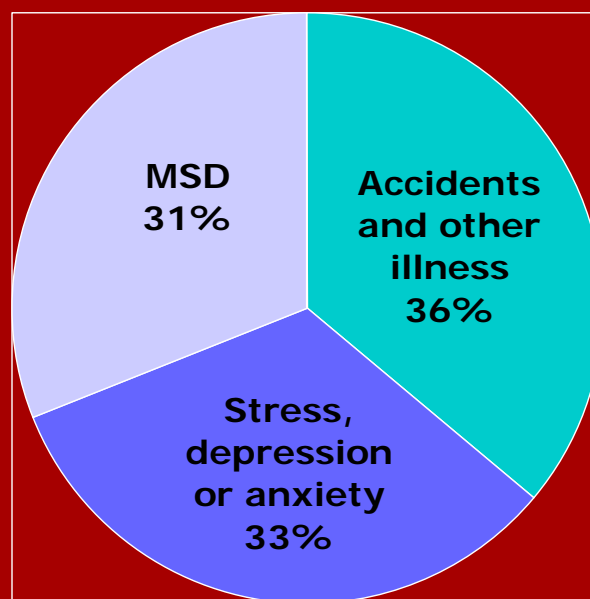
Working within HSC's strategy

- Sensible management of risk
- Offering advice and support
- Targeting resources on the biggest risks
- Communicating the strategy effectively

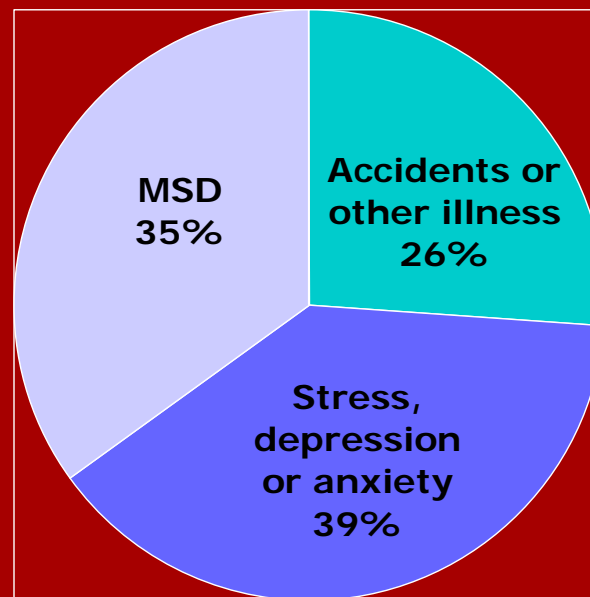
HSC Strategy

- Action through Partnerships
- Relevant Help and Advice
- Joint approach - holistic

Number of working days lost: all work related injury and ill health



Incidence of new cases of ill health



What is stress?

- A natural reaction to excessive pressure;
- When perceived demands exceed the individual's ability to cope;
- It is not a disease but if excessive/prolonged can lead to mental and physical ill health;
- There is no such thing as positive stress (only positive pressure), stress is always negative;
- Stress is not a recognised medical condition

HSE Definition:-

“Stress is the adverse reaction people have to excessive pressure or other types of demand placed on them.”

The scale of the problem

- **1 in 5 people find work either very or extremely stressful**
- **13.4 million working days lost** in 2001 due to stress, depression and anxiety (SWI01/02)
- Stress costs the UK economy **£3.7-3.8 billion** per annum
- (HSE estimate – 1995/96 prices) (Bristol Stress and Health at Work Study 1998)

UK Approach to work related stress

- Represents a workplace risk like any other
- Needs a methodology business and workers can understand and adopt
- Needs to be robust and evidence based

Legal Expectations

- **The Health and Safety at Work etc. Act (1974)**
 - places a general duty on employers to protect the health of their employees.
- **The Management of Health and Safety at Work Regulations (1999)**
 - place a duty on employers to risk assess for health and safety risks, including risks to mental health.

Practical Solutions?

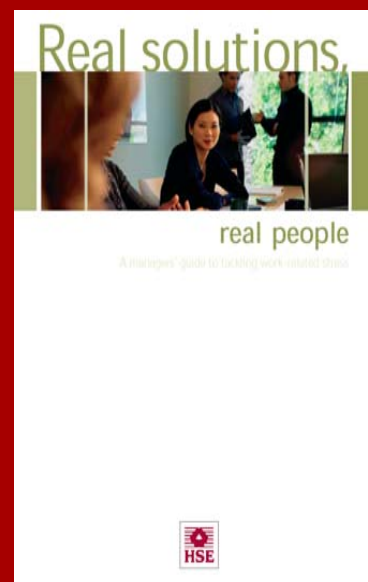
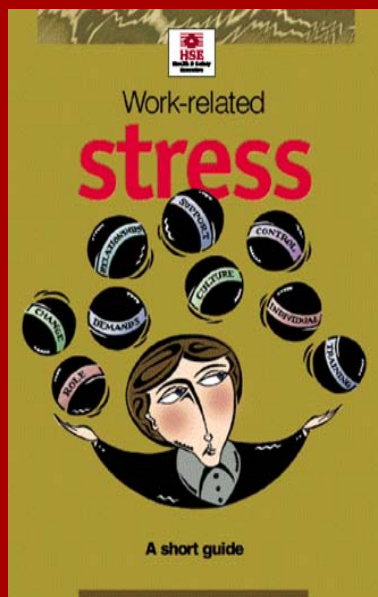
Who Are YOU?

- Employer ?
- Manager ?
- Safety Representative ?
- Employee ?

Employer

- Undertake Risk Assessment
- Consult with employees
- Follow 5 Steps

Practical Solutions?



Practical Solutions?

- **Tackling work-related stress – a manager’s guide:** offers practical advice on identifying the nature and scale of stress in the workplace and how to deal with it.
- **Real Solutions, Real People:** helps managers work with their employees to identify locally applicable solutions to work-related stress.
- Both documents are available from HSE books (T: 01787 881165, W: www.hsebooks.co.uk) at a total cost of £25.00.

Practical Solutions?

- www.hse.gov.uk/stress/standards
- An introduction to the Management Standards approach
- The Management Standards
- A step by step risk assessment process
- A questionnaire based working conditions survey tool
- An Excel based analysis tool

Introduction

- Sets out some key considerations before starting
- Provides an overview of the process and explains the legal status of the Management Standards
- Left hand menu sets out some quick links through the process – note step by step approach

- Stress home
- Standards Home
- About the Standards
- Before you start
- Step 1
Identify the hazards
- Step 2
Decide who might be harmed and how
- Step 3
Evaluate the risk and take action
- Step 4
Record your findings
- Step 5
Monitor and review

Links

Downloads



Management Standards for work-related stress

Why you should read this?

Work-related stress is a major cause of occupational ill health. That means sickness absence, high staff turnover and poor performance in your organisation. This advice will help you, your employees and their representatives manage the issue sensibly and minimise the impact of work-related stress on your business. In fact, it might help you improve business performance.

Who should use this advice?

This advice is aimed at anyone with responsibility for tackling work-related stress in your organisation. That might be the person who has responsibility for co-ordinating your stress risk assessment, human resources managers, health and safety officers, trade union representatives or line managers.

The process outlined here is not law, but following it can help you meet your legal duties. This advice does not replace HSE's existing stress guidance documents - 'Tackling Work-related Stress: A guide for employers' (HSG218) and 'Real Solutions, Real People'. It provides further practical information, advice and

1 in 5
are stressed
at work



"Stress at work does exist"
- Professor Cary Cooper

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The Standards

- The Management Standards page gives an introduction to the Management Standards Approach and links to the Management Standards
- Each Standard is on a separate page and can be downloaded in a print friendly version from the right hand menu bar

- Stress home
- Standards Home
- About the Standards

■ Before you start

■ Step 1
Identify the hazards

■ Step 2
Decide who might be harmed and how

■ Step 3
Evaluate the risk and take action

■ Step 4
Record your findings

■ Step 5
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Links

Downloads

Step 1 - Identify the hazards

Demands

Includes issues like workload, work patterns, and the work environment.

The standard is that:

- Employees indicate that they are able to cope with the demands of their jobs; and
- Systems are in place locally to respond to any individual concerns.

What should be happening / states to be achieved:

- The organisation provides employees with adequate and achievable demands in relation to the agreed hours of work
- People skills and abilities are matched to the job demands.
- Jobs are designed to be within the capabilities of employees.
- Employees concerns about their work environment are addressed.

Next: [Control](#)

Demands

Are you doing enough?

[click here](#)

[Download Step 1](#)
[60kb] 

The Steps

- There are five steps
- Each can be tackled as a discreet piece of work and organisations can complete the checklist for the previous step at the top of each page
- Where more help is needed to complete a step, links are made to detailed PDF 'how to' guides

- Stress home
- Standards Home
- About the Standards
- Before you start
- Step 1
Identify the hazards
- Step 2
Decide who might be harmed and how
- Step 3
Evaluate the risk and take action
 - ▶ Gathering data
 - ▶ Linking problems
 - ▶ Communicating results
- Step 4
Record your findings
- Step 5
Monitor and review

Links

Downloads

Step 3 - Evaluate the risk and take action

How well are you doing?

This is the most important part of the process of tackling stress. This section will help you to assess how well your organisation is tackling/managing stress and to take appropriate action. It includes information on how to gather data, link problems to solutions, and communicate your results to staff.

Before you begin Step 3, you should have completed Checkpoint 2 - Decide who might be harmed and how:

- ✓ Acknowledged that stress has the potential to affect any member of staff.
- ✓ Recognised that the six factors contained in the Standards can affect different people in different ways.
- ✓ Accepted that tackling work-related stress at source requires a partnership approach based on openness, honesty and trust.

The advice in this section will help you with:

- ▶ **Gathering data** – Assess your performance and highlight potential problem areas.
- ▶ **Linking problems to solutions** – Talk to staff to confirm your findings and develop practical solutions.
- ▶ **Communicating results** – Provide feedback to staff and deal with individual concerns.

Next: [Step 4: Record your findings](#)

29 Days
lost per
stress incident

Download Step 3
[170kb]



"It results from being under too much pressure"
- Real People, Real Opinions

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The Survey Tool

- HSE's tool has 35 items
- Each has been tested both in a large organisation and in a national household survey
- The questions are designed to look at issues at work. They do not cover home or life issues
- There is a guide to using the tool which can be downloaded
- This paper based version can be copied, adapted or uploaded onto company intranets free of charge and without permission

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
24 I get help and support I need from colleagues	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
25 I have some say over the way I work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
26 I have sufficient opportunities to question managers about change at work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
27 I receive the respect at work I deserve from my colleagues	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
28 Staff are always consulted about change at work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
29 I can talk to my line manager about something that has upset or annoyed me about work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
30 My working time can be flexible	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
31 My colleagues are willing to listen to my work-related problems	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
32 When changes are made at work, I am clear how they will work out in practice	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

The Analysis Tool

- The Excel spreadsheet provides a data input screen for each of the questions (including a no answer option)

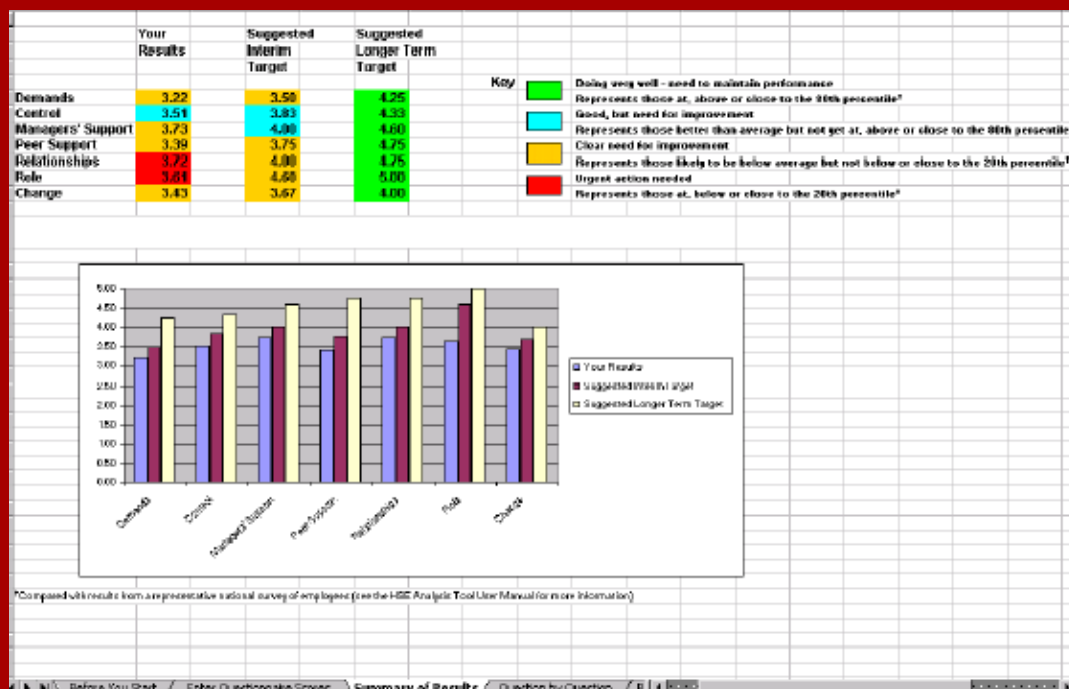


The screenshot shows a web-based interface titled "HSE Indicator Tool - Scores Entry". It contains seven questions, each with a set of radio button options: Never, Seldom, Sometimes, Often, Always, and No Answer. The "No Answer" option is selected for Question 5 and Question 7. The interface also includes a "Page 1" indicator, a "Select Questions" section with buttons for "Delete Last Record", "1 to 7", "8 to 14", "15 to 21", "22 to 28", and "29 to 35", a "New Record Number" field with the value "1", and a "Save New Record" button. A right arrow button is also present.

Question	Never	Seldom	Sometimes	Often	Always	No Answer
Question 1: I am clear what is expected of me at work	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Question 2: I can decide when to take a break	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Question 3: Different groups at work demand things from me that are hard to combine	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Question 4: I know how to go about getting my job done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Question 5: I am subject to personal harassment in the form of unkind words or behaviour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Question 6: I have unachievable deadlines	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Question 7: If work gets difficult, my colleagues will help me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

The Analysis Tool

- The analysis tool presents a summary of the data in graphical form
- The colour coding will help to identify hotspots
- The bar chart suggests some interim and longer term targets – these are for guidance
- A more sophisticated web based tool will follow next year



Manager – Practical Solutions ?

- Understand the problem
- Assist with Risk Assessment process
- Communicate effectively
- Care for those with symptoms

Safety Representative – Practical Solutions ?

- Encourage employers to adopt the Management Standards
- Devote sufficient time to getting the essentials right
- Help develop a good communication strategy
- Ensure action plans are in place
- Seek training/information www.tuc.org.uk/h_and_s/

Worker - Practical solutions?

- Familiarise yourself with Management standards
- Contribute to discussions
- Take an active part, complete questionnaires, volunteer to attend discussion groups
- Understand the issue, attend training courses
- Recognise your own limitations



Working together to reduce stress at work

A guide for employees



Final recap

- The approach is non-legislative and accords with the social partners voluntary agreement on stress to:
 - o Increase the awareness and understanding of employers, workers and their representatives of work-related stress;
 - o Draw their attention to signs that could indicate problems of work-related stress.

Any questions?

www.hse.gov.uk/stress

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