



Work Related Stress: Workplace Strategies

Workplace-related stress: Workplace Strategies



Stress and struggle



Workplace-related stress: Workplace Strategies

21st century

Diseases of the heart and mind

Having a highly demanding job, but little control over it, could be a deadly combination, UK researchers say.

They analysed 13 existing European studies covering nearly 200,000 people and found "job strain" was linked to a 23% increased risk of heart attacks and deaths from coronary heart disease... and that it was more common in lower skilled workers. (14 September 2012, BBC - the Lancet)

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21st century

Diseases of the heart and mind

Britain: Government policy is promoting suicides

The UK recession has led to a sharp rise in suicides, a new study has found. The researchers warn that the government's austerity programme is not worth the human cost and efforts should instead centre on job creation.

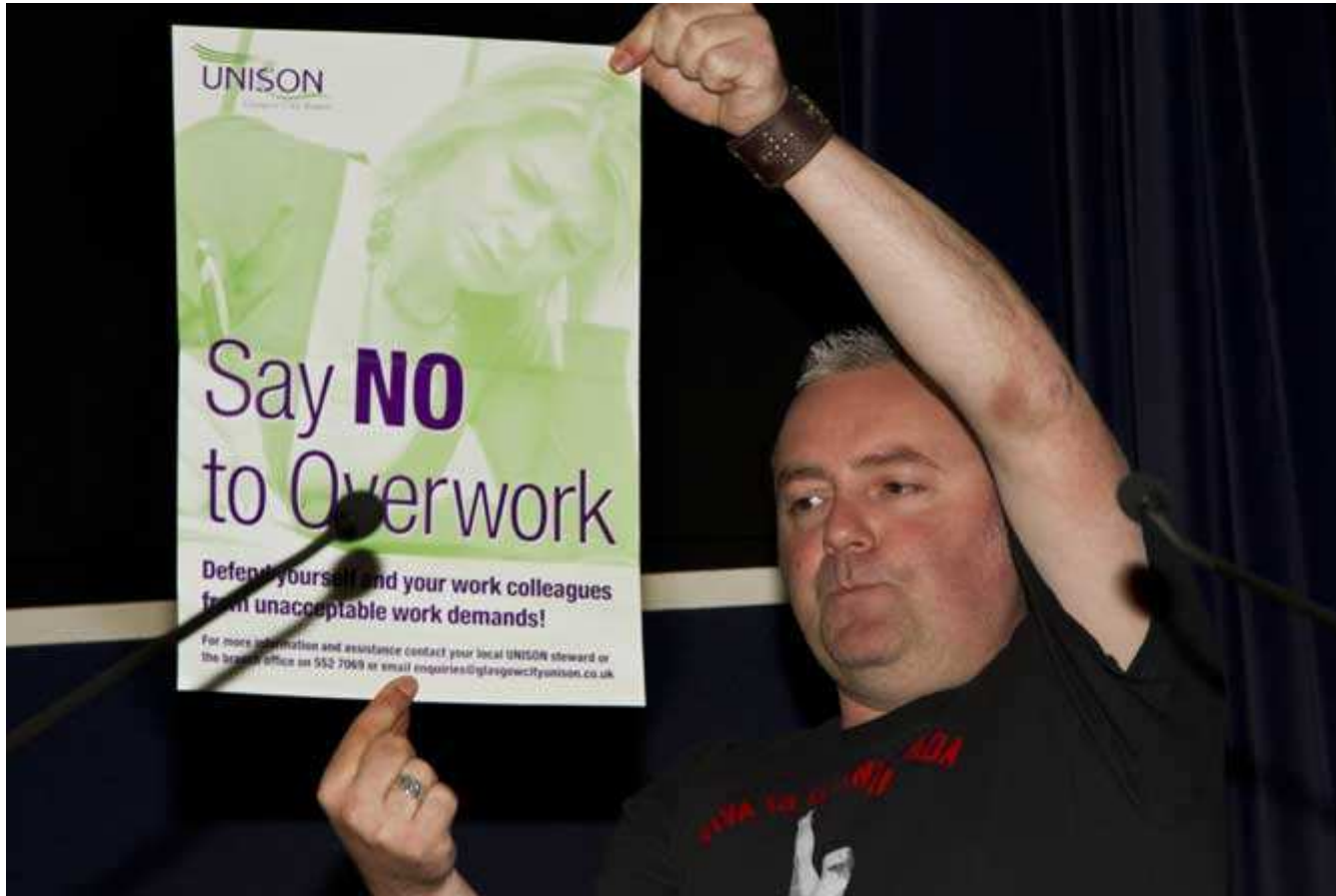
David Stuckler and others. [Suicides associated with the 2008-2010 recession in England: time-trend analysis, www.bmj.com](#), published online 14 July 2012

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UN launches investigation into 'grave' violations of disabled people's human rights over welfare reforms - Glasgow Herald Newspaper, 30 August 2015

A coroner has demanded that the government takes action to prevent future deaths of disability benefit claimants, after concluding in a “ground-breaking” inquest verdict that a disabled man killed himself as a direct result of being found “fit for work”. - Disability New Service 18 Sept 2015

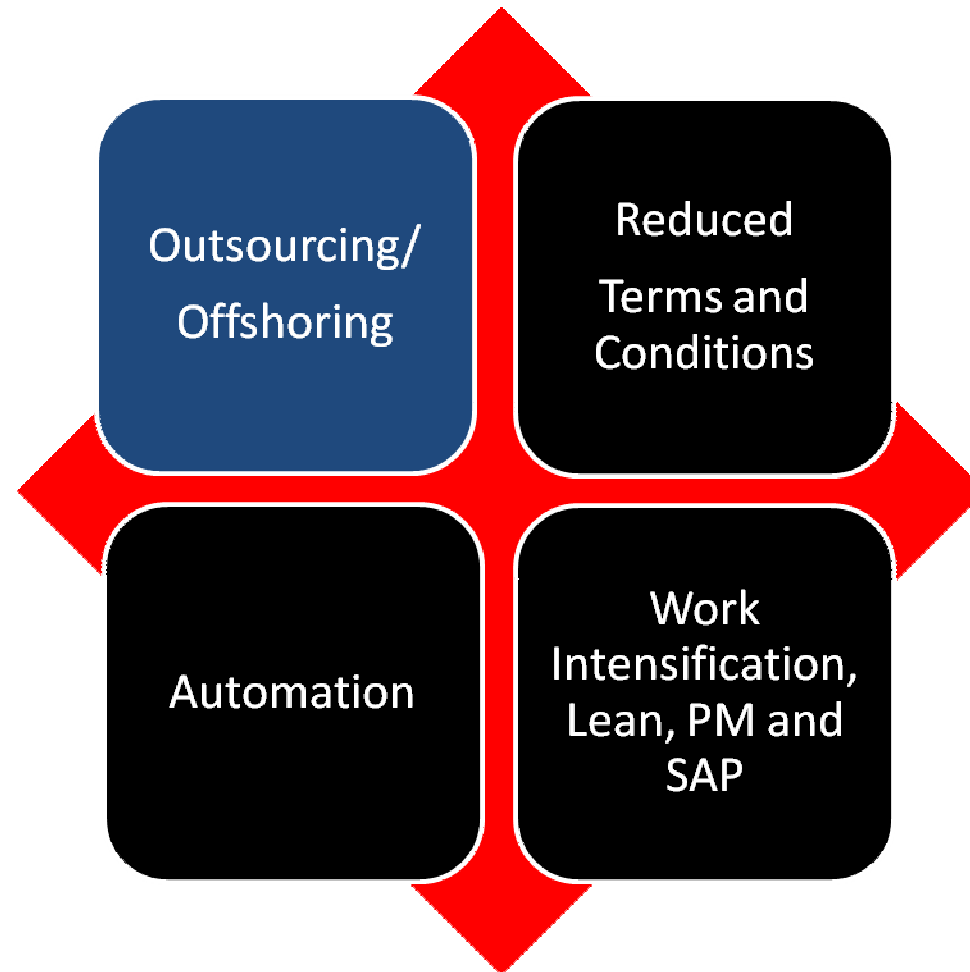
**Thousands have died after being found fit for work, DWP figures show
Campaigners demand welfare overhaul after statistics reveal 2,380 people died between 2011 and 2014 shortly after being declared able to work The Guardian Newspaper, 28 August 2015**

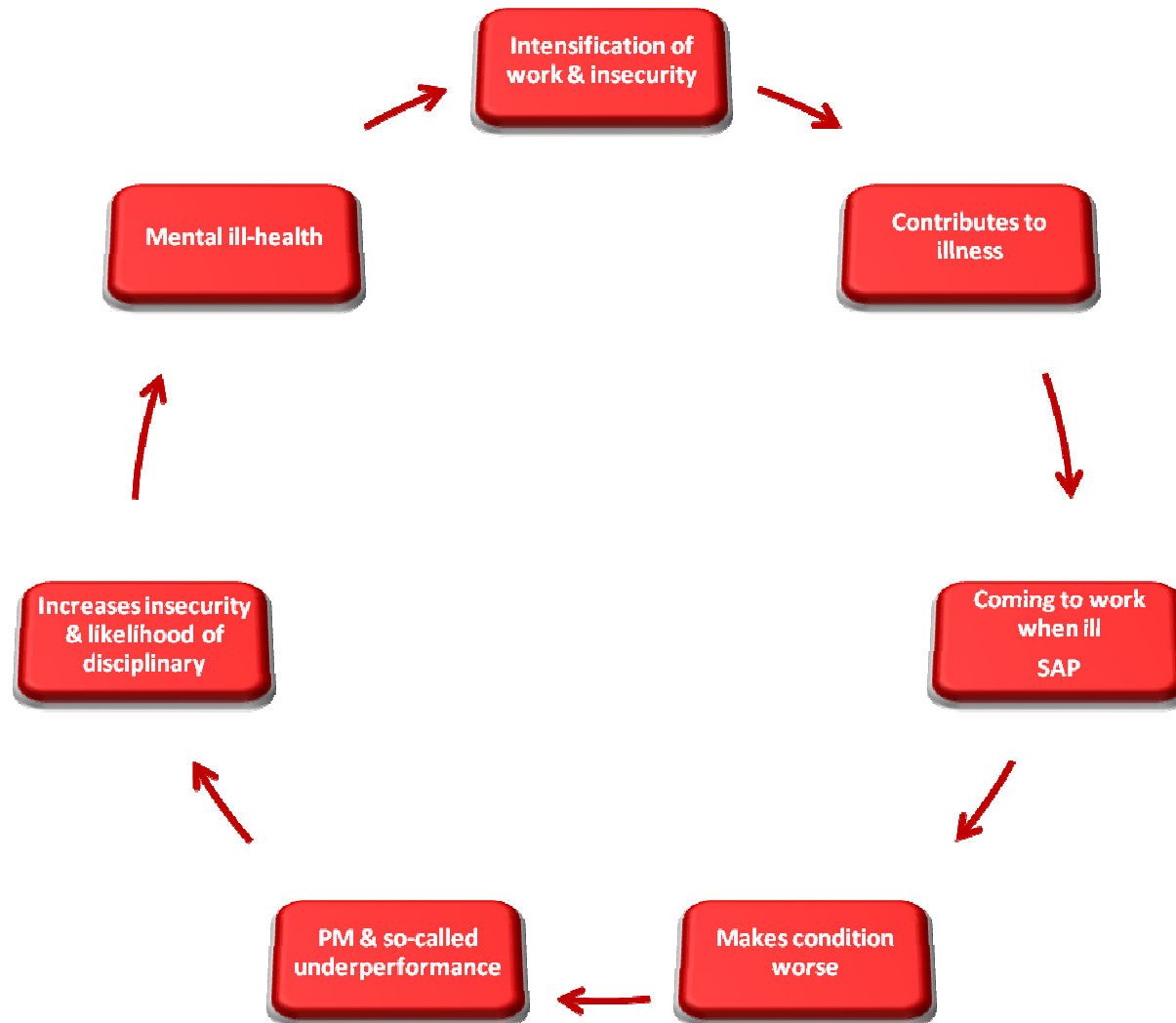


A managerial offensive is taking place at work. Professor Phil Taylor of the University of Strathclyde Business School explains how a government blitz on employment rights and welfare, driven by a spurious austerity argument, is being mirrored in a new workplace tyranny and a massive intensification of work.

Employers' Cost Reduction Strategies

'STAR'





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Causes of Stress at Work

- Organisational change
- Organisational structure / management style
- Human resource processes
- Fairness and interpersonal Relationships
- Work processes
- Job characteristics
- Work environment
- Incidents
- Union organisation and skills
- Demands

- * Demand
- * Control
- * Support
- * Relationships
- * Role
- * Change

* Reward and contribution
H&S

* Justice

Organisational Justice

“Organisational injustices is a workplace stressor

High levels of organisational injustice have been shown to be associated with poor physical and mental health, sickness absence and disease...

Higher levels of justice improve health and decrease sickness absence as well as improving organisational outcomes”

***Procedural Justice:* decision making procedures should include input from affected parties, be consistently applied, open and ethical**



***Relational Justice:* respectful and considerate treatment of workers and employees by their supervisors”**

(Dr Jane Ferrie, Whitehall II, 2008)

<http://www.ucl.ac.uk/whitehallii>

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Aspects of the way the workplace functions/is organised that are crucial in promoting health

***Respect for and valuing of staff – equality of treatment**

***Good two way communication**

***Participation and involvement of staff in decision making/policy development (including involvement of union or other staff reps)**

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- *Maximum control over work to workers**
- *Clarity of role and reporting structures**
- *Good support and supervision**
- *Concern for work life balance and workload**
- *Reasonable pay and good working conditions**

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How to address stress

Use your role (whether a manager, a union representative, a colleague....) and your skills... observe, talk to staff, inspect, investigate, seek relevant information, raise problems, negotiate solutions...

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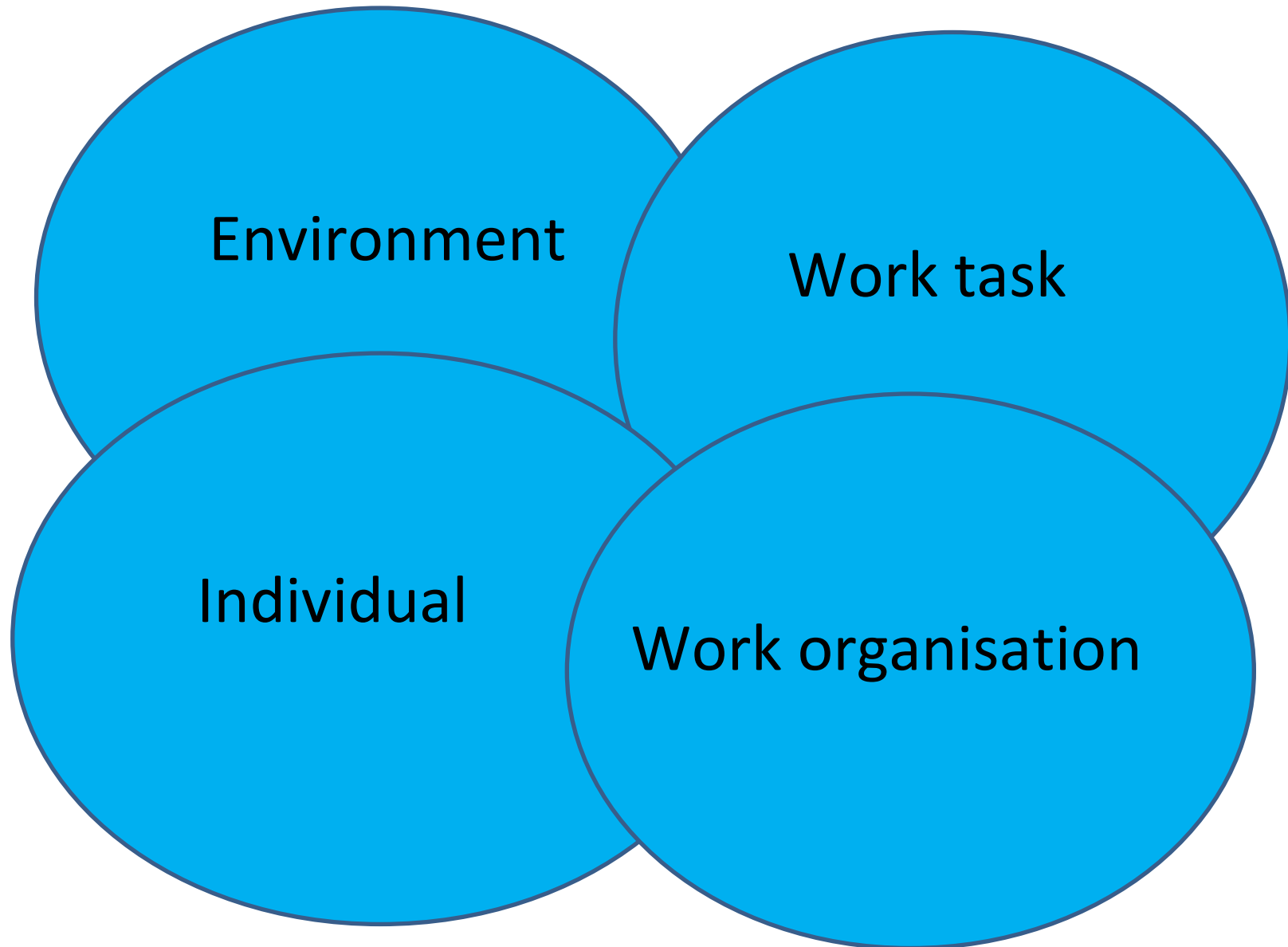
How to address stress: some elements

Involve everyone right from the beginning– get everyone to identify the problems and the solutions.

Start by asking what information you already have:

- *Your own knowledge and that of others
- *Data – sickness absence, turnover, other surveys?
- *The impact of other policies and procedures on stress: discipline, sickness absence, grievance...

How to address stress / psychological health



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Tending and befriending

“One implication of the gathering evidence on the role of emotions in stress is that we need to focus on things that cause anger, fear, frustration and panic.”

(Simon Pickvance, *New Approaches to Stress at Work*)

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Prevention

“It's all very well an organisation being good at dealing with stress when it occurs. It would be better practice, however, to avoid placing workers in stressful situations wherever possible.”

Prevention

*1°

*2°

*3°

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Use existing resources:

Work Positive

<http://surveys.healthyworkinglives.com/workPositive/whatIsWorkPositive.asp>

Health and Safety Executive

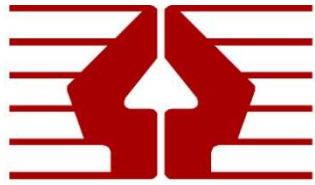
<http://www.hse.gov.uk/stress/index.htm>

Hazards Magazine

<http://www.hazards.org/stress/index.htm>

Trade Union Congress

<http://www.tuc.org.uk/workplace/index.cfm?mins=173&minors=124&majorsubjectID=2>



HSE

Health & Safety
Executive



‘Work related stress - together we can tackle it’ – but few resources and no enforcement!

WORK
POSITIVE

prioritising organisational stress

Benchmarking Tool

Risk Assessment
Questionnaire and
analysis software

Business Case

Guidelines for line
Managers

Raising Awareness
Template

Suggested possible
solutions

Case Studies





The TUC Stress MoT - Organisation survey



Stress

[Stress: an introduction](#)

[What causes stress?](#)

[What illnesses can be caused by stress?](#)

[What are the laws on stress in the workplace?](#)

[How should your employer deal with stress in the workplace?](#)

[Next steps for UNISON reps](#)





The Educational
Institute of Scotland

New Analysis Highlights Workload Pressure
And Stress In HE Sector



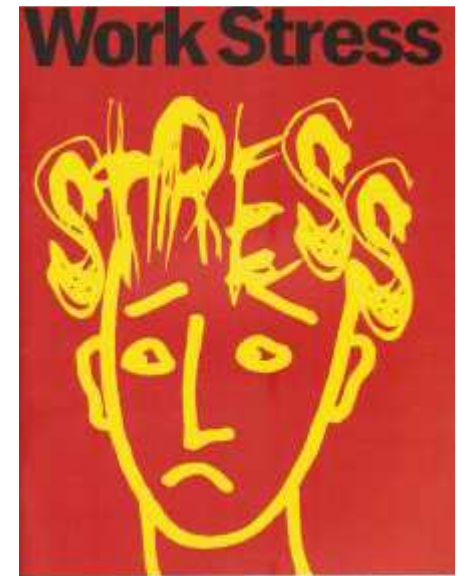
Tackling stress at work Guidance for health
and safety representatives



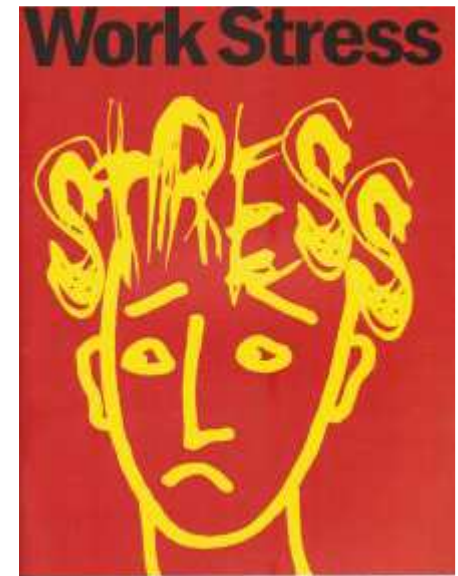
Training in Scotland
for TU reps



Film in Scotland



Mental Health in the Workplace..... Facts, Figures and Options for Employers



TU Stewards - survival guide!

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Scottish Centre for Healthy Working Lives

A start –

- Funded by Scottish Government to give workplace health advice and support to SMEs.
- Support people undertaking Work Positive RA for stress. Mentally Healthy Workplace training.
- Advice line.
- Have a new occupational rehabilitation service – Working Health Services Scotland.

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Mentally Healthy Workplace Training

- Face to face training for managers and trainers (including TU reps)
- Face to face training in large workplaces
- e-learning training for employees

Mental Health First Aid training

<http://www.smhfa.com/>

Let's encourage a workplace culture where we brag about how much time we spend with friends and family" (CUPE)



- **The 6 Stages of Performance Management**

1. First Day at Work

- **You Listen to Sweet Soul Music**
 - **Everything is Wonderful**



The 6 Stages of Performance Management

2. After 3 Months- Targets Get Hiked Up

You Listen to Motörhead

You Have No idea If You Are Coming or Going



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The 6 Stages of Performance Management

3. After 9 Months – You Are An Underperformer

You Listen to Napalm Death

Your Day Starts at 8:00 and Ends at 20.00

You Go Mental



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- **The 6 Stages of Performance Management**
- **4. After 12 Months – You Are Put on a PIP**
 - **You Listen to Hip Hop**
- **You Are Passive/Aggressive Most of the Time**
 - **You Put on Weight – You Are Stressed**



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The 6 Stages of Performance Management

5. After 15 Months – You Are Given a Warning

You Listen to Gangsta Rap

**Your Have Seriously Considered Gunning Down Your Team
Leaders**

You Fall From Bed Every Day

You Live on Chips and Caffeine



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- **The 6 Stages of Performance Management**

6. After 18 Months – You Listen to LMFAO

- **You Have Totally Lost It**



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The Standards/ Work Positive – Process

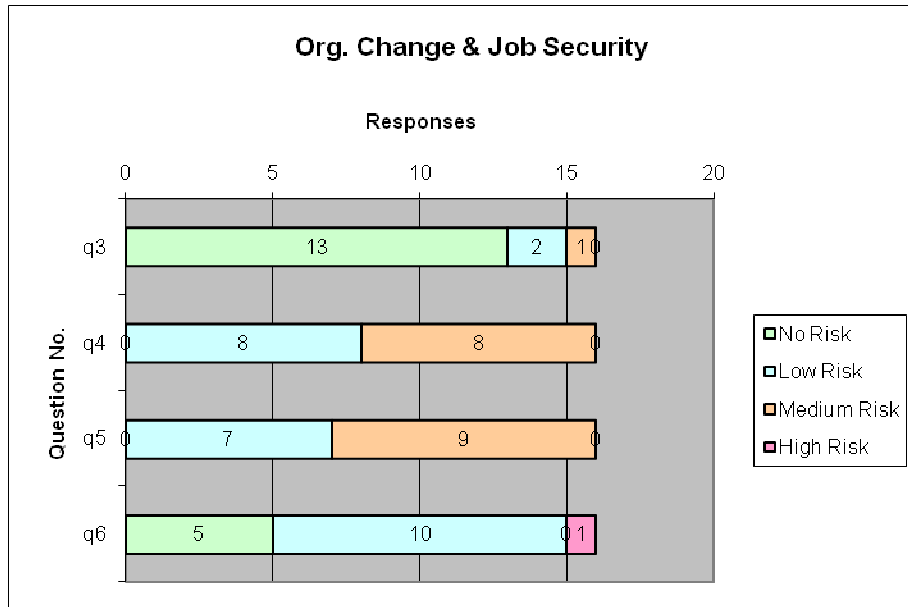
- Gaining organisational buy in: senior managers, trades
- unions, line managers and staff ideally working together to organise the whole process
- An initial indicator tool survey across the workforce
- Follow up focus groups to verify the results of the indicator tool and develop solutions
- Implementation/intervention phase
- Review and results

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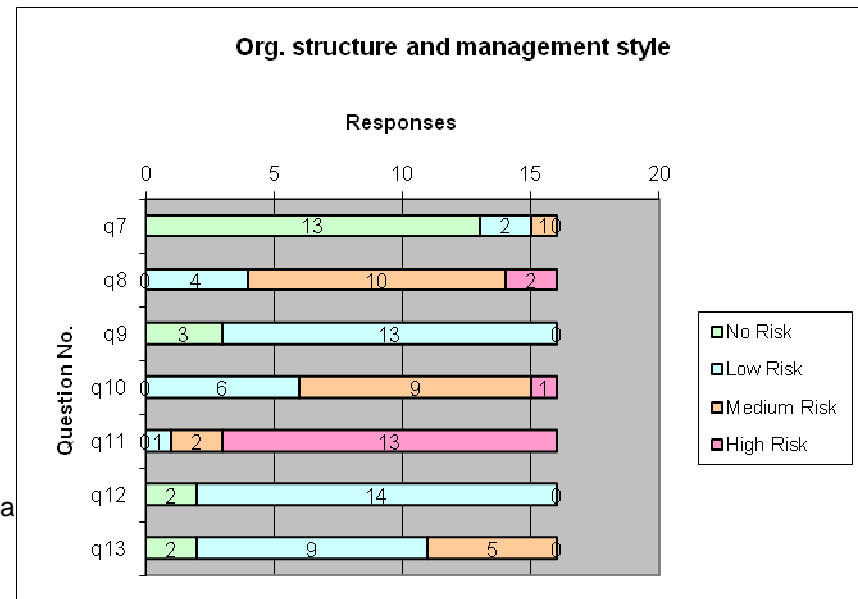


Managing Stress Train 2015 (part of the European Healthy Workplaces: Manage Stress initiative)

The initiative is intended to lead at least
2015 employees being trained during the
2015 year in stress management



Do you feel that the pace of change in your organisation (whether slow or fast) is a source of pressure for you?
 How are organisational changes planned?
 How are organisational changes communicated?
 Do you feel your job is secure?



7Are you clear about the lines of reporting in your organisation?
 8How supportive do you find senior management (or equivalent)?
 9How supportive do you find your line manager (or person you report directly to)?
 10How informed are you of organisational policy and decisions?
 11Are you consulted about these decisions?
 12How informed are you about decisions within your team or function?
 13Are you involved in the decisions within your team or function?

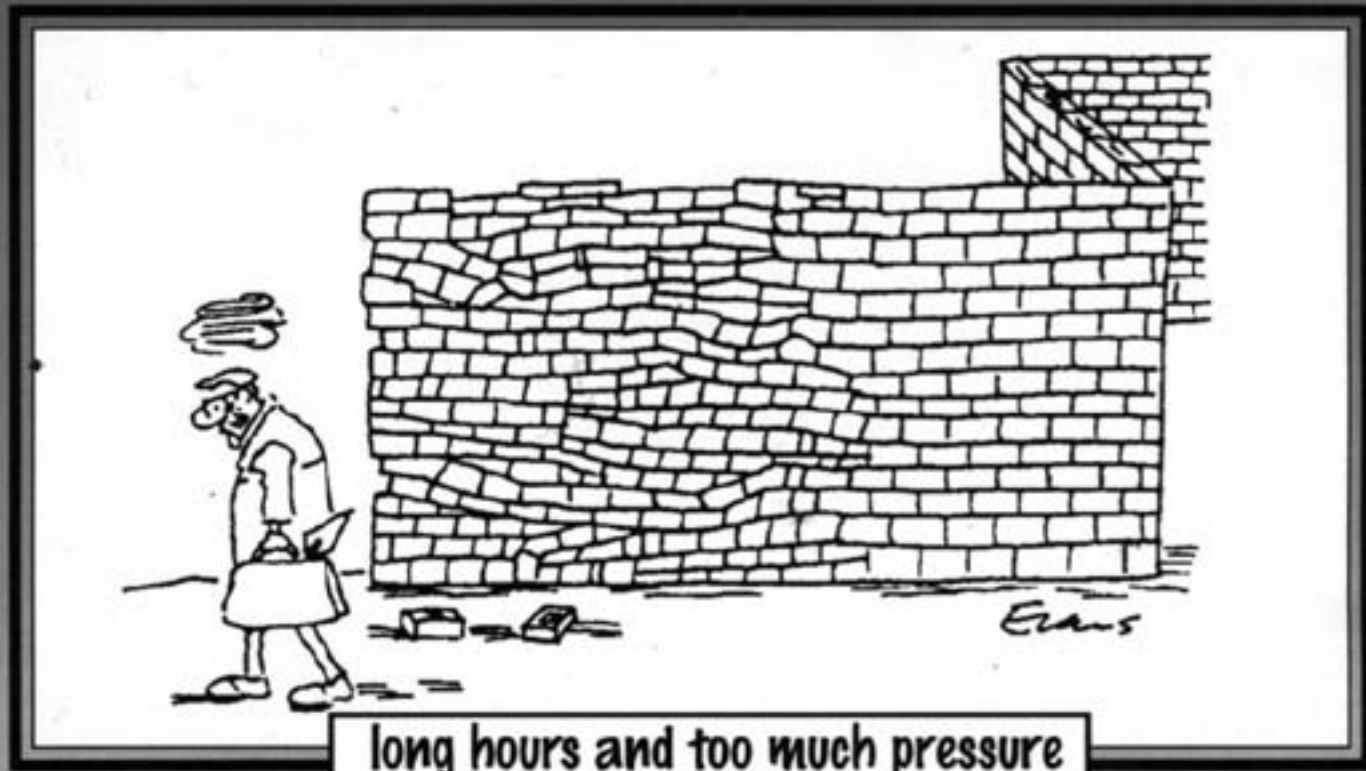
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Some Case Study solutions

Retail/distribution/supply of mobile phones: clearer job descriptions, training for managers, improvements to work environment including layout of stores, sending people home who come in ill

Craigentenny Social Work Centre: revisit policy on personal safety; develop new guidelines for people working alone in the community; encourage breaks after stressful encounter; find a better solution than the present split sites

St Joseph's hospital, Ireland: consulted specialist in shift work - two options will be put to staff for voting; working day shortened and attendants (do domestic and caring role) now paid for break time; attendants now part of team meetings; further discussion ongoing about workload



long hours and too much pressure
are not good for you or your work

Demand



“Stress at work is often caused by staff trying to cover their job and other job (funding only enables the organisation to have one member of staff instead of 2 or 3). Staff need reassurance that their workload is unrealistic, and they are not 'inadequate'. Workers often try and maintain unrealistically high standards.”
(Lothian Vol Sector survey)

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Demand

“In our working environment it is clients who suffer directly by financial shortages. Which in turn leads to staff burn out brought on by guilt and a sense of letting clients down.” (Lothian Vol Sector survey)



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Demand

- Avoid unnecessary crises of overwork by sharing information, planning
- include emergency pressures as regular agenda items on team/H&S/staff meetings



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Demand

- “*That the hidden cost of leaving vacancies unfilled as a short term saving be carefully looked at;
- *that the hidden costs of lack of cover for sickness absence be carefully looked at;
- *that organisations monitor whether people are taking work home or being given work when off ill;
- *that organisations consider the possibility of creating contingency funds to provide cover;
- *that organisations monitor how much overtime staff are doing (paid and unpaid) and that they attempt to reduce reliance on overtime;
- *That all of the above be taken into account in funding applications and by funding bodies.” (Lothian Vol Sector Survey)



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Workplace Strategies**

Remember: don't let workload divide us

“Overwork can lead to increased tensions and harassment among members. ...Make sure your strategy reaches out to and addresses the problems of all members..” (Canadian Union of Public Employees)