



Department of
**Finance and
Personnel**

www.dfpni.gov.uk

Northern Ireland Civil Service
Stress Management

Guidance

2009



changing
for the
better

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Section 1

Introduction

- 1.1 The purpose of this guidance document is:
 - To provide information for all employees on recognising the sources and symptoms of stress at work;
 - To provide information for employees on coping with stress;
 - To identify the roles and responsibilities of individuals, line managers and Departments in combating work-related stress; and
 - To provide information on the HSE Management Standards for stress.
- 1.2 Stress is not a clinically diagnosed mental illness but is an important indicator of the potential onset of illness including depression and anxiety related disorders (see Guidance notes on Mental Illness for further information).
- 1.3 The Health and Safety Executive defines stress as *“the adverse reaction people have to excessive pressures or other types of demand placed on them. Pressure is part and parcel of all work and helps to keep us motivated. But excessive pressure can lead to stress which undermines performance, is costly to employers and can make people ill.”* (HSE (2005) Great Britain).
- 1.4 Stress occurs when an individual has difficulty coping. In any one individual, the effect of pressure will be modulated or influenced by a variety of factors including support systems at home and work, personality and coping mechanisms.
- 1.5 It is recognised that everyone needs a certain amount of pressure to remain healthy, alert, motivated and productive – so pressure in itself is not all bad. It is when demands and pressures are prolonged or excessive that individuals find their ability to cope challenged.
- 1.6 This creates a vulnerability which can manifest itself in a range of ill-health effects for the individual and can have negative consequences for the effective running of the organisation.

Section 2

Sources of Stress

2. What are the Sources of Stress at Work?

- 2.1 As in many organisations, NICS employees are facing factors such as change, insecurity, increasingly demanding targets and resource constraints, which can be stressful for individuals. The challenge for all of us is to ensure that individual and organisational responses to these factors recognise and attempt to alleviate their potentially harmful effects. Some of these potential stressors are described below.

Changes in the nature and structure of work

- 2.2 Organisations are always having to change and adapt in order to maintain and improve their effectiveness. The pace of that change is believed to have quickened considerably in recent years, not least due to new technology and greater affluence in society. Periods of considerable change or uncertainty can create particular stresses on individuals and many NICS employees have encountered and are continuing to encounter significant change through the reform programme.
- 2.3 Change can originate from within the organisation and from outside and it needs to be carefully managed and controlled. It may be difficult to see how we can avoid the stresses that result from externally imposed change, but even in these cases there is usually a considerable degree of internal control over how change is actually managed.

The physical environment at work

- 2.4 The NICS employs people in a wide range of disciplines. Many work in office buildings where potential stressors include variables in noise, heat and light. Professional and technical and industrial staff employed in workshop or open air environments face particular hazards from the equipment they use, chemical substances, biological agents, noise and vibration and pollutants. Health and Safety legislation has ensured that many of these physical stressors are now recognised and tackled. Risk assessment and surveillance procedures highlight that such factors may endanger not only physical but also mental health.

The social environment at work

- 2.5 Emotional well-being is an important part of general mental well-being and the nature of the interaction between people at work plays an important part in determining levels of self esteem. Working relationships may suffer from personality clashes and pressure of work for example. Assertive behaviour, consideration for others, openness and integrity, harmony and respect for diversity can all help to promote a positive social environment which will reduce stress.

Cumulative Stress

- 2.6 Often stress can build up unnoticed over a period of time. Many mildly stressful situations, while not threatening to mental well-being in themselves, can contribute to a cumulative effect which could ultimately damage the individual's mental well-being. Examples of these cumulative effects include the sequential effects of repetitive tasks, unrealistic or unnecessarily tight deadlines, work or information overload, work underload, not feeling "involved" or "in control" at work, concerns about job security and career development or proper training.

Vulnerability

- 2.7 Some people, due for example to personality or by general disposition, may be particularly vulnerable to stress and its effects and suffer illness as a result. Although many people who suffer from mental illness fully recover, for some it can be an ongoing or recurrent feature of their life. It is particularly important that staff in these categories are identified and their special needs at work taken into account. In some cases this may require reasonable adjustments and the OHS can provide appropriate advice and guidance if required.

The Home – Work Interface

- 2.8 Stress can also be caused or accentuated by factors outside work, for example caring responsibilities, marital or partnership difficulties, family crises, financial problems and bereavement. The effects of stressors outside work are often displayed at work. It is essential that we recognise that there may be stresses outside the workplace which may render individuals less able to cope with pressures at work. Individuals should be encouraged to recognise this for themselves and confide in managers or colleagues who need to be able to respond sympathetically and to ensure that they recognise this increased vulnerability when managing and carrying out work.

Section 3

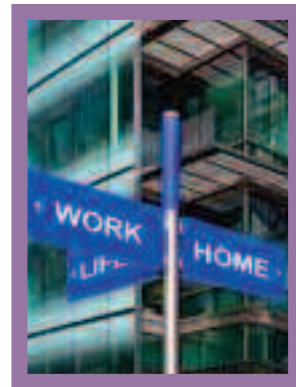
Recognising and Coping with Stress

3. How can we recognise stress in ourselves and others?

3.1 Early detection of stress is crucial to managing it effectively. Whether the issue is stress-related or a mental health problem, action taken at an early stage can help prevent the difficulty escalating. In acknowledging there is an issue we are creating an opportunity for development either on a personal level or for the team/organisation. Individuals respond to pressure in different ways. Some thrive upon it, others may reveal obvious signs that they cannot cope, whilst others may tend to bottle things up.

3.2 Some of the indicators:

- Tiredness or irritability
- Tearfulness
- Headaches
- Rapid changes of emotional mood
- Loss of sense of humour
- Changes in behaviour
- Episodes of conflict
- Poor performance
- Poor timekeeping
- Working through lunch breaks
- Increased sickness absence.



What can we do about it?

3.3 Become familiar with Stress and You

- What are your current major sources of stress?
- How does pressure affect you?
- What impact does stress have upon your lifestyle and those around you?

- Be mindful of potential stress in coming months and how you might cope with it. What support might you need and where can you get that support? Put plans in place to manage forthcoming stress.
- Know your optimal level of stress, i.e. not too much and not too little. Everyone's level is different!

3.4 Problem solve

- Specifically define your problem(s).
- Be objective – ask others their opinion.
- Break it down into manageable components.

3.5 Be aware of your feelings and own them

- Be honest with others about how you feel. These are your feelings and they are justified but don't use them to attack others.
- Use "I feel ignored when you say or do" Or "I felt ignored when you said or did"
- If you have a conflict with someone, name the behaviour or action which upsets you not the whole person. Stick to the facts or a specific example.
- Be mindful of any past events or experiences which may influence present feelings.

3.6 Change your behaviour

- Learn to say "No".
- Stop procrastinating – Do it now!
- Improve your time management.
- You don't need to be perfect.
- Be rational in your thinking – stick to the facts.
- Share responsibilities. Delegate to others. Just because you don't do everything doesn't mean you are less valuable.
- Practice Goal Planning.

3.7 Many people are afraid of revealing their stress or distress. You may struggle almost to the point of breakdown. You may have more options available to you and be able to agree on support and adjustments that will enable you to continue working. When approaching your manager be mindful that they may feel a little fearful of how well they can support you.

- Arrange a time to meet with your manager.
- Prepare some notes for the meeting to ensure you get the full story across.
- These meetings can be difficult so don't be alarmed if you become upset.
- Think of some solutions and suggest them to your manager.
- Clarify what action you have taken to resolve the issue to date.
- Clarify what support you have had and what additional support you might require to resolve the issue.
- Agree a date to meet with your manager again to review the situation.
- Keep your manager informed of any change in circumstances which may impact on the outcome.



Section 4

Roles and Responsibilities

The Employee

- 4.1 As an employee you have specific obligations in Health and Safety law. The Health and Safety at Work (Northern Ireland) Order 1978 provides a legislative framework to promote, stimulate and encourage high standards of health and safety at work. One of the general purposes of the legislation is to secure the health, safety and welfare of people at work. The duties placed on “employed persons” include a duty, while at work, “to take reasonable care for the health and safety of himself and of other persons who may be affected by his acts or omissions at work” and to co-operate with employers so far as is necessary to facilitate duties or requirements under the legislation. Stress at work comes within the remit of Health and Safety law and therefore is subject to the same principles of risk assessment and surveillance procedures as for the more common physical health and safety issues.

The Line Manager

- 4.2 Whether as a senior civil servant, middle manager or supervisor, line managers have a particularly important role in identifying the causes of stress, recognising the symptoms and ensuring that appropriate preventative and treatment action is taken. Line managers also usually have an important role in meeting some of the duties of employers under Health and Safety legislation.
- 4.3 As a manager, you should encourage your staff to take their full annual leave allowance, discourage long working hours as a routine and consider the wider range of flexible working practices as a means of resolving difficulties, either in the short or longer term. Although some individuals appear to thrive on pressure of work, the achievement of a balance between work and other interests makes an important contribution to the mental well-being of most people. Managers should be particularly conscious of the dangers of loading too much work upon particular individuals, even when they appear willing or able to absorb it. Workloads should be evenly spread.
- 4.4 Effective two way communication between managers and staff is a key element in the reduction of stress at work. Managers should be encouraged to ensure that staff feel involved, are aware of what is happening in an organisation, and have the opportunity to make an input to it. Often, the impact of change can be reduced if staff feel they have been

adequately prepared for it. Open, transparent dialogue should be encouraged at all levels. Managers should recognise the positive effects of the cascade method of team briefing as a way of ensuring that staff throughout the organisation are involved in decisions that will affect them. Clear and realistic objectives and expectations should be set and communicated to staff with feedback being sought.

- 4.5 The effective planning and management of change, recognising and taking account of the potential negative effects of change on mental well-being, is another area where the line manager can intervene in a positive way. Managers should be encouraged to develop the habit of automatically considering the impact on staff of changes at work.
- 4.6 Managers can identify changes that may be particularly stressful, for example relocation, alterations to processes and working practices and seek advice on how potential stress in these situations can be avoided or alleviated. Line managers should involve human resource management, welfare officers, staff and trade union representatives in the change process at an early stage. Managers should also not expect individuals to cope with too much change, particularly within short periods. It is important to spread the impact of changes by being prepared to delay or reconsider changes in order to benefit the mental well-being of staff.
- 4.7 If, in spite of the preventative action recommended above, managers recognise symptoms of stress in staff, they should, in a sympathetic way, try to ensure that staff are seeking appropriate advice and encourage them to discuss the possibility that their symptoms may be work-related. Consideration should be given to granting leave if an individual appears to be suffering from unusual pressure or stress. A brief break at an early stage may preclude a later longer spell of absence. In a return to work situation, special attention should be paid to the needs of members of staff who are coming back after an absence caused by stress or mental illness.
- 4.8 As a manager much is expected of you from your staff. There may be an expectation that you have all the answers and can resolve any issue your staff may raise with you. Developing a professional relationship with your staff can take time. By getting to know your staff you will enhance the development of the team and could make dealing with difficult events much easier.
- 4.9 You may consider the following:
 - Nurture a close working relationship with your staff. Demonstrate an open door management style, being visible, available and providing time for your staff.
 - Recognise the benefits of good team briefing as a way of ensuring staff are involved in decisions that will affect them.

- Ensure team meetings are attended, minutes are kept and appropriate points are actioned.
- Have regular informal and formal conversations with staff on an individual basis.
- Identify and consider the impact of changes on staff and support systems which may be required.
- Ensure timely planning (where possible) to cope with change.
- Ensure early involvement of relevant human resource, union and welfare representatives.
- Promote and release staff for training and professional development.
- If a member of staff is showing signs of stress, approach them sensitively; clarify what support you can provide; any adjustments; and establish if they require Welfare Support Service, Occupational Health Service, or Employee Assistance Programme. Early intervention may prevent a decline in their performance or a period of sickness absence.

4.10 As a manager you will also be called upon to have some challenging meetings with individual staff. Situations like this can be anxiety provoking – not only for the individual but for yourself. Developing a style and process can be helpful. Remember you may not be able to resolve everything in one meeting – some issues may require further action.

4.11 If you have any concerns before the meeting it may be helpful to talk with your line manager or a peer. Always remember if you are to support others you too will need support.

- Provide private time to have a meeting with the individual – either in work or at a neutral venue.
- Clarify level of confidentiality and who might be told.
- Keep notes of the meeting of key issues and agree this with your employee.
- Allow your employee to tell their story.
- Ask open questions about what is happening, how they are feeling, what the impact of the stress or mental health problem is and what solutions they think there might be.
- Ask how long they have felt this. Enquire if this is an ongoing issue or something that an immediate action could put right.
- Enquire if there are any problems outside of work that it might be helpful for you to know about. (Remember: This level of questioning may be guided by the type of manager-employee relationship which exists. Do not pressure the employee to reveal specifics of external problems).

- Inform your employee of sources of support – GP, EAP, OHS, Welfare or other external agencies.
- Enquire if they have a medical condition which you may need to be aware of.
- Enquire if your employee has thought of any adjustments which may be helpful in the short/long-term.
- Establish what if anything they might wish colleagues to be told and who might say what. Any inappropriate breach of confidentiality or misuse of this information might constitute discrimination under the DDA.
- Agree any action required and a review date.

What if the employee becomes upset?

4.12 It is common for someone to become tearful or emotional during such a conversation. This does not mean that you are doing a bad job or have said anything wrong. Sometimes crying can represent a sense of release for the individual. They may have been avoiding addressing the issue for so long that once they have spoken about it they feel overwhelmed. Your response to their upset and how they perceive your response is vital at this stage.

- Stay with them.
- Remain calm.
- Allow them to cry.
- Offer reassurance – it's ok to cry and you are there to listen.
- If you have a tissue, some water etc offer it to them.
- Sit near the individual but be mindful not to invade their personal space.
- When they have had time to compose themselves, enquire if they wish to share anything else which might be relevant.
- Reassure them that all possible help, assistance and support will be offered.
- If necessary agree another time to continue the discussion or review the issues.

Departmental HR

4.13 Departmental HR attaches a high priority to employee care. Departmental HR has a pivotal role to play in ensuring that this concern for people becomes an integral part of the culture of an organisation and is evidenced in the way the organisation functions. In addition, people working in HR may have specific roles in meeting some of the duties of employers under Health and Safety legislation, for example with regard to providing information, instruction and training. HR strategies should recognise not only that the negative effects of pressure on staff are minimised but also that working practices make a positive contribution to the mental well-being of all staff.

- 4.14 Departmental HR can also address stress at work in the training and development context. The wider training and development needs of all staff should of course continue to be identified and offered, particularly to staff undergoing change at work.
- 4.15 More specifically, increased awareness among staff of the risks of stress and of the measures which they can take to identify and manage it are recommended. In many cases, HR or the Centre for Applied Learning (CAL) already offer a variety of training about stress at work. Uptake should be increased, for example, by ensuring that management and supervisory training courses, where possible, emphasise that concern for mental well-being and tackling stress at work are integral parts of a manager's on-going responsibilities.

The Welfare Support Service and the Occupational Health Service

- 4.16 The NICS is fortunate in having a well developed Occupational Health Service and a newly centralised Welfare Support Service. The OHS provides information on a range of occupational health issues including stress and offers a range of health promotion activities including talks and seminars to groups. The NICS Welfare Support Service offers specialist services to individuals through a cadre of Welfare Officers. The services available include liaising with personnel and management, and help with many of the external stressors such as life crises, life events and financial difficulties. Welfare Officers may also alert establishment or personnel officers to high levels of stress related cases within specific areas of Departments or Agencies and ensure that these cases are followed up through liaison with local management in order to determine any common cause and to provide supportive remedial help.

The Employee Assistance Programme

- 4.17 The NICS has introduced a service wide Employee Assistance Programme (EAP). The programme provides all staff and their immediate family members with an independent, confidential and professional counselling service on a wide range of issues. This is complementary to the Welfare Support Service and existing policies and procedures and is an important additional resource to support staff.

The Trade Union

- 4.18 Your trade unions offer a wide range of services and support to members. Trade Union membership allows staff access to advice and representation where required. The informal and formal consultative arrangements which recognised trades unions have with employers can also be used to the full in promoting mental health at work in the NICS.

The Health & Safety Adviser

- 4.19 The Health and Safety expertise of the NICS has been well developed in response to statutory obligations. Health and Safety Advisers and Officers can continue to ensure that staff across the NICS are aware of these obligations and that stress at work is acknowledged as a potential risk to the health and safety of people at work which is covered by health and safety law. Health and Safety Advisers / Officers will normally have specific authority delegated by the employer to ensure that, for example, in the assessment of risk, the development of preventive measures and the reporting of accidents, that the organisation is complying with the Health and Safety at Work (Northern Ireland) Order 1978 (as amended) and associated regulations.
- 4.20 The Health and Safety Executive has produced comprehensive guidance on managing stress at Work which can be accessed via the HSENI website.
- 4.21 This section has sought to demonstrate that stress can be managed. It offers individual and organisational advice on the management of stress:
- Pressure which cannot be coped with can lead to stress and can devastate self-esteem and damage organisational performance.
 - Pressure which can be coped with is necessary for individual motivation, stimulation and fulfilment. It is also necessary for organisational improvement and achievement.



Section 5

HSE Management Standards

- 5.1 The GB Health and Safety Executive (HSE) has developed national Management Standards for work-related stress. These Standards provide guidance on best practice for employers with the aim of improving stress management in the workplace. The approach is a form of risk assessment and the purpose is to measure performance in managing work-related stress.
- 5.2 The Standards are goals that employers should work towards through an ongoing process of risk assessment, intervention, control and continuous improvement.

Development of the HSE Management Standards for Work-Related Stress

- 5.3 The Standards look at the six key areas of work that, if properly managed, can help to reduce work-related stress. These are not new and have been recognised for many years as being important determinants within the workplace. Each of the management standards also has a number of states to be achieved associated with it.

Key Stressor	Associated Management Standard	Associated States
Demands	Employees should be able to cope with the demands of their job.	Employees are provided with adequate and achievable demands in relation to the agreed hours of work. People's skills and abilities are matched to the job demands. Jobs are designed to be within the capabilities of employees. Employee's concerns about their work environment are addressed.

Key Stressor	Associated Management Standard	Associated States
Control	Employees indicate that they are able to have a say about the way they do their work.	<p>Employees have control over their pace of work.</p> <p>Employees are encouraged to develop and use their skills and initiative to do their work and help them undertake new and challenging work.</p> <p>The organisation encourages employees to develop their skills.</p> <p>Employees have a say over when breaks can be taken.</p>
Support	Employees indicate that they receive adequate information and support from their colleagues and line managers.	<p>The organisation has policies and procedures to adequately support employees.</p> <p>Systems are in place to enable and encourage managers to support their staff and employees to support their colleagues.</p> <p>Employees know what support is available, how/when to access it.</p> <p>Employees know how to access the required resources to do their job and receive regular and constructive feedback.</p>

Key Stressor	Associated Management Standard	Associated States
Relationships	Employees indicate that they are not subjected to unacceptable behaviour e.g. bullying at work.	<p>The organisation promotes positive behaviours at work to avoid conflict and ensure fairness.</p> <p>Employees share information relevant to their work.</p> <p>The organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour.</p> <p>Systems are in place to enable and encourage managers to deal with unacceptable behaviour and employees to report it.</p>
Role	Employees indicate they understand their role and responsibilities.	<p>The organisation ensures that, as far as possible, the different requirements it places upon employees are compatible.</p> <p>The organisation provides information to enable employees to understand their role and responsibilities.</p> <p>The organisation ensures that, as far as possible, the requirements it places upon employees are clear.</p> <p>Systems are in place to enable employees to raise concerns about uncertainties or conflicts they have in their role and responsibilities.</p>

Key Stressor	Associated Management Standard	Associated States
<p>Change</p>	<p>Employees indicate that the organisation engages them frequently when undergoing an organisational change.</p>	<p>The organisation engages employees frequently when undergoing an organisational change.</p> <p>The organisation provides employees with timely information to enable them to understand the reasons for proposed changes.</p> <p>The organisation ensures adequate consultation and provides opportunities for employees to influence proposals.</p> <p>Employees are aware of the probable impact of any changes to their jobs and, if necessary, given training and support.</p> <p>Employees are aware of timetables for changes.</p>

Annex 1

Sources of Further Information

OHS

OHS provides a comprehensive occupational health service for the NICS. Advice on health, lifestyle and welfare can be found on the OHS website: www.nicsohs.gov.uk

Welfare

The NICS Welfare Support Service can offer help and guidance to anyone affected by personal, domestic or work related problems. The Welfare Support Service can be contacted on 028 90547427 (Network Ext 47427) or via the confidential welfare mailbox at welfare@nics.gov.uk.

Website: <http://online.nigov.net/index/welfare.htm>

Carecall (Employee Assistance Programme)

Carecall works with the NICS to enhance employee psychological wellbeing, improve performance & efficiency and reduce work related accidents, absenteeism, staff turnover & grievances. One of their core programmes is a counselling service, which is open to all staff.

Website: www.carecallsolutions.com

NIPSA (Northern Ireland Public Service Alliance)

NIPSA can assist their members with advice and representation where required. Contact in the first instance should be made with the local NIPSA representative or Branch Secretary.

Website: www.nipsa.org.uk

CALM

CALM is The Campaign against Living Miserably, for men aged 15-35.

Website: www.thecalmzone.net

Depression Alliance

Charity for sufferers of depression. Has a network of self-help groups.
Phone: 0845 123 2320

Website: www.depressionalliance.org

Manic Depression Fellowship

A charity helping people with manic depression/bipolar disorder.
Phone: 0845 634 0540

Website: www.mdf.org.uk

Mind

Promotes the views and needs of people with mental health problems.

Phone: 0845 766 0163

[Website: www.mind.org.uk](http://www.mind.org.uk)

No Panic

Voluntary charity offering support for sufferers of panic attacks and OCD. Offers a course to help overcome your phobia/OCD. Includes a helpline.

Phone: 0808 808 0545

[Website: www.nopanic.org.uk](http://www.nopanic.org.uk)

Rethink

Support and advice for people living with mental illness.

Phone: 020 8974 6814

[Website: www.rethink.org](http://www.rethink.org)

Samaritans

Confidential support for people experiencing feelings of distress or despair.

Phone: 08457 90 90 90 (24-hour helpline)

[Website: www.samaritans.org.uk](http://www.samaritans.org.uk)

Sane

Charity offering support and carrying out research into mental illness.

Phone: 0845 767 8000 (daily, 1pm-11pm)

SANEmail email: sanemail@org.uk

[Website: www.sane.org.uk](http://www.sane.org.uk)

The Mental Health Foundation

Provides information and support for everyone with mental health problems or learning disabilities.

Phone: 020 7802 0300

[Website: www.mentalhealth.org.uk](http://www.mentalhealth.org.uk)

Northern Ireland Association for Mental Health

Central Office, 80 University Street, Belfast BT7 1HE

[Website: www.niamh.co.uk](http://www.niamh.co.uk)

Mindful Employer

[Website: www.mindfulemployer.net](http://www.mindfulemployer.net)

Annex 2

Stress Management Indicator Tool

- | | | | | | |
|--|--------------------------------|---------------------------------|------------------------------------|--------------------------------|---------------------------------|
| 1. I am clear what is expected of me at work. | Never <input type="checkbox"/> | Seldom <input type="checkbox"/> | Sometimes <input type="checkbox"/> | Often <input type="checkbox"/> | Always <input type="checkbox"/> |
| 2. I can decide when to take a break. | Never <input type="checkbox"/> | Seldom <input type="checkbox"/> | Sometimes <input type="checkbox"/> | Often <input type="checkbox"/> | Always <input type="checkbox"/> |
| 3. Different groups at work demand things from me that are hard to combine. | Never <input type="checkbox"/> | Seldom <input type="checkbox"/> | Sometimes <input type="checkbox"/> | Often <input type="checkbox"/> | Always <input type="checkbox"/> |
| 4. I know how to go about getting my job done. | Never <input type="checkbox"/> | Seldom <input type="checkbox"/> | Sometimes <input type="checkbox"/> | Often <input type="checkbox"/> | Always <input type="checkbox"/> |
| 5. I am subject to personal harassment in the form of unkind words or behaviour. | Never <input type="checkbox"/> | Seldom <input type="checkbox"/> | Sometimes <input type="checkbox"/> | Often <input type="checkbox"/> | Always <input type="checkbox"/> |
| 6. I have unachievable deadlines. | Never <input type="checkbox"/> | Seldom <input type="checkbox"/> | Sometimes <input type="checkbox"/> | Often <input type="checkbox"/> | Always <input type="checkbox"/> |
| 7. If work gets difficult, colleagues will help me. | Never <input type="checkbox"/> | Seldom <input type="checkbox"/> | Sometimes <input type="checkbox"/> | Often <input type="checkbox"/> | Always <input type="checkbox"/> |
| 8. I am given supportive feedback on the work I do. | Never <input type="checkbox"/> | Seldom <input type="checkbox"/> | Sometimes <input type="checkbox"/> | Often <input type="checkbox"/> | Always <input type="checkbox"/> |
| 9. I have to work very intensively. | Never <input type="checkbox"/> | Seldom <input type="checkbox"/> | Sometimes <input type="checkbox"/> | Often <input type="checkbox"/> | Always <input type="checkbox"/> |
| 10. I have a say in my own work speed. | Never <input type="checkbox"/> | Seldom <input type="checkbox"/> | Sometimes <input type="checkbox"/> | Often <input type="checkbox"/> | Always <input type="checkbox"/> |
| 11. I am clear what my duties and responsibilities are. | Never <input type="checkbox"/> | Seldom <input type="checkbox"/> | Sometimes <input type="checkbox"/> | Often <input type="checkbox"/> | Always <input type="checkbox"/> |
| 12. I have to neglect some tasks because I have too much to do. | Never <input type="checkbox"/> | Seldom <input type="checkbox"/> | Sometimes <input type="checkbox"/> | Often <input type="checkbox"/> | Always <input type="checkbox"/> |
| 13. I am clear about the goals and objectives of my department. | Never <input type="checkbox"/> | Seldom <input type="checkbox"/> | Sometimes <input type="checkbox"/> | Often <input type="checkbox"/> | Always <input type="checkbox"/> |
| 14. There is friction or anger between colleagues. | Never <input type="checkbox"/> | Seldom <input type="checkbox"/> | Sometimes <input type="checkbox"/> | Often <input type="checkbox"/> | Always <input type="checkbox"/> |

15. I have a choice in deciding how I do my work. Never Seldom Sometimes Often Always
16. I am unable to take sufficient breaks. Never Seldom Sometimes Often Always
17. I understand how my work fits into the overall aim of the organisation. Never Seldom Sometimes Often Always
18. I am pressured to work long hours. Never Seldom Sometimes Often Always
19. I have a choice in deciding what I do at work. Never Seldom Sometimes Often Always
20. I have to work very fast. Never Seldom Sometimes Often Always
21. I am subject to bullying at work. Never Seldom Sometimes Often Always
22. I have unrealistic time pressures. Never Seldom Sometimes Often Always
23. I can rely on my line manager to help me out with a work problem. Never Seldom Sometimes Often Always
24. I get help and support I need from colleagues. Never Seldom Sometimes Often Always
25. I have some say over the way I work. Never Seldom Sometimes Often Always
26. I have sufficient opportunities to question managers about change at work. Never Seldom Sometimes Often Always
27. I receive the respect at work I deserve from my colleagues. Never Seldom Sometimes Often Always
28. Staff are always consulted about change at work. Never Seldom Sometimes Often Always
29. I can talk to my line manager about something that has upset or annoyed me about work. Never Seldom Sometimes Often Always
30. My working time can be flexible. Never Seldom Sometimes Often Always
31. My colleagues are willing to listen to my work-related problems. Never Seldom Sometimes Often Always

Annex 3

Management Standards Checklist

Each of the standards is listed followed by a description identified by HSE as “states to be achieved”. The states to be achieved define a desirable set of conditions to work towards. Typical actions regarding each of the states to be achieved are also listed. This information can be used to determine what is happening locally and what can be done to close the gap. Actions to be taken should be recorded.

Management standard requirement	Typical detail
Before you start	Secure management commitment Secure commitment from employees and their representatives Stress policies
Step 1: Identifying the hazards	The Management Standards
Step 2: Identifying the hazards	Identify problem areas using existing data, HSE tools and other surveys
Step 3: Decide who might be harmed and how	Link problems to solutions Run focus groups Get ideas for solutions Communicate results Provide feedback to staff Deal with individual concerns
Step 4: Record your findings	Develop an action plan
Step 5: Monitor and review	Monitor your action plan Evaluate effectiveness

Demands: Employees indicate that they are able to cope with the demands of their job. Systems are in place locally to respond to any individual concerns.

Management standard requirement	Typical actions include	Current position
<p>The organisation provides employees with adequate and achievable demands in relation to the agreed hours of work.</p> <p>People's skills and abilities are matched to the job demands.</p> <p>Jobs are designed to be within the capabilities of employees; and</p> <p>Employees' concern about their work environment are addressed.</p>	<p>Allow regular breaks especially when the work is complex or demanding.</p> <p>Provide realistic deadlines.</p> <p>Provide adequate training (and refresher training as required) and resources for doing the job.</p> <p>Monitor workloads.</p> <p>Design jobs that provide stimulation and opportunities for workers to use their skills.</p> <p>Provide sufficient challenge/pressure to keep staff motivated and interested in their work.</p> <p>Attend to the physical environment - take steps to reduce unwanted distraction where possible.</p> <p>Assess the risk of physical violence and verbal abuse and take steps to deal with it.</p>	

Control: Employees indicate that they are able to have a say about the way they do their work. Systems are in place locally to respond to any local concerns.

Management standard requirement	Typical actions include	Current position
<p>Employees are encouraged to use their skills and initiative to do their work.</p> <p>Where possible, employees are encouraged to develop new skills to help them undertake new and challenging pieces of work.</p> <p>Employees have a say over when breaks can be taken and are consulted over their work patterns.</p>	<p>Trust staff to do their job.</p> <p>Encourage ownership.</p> <p>Empower people to make decisions about the way they work.</p> <p>Negotiate shift work schedules.</p>	

Support: Employees indicate that they receive adequate information and support from their colleagues and line managers. Systems are in place locally to respond to any individual concerns.

Management standard requirement	Typical actions include	Current position
<p>The organisation has policies and procedures to adequately support employees.</p> <p>Systems are in place to enable and encourage managers to support their staff.</p> <p>Systems are in place to enable and encourage employees to support their colleagues.</p> <p>Employees know what support is available and how and when to access it.</p> <p>Employees know how to access the required resources to do their job; and</p> <p>Employees receive regular and constructive feedback.</p>	<p>Ensure that staff receive sufficient training to undertake the core functions of their job.</p> <p>Provide constructive, supportive advice at annual appraisal and regularly (e.g. gratitude; praise; reward; guide; mentor; develop).</p> <p>Provide flexibility in work schedules where possible.</p> <p>Allow phased return to work after long term sickness absence.</p> <p>Hold regular liaison/team meetings.</p> <p>Provide opportunities for career development.</p> <p>Deal sensitively with staff experiencing problems outside work.</p> <p>Keep an open door policy.</p>	

Relationships: Employees indicate that they are not subjected to unacceptable behaviours, e.g. bullying at work. Systems are in place locally to respond to any individual concerns.

Management standard requirement	Typical actions include	Current position
<p>The organisation promotes positive behaviours at work to avoid conflict and ensure fairness.</p> <p>Employees share information relevant to their work.</p> <p>The organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour.</p> <p>Systems are in place to enable and encourage managers to deal with unacceptable behaviour.</p> <p>Systems are in place to enable and encourage employees to report unacceptable behaviour.</p>	<p>Encourage good, honest, open communication at all levels in work teams.</p> <p>Provide opportunities for social interactions among workers.</p> <p>Provide support for staff who work in isolation.</p> <p>Create a culture where colleagues trust and encourage each other.</p> <p>Agree which behaviours are acceptable and ensure that people are aware of these and seek to resolve issues fairly and timely.</p>	

Role: Employees indicate that they understand their role and responsibilities. Systems are in place locally to respond to any individual concerns.

Management standard requirement	Typical actions include	Current position
<p>The organisation ensures that, as far as possible, the different requirements it places upon employees are compatible.</p> <p>The organisation provides information to enable employees to understand their role and responsibilities.</p> <p>The organisation ensures that, as far as possible, the requirements it places upon employees are clear.</p> <p>Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their roles and responsibilities.</p>	<p>Provide a clear job description.</p> <p>Define work structures clearly so that all team members know who is doing what and why.</p> <p>Give all new staff a thorough induction to your organisation.</p> <p>Define work objectives.</p> <p>Avoid competing demands, such as situations where it is difficult to meet the needs of the business and the customer.</p> <p>Maximise communication.</p>	

Change: Employees indicate that the organisation engages them frequently when undergoing an organisational change. Systems are in place locally to respond to any individual concerns.

Management standard requirement	Typical actions include	Current position
<p>The organisation provides employees with timely information to enable them to understand the reasons for proposed changes.</p> <p>The organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals.</p> <p>Employees are aware of the probable impact of any changes to their jobs.</p> <p>Employees are aware of timetables for changes.</p> <p>Employees have access to relevant support during changes.</p>	<p>Explain what the organisation wants to achieve and why it is essential that the change takes place.</p> <p>Consult with staff at an early stage, and throughout the change process.</p> <p>Involve your staff in the planning process so that they understand how their work fits in.</p> <p>Encourage ownership.</p>	