

Managing Work Related Stress The Management Standards Approach



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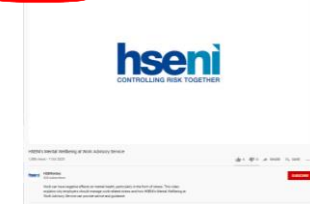
- What is stress
- Why manage it
- How can it affect individuals
- How to manage it
 - Organisationally
 - Line managers



Organisations



Line
Managers



What is work-related stress?

“the **adverse**
reaction people have to **excessive**
pressures or other types of demand
placed upon them”

(Health and Safety Executive GB)



Business Case

Financial Cost



Moral Responsibility



Legal Duty



Signs and Symptoms

Physical	Behavioural	Emotional/Psychological
• Blurred Vision • Dizziness • Headaches • Neck and back pain • Indigestion • Ulcers • High blood pressure • Rashes/allergies • Excessive sweating • Hyperventilation • Palpitations	• Poor or deteriorating relationships with colleagues or social withdrawal • Poor or irregular eating habits • Excessive alcohol/drugs/smoking • Accident-proneness • Reduced concentration • Loss of interest in former enjoyable pursuits • Loss of decision-making ability, thinking is clouded, poor concentration • Disturbed sleep	• Self confidence dwindles • Self-blame • Anxiety, depression, suicide • Memory lapses • Feelings of guilty or anger • Moodiness • Impatience • Irritability, short temper • Phobias



An Introduction to the Management Standards

What are the Management Standards?

The management standards are a set of conditions that if managed correctly in organisations, can reflect high levels of health and wellbeing and organisational performance



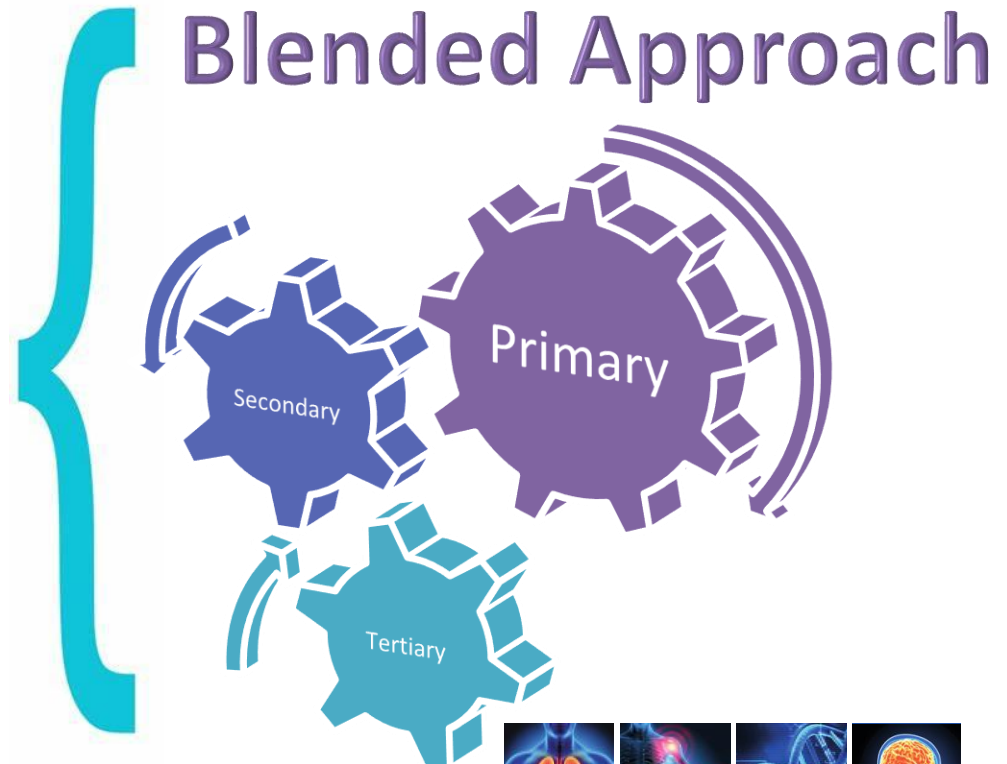
The Management Standards

- **Demands:** workload, deadlines, work scheduling, physical environment
- **Control:** decision authority, autonomy, interruptions
- **Support:** organisational, managerial, colleagues; practical and emotional
- **Relationships:** interpersonal conflict, bullying and harassment
- **Role:** ambiguity, conflict, image
- **Change:** new ways of working, new technology, change strategies, consultation and involvement



Management Standards Approach

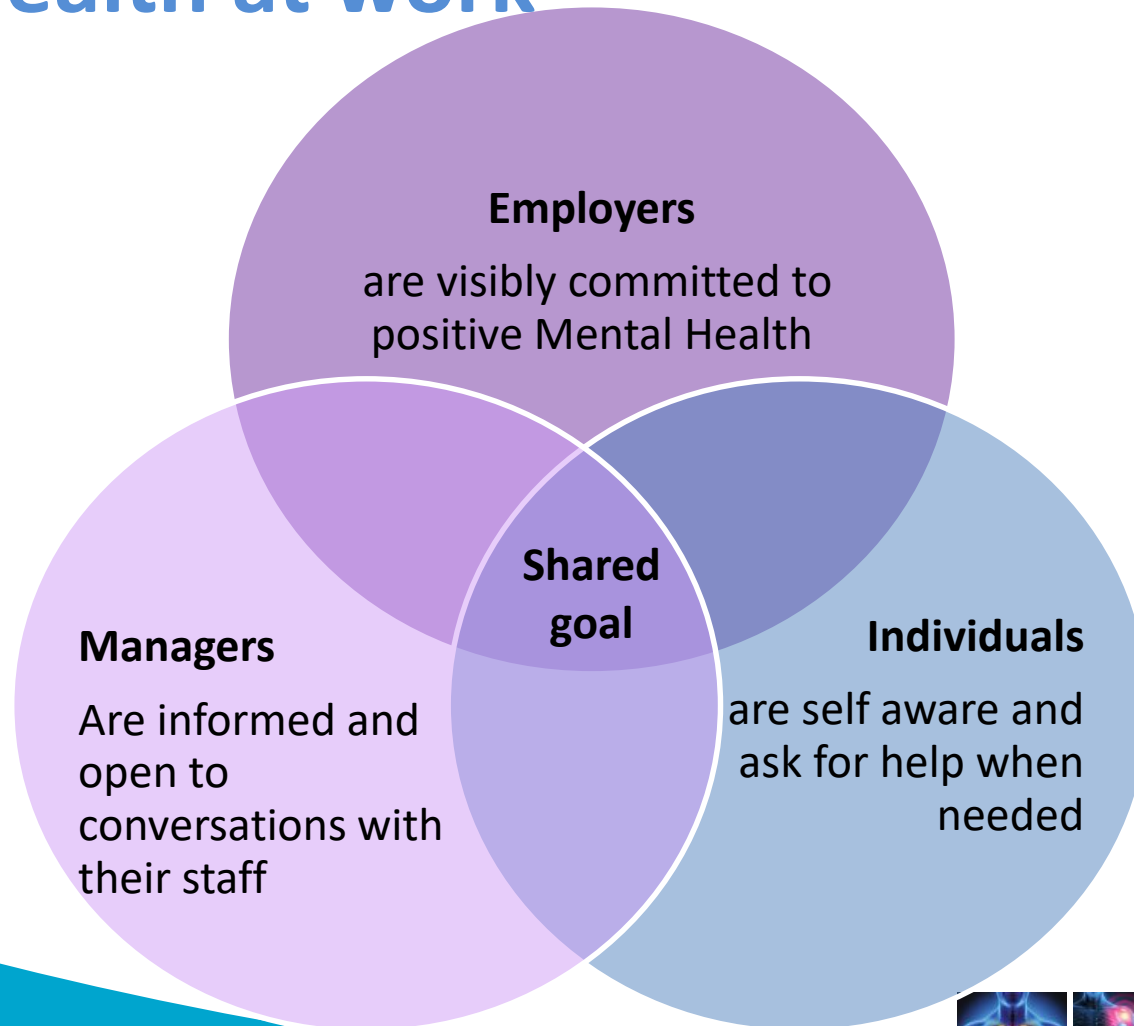
- Risk Assessment Approach
- Principles of Prevention
- Partnership Approach
- Hierarchy of Control
 - Primary Interventions
 - Secondary Interventions
 - Tertiary Interventions



The Risk Assessment Process



Framework for positive mental health at work



Line Manager Role

- **A**lways be fair and consistent
- **I**dentify signs and symptoms of stress within their team
- **M**anage and control the risks associated with work related stress within their team
- **A**llocate time for appropriate interventions for individual
- **B**e aware of the support available within their organisation?
- **L**ead by example
- **E**ncourage individual to fully participate in RA process



Employees Role

- **A**dhere to company policies and procedures
- **F**amiliarise themselves with HSE Management Standards
- **A**ctively participate in process
- **I**dentify personal stressors
- **R**ead all communications – feedback if required
- **T**ake notice, support colleagues and know what support is available
- **E**ngage with line managers
- **A**vail of any training
- **M**aintain contact with your employer during any period of absence



The Individual Risk Assessment Process

- Introduction
- Problem assessment
- Goals, outcomes, resolutions
- Action Planning
- Review



MENTAL WELLBEING AT WORK RISK ASSESSMENT ACTION PLAN

Demands: <i>"Issues such as workload, work patterns and the work environment."</i>				
Action Point No.	Issues identified / Area for Potential Improvement	Proposed Control Measures / Corrective Actions Required	Named Responsibility / Ownership	Date Completed DD/MM/YY
1	e.g.; Workload/deadlines	e.g.; Re-allocation of duties (temporary or permanent)		
2	Hours and patterns of work	Guidance over prioritisation of tasks Adjustment of hours/work patterns (temporary or permanent)		
3	Individual capabilities, including training needs	Provide Additional Training eg. Time Management		
4	Requirement for urgent deadlines to be met – often at short notice.	Provide realistic deadlines Develop a system to notify employees of unplanned tight deadlines Provide training to help staff prioritise work		
5	The physical working environment (temperature, noise, light etc)	Physical adjustments – hazards properly controlled, staff able to adjust the lighting, temperature, ventilation etc. To suit personal preferences.		
6	Lack of Welfare Facilities e.g. place to eat away from the desk.	Set aside a space for staff to take lunch away from their desks.		

Control Measures

Use this card if you have identified a problem with:



Use this card if you have identified a problem with:



Use this card if you have identified a problem with:



Use this card if you have identified a problem with:



Use this card if you have identified a problem with:



Change - How organisational change (large or small) is managed and communicated in the organisational.

Possible Solutions

- Ensure all staff are aware of why the change is happening – agree a system for doing this.
- Define and explain the key steps of the change. Ensure employee consultation and support is a key element of the programme.
- Establish a system to communicate new developments quickly.
- Agree methods of communication (eg meetings, notice boards, letters, e-mail, feedback forums, etc) and frequency (weekly, monthly, etc).
- Ensure that staff are aware of the impact of the change on their jobs.
- Provide a system to enable staff to comment and ask questions before, during and after the change. Have an 'open door' policy to help staff who want to talk to their managers about their concerns. Involve staff in discussions about how jobs might be developed and changed. Review unit and individual work plans after the change to ensure unit and individual objectives are clear.

Role – Whether people in the organisation ensure and whether the organisation ensures.

Possible Solutions

- Hold team meetings to discuss any possible role.
- Display team/departments role.
- Agree specific standards periodically.
- Introduce personal work functions and priorities.
- Hold regular one-to-one role and know what is possible.
- Develop suitable induction arrangements for new staff – make sure all members of the team understand the role and responsibilities of the new recruit.

Relationships – Includes people with unacceptable behaviour.

Possible solutions

- Develop a written policy for work – communicate this to all.
- Agree and implement process to communicate this to staff.
- Agree and implement a consistent reporting of unacceptable behaviour.
- Agree and implement a consistent reporting of unacceptable behaviour – circles.
- Select or build teams which experience for new projects.
- Provide training to help staff experience for new projects.
- Encourage good communication (eg listening skills, etc).
- Discuss how individuals work ships.
- Identify ways to celebrate the end of a project).

Control – How much say the person has.

Possible Solutions

- Agree systems that enable staff to be organised and undertaken, eg through performance reviews, etc.
- Hold regular discussion forums to discuss the anticipated output and methods and input.
- Allocate responsibility to teams to discuss and define teams and agree objectives; agree roles; agree timescales; agree the provision of management involvement?
- Talk about the way decisions are made.
- Talk about the skills people have good effect. How else would they be?

Support - the level of support provided by line managers.

Possible solutions

- Hold regular one-to-ones to talk about any emerging issues.
- Hold regular liaison/team meetings to discuss unit pressures.
- Include 'work-related stress/emerging pressures' as a topic in meetings and/or performance reviews.
- Seek examples of how people would like to, or have, support from managers or colleagues – can these be agreed?
- Ask how employees would like to access managerial support.
- Introduce flexibility in work schedules (where possible) domestic commitments.
- Develop training arrangements and refresher sessions competencies are up-to-date and appropriate for the current jobs.
- Talk about ways the organisation could provide support experiencing problems outside work.
- Disseminate information on other areas of support (the department, occupational health, trained counsellors, etc).

Demands – Include workload and environment.

Possible Solutions

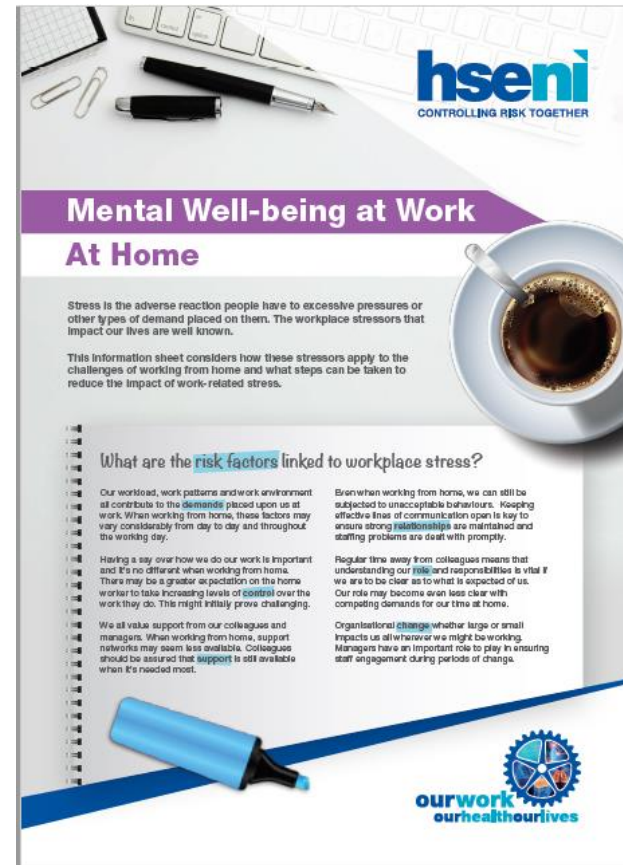
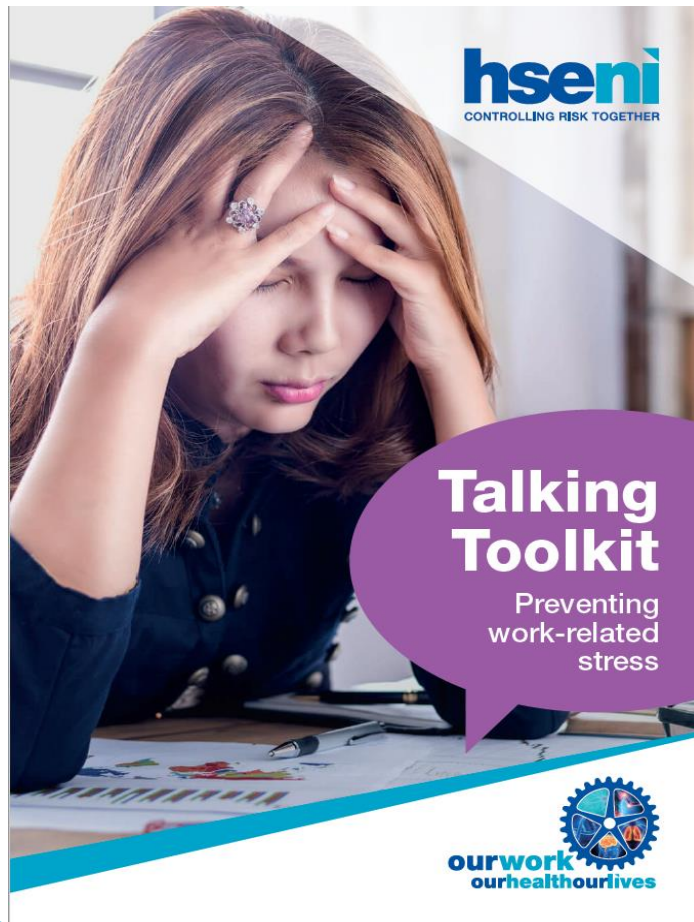
Workload

- Hold weekly team meetings to discuss forthcoming week.
- Hold monthly meetings to discuss challenges.
- Develop personal workload plans.
- Adjust work patterns and agreed with employees.
- Allocate sufficient equipment, etc).
- Provide training (if they can seek help).

Working Patterns

- Review working hours.
- Consider changes external to the organisation.
- Develop a system to monitor need to work.

Recent Publications

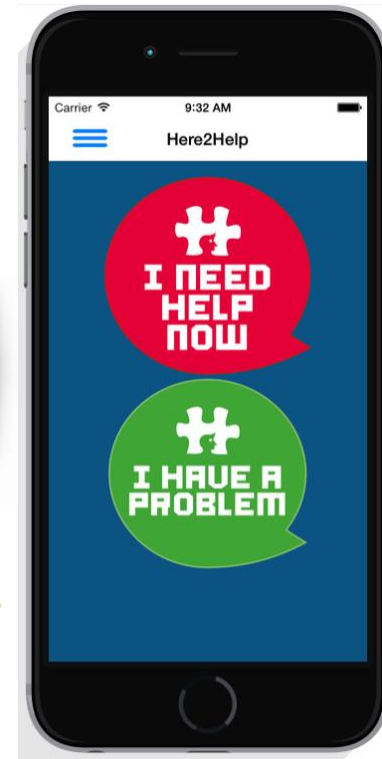


Self Care

A close-up, high-contrast photograph of a man with a beard and mustache, wearing a dark suit jacket over a light-colored shirt. He is looking down and to the left, with his right hand raised to his face, covering his eyes. The lighting is dramatic, with strong highlights on his forehead and hand, and deep shadows on his face and suit. The background is a bright, out-of-focus window.

- Know your stressors and know your response to stressors
- Identify problems and take action
- Develop effective behavioural skills
- Establish and maintain a strong support network
- When necessary seek support e.g. counselling
- Develop a lifestyle that will buffer against the effects of stress

Sources of support



Mental Health Services

[http://www.publichealth.hscni.net/sites/default/files/Mental Health Z Card SouthernArea 2018 final.pdf](http://www.publichealth.hscni.net/sites/default/files/Mental%20Health%20Card%20SouthernArea%202018%20final.pdf)

[http://www.publichealth.hscni.net/sites/default/files/Mental Health Western Z Card 2018 final.pdf](http://www.publichealth.hscni.net/sites/default/files/Mental%20Health%20Western%20Z%20Card%202018%20final.pdf)

[http://www.publichealth.hscni.net/sites/default/files/Mental Health Z Card BelfastArea 2018 final.pdf](http://www.publichealth.hscni.net/sites/default/files/Mental%20Health%20Card%20BelfastArea%202018%20final.pdf)

[http://www.publichealth.hscni.net/sites/default/files/Mental Health Z Card NorthernArea 2018 final.pdf](http://www.publichealth.hscni.net/sites/default/files/Mental%20Health%20Card%20NorthernArea%202018%20final.pdf)

http://www.publichealth.hscni.net/sites/default/files/Mental_Health_Z_Card_SouthEasternArea_2018_final.pdf



Useful links:

<https://www.hseni.gov.uk/topic/mental-well-being-work>

Link to HSENI Mental Well-being Topic page

<https://www.hseni.gov.uk/publications/line-manager-competency-indicator-tool>

Link to Line Manager Competency Indicator Tool

<https://www.hseni.gov.uk/sites/hseni.gov.uk/files/talking-toolkit.pdf>

Link to Talking Toolkit

<https://www.hseni.gov.uk/node/1074>

Link to resources

https://www.hseni.gov.uk/node/1074

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Managing work-related stress and mental well-being resources

Resources

- Mental well-being guide for employers
- Talking Toolkit - preventing work-related stress
- Mental Well-being at work - Working from home
- HSENI indicator tool / questionnaire
- HSE indicator tool user manual
- HSE management standards analysis tool
- Quizdom survey invite letter template
- Focus group invite letter template
- How to organise and run focus groups
- Stress action plan template
- Stress action plan guidance
- Steering groups - guidance on establishing steering groups
- Stress - return to work questionnaire
- Demographic examples
- Checklist for using the HSE Management Standards Approach
- Survey Monkey invite letter template
- Individual risk assessment guidance checklist
- Stress management competency indicator tool
- An example of a stress policy
- Working together to reduce stress at work INDG424 - HSE (GB) ⇄
- How to tackle work-related stress INDG430 - HSE (GB) ⇄
- Managing the causes of work-related stress HSG218
- Individual risk assessment template
- Management Standards prompt cards

On this page
- Resources



THANK YOU!

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