

## **Appendix 2 Stress Management Policy Statement**

### **Management Standards and States to be Achieved**

The HSE has identified and defined 6 key management standards. The management standards have been designed to define the characteristics, or culture, of an organisation where the risks from work-related stress are being effectively managed and controlled. The 6 standards are:

- Demands
- Control
- Support
- Relationship
- Role
- Change

A description of each of the management standards is set out below. The associated "What should be happening/states to be achieved" sections define a desirable set of conditions to work towards in each case. These are given below:

#### **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's skills and abilities are matched to the job demands;
- Jobs are designed to be within the capabilities of employees; and
- Employees' concerns about their work environment are addressed.

#### **Control**

How much say the person has in the way they do their work

*The standard is that:*

- Employees indicate that they are able to have a say about the way they do their work; and
- Systems are in place locally to respond to any individual concerns.

*What should be happening / states to be achieved:*

- Where possible, employees have control over their pace of work;
- Employees are encouraged to use their skills and initiative to do their work;

- Where possible, employees are encouraged to develop new skills to help them undertake new and challenging pieces of work;
- The organisation encourages employees to develop their skills;
- Employees have a say over when breaks can be taken; and
- Employees are consulted over their work patterns.

## **Support**

Includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues

*The standard is that:*

- Employees indicate that they receive adequate information and support from their colleagues and superiors; and
- Systems are in place locally to respond to any individual concerns.

*What should be happening / states to be achieved:*

- The organisation has policies and procedures to adequately support employees;
- Systems are in place to enable and encourage managers to support their staff
- Systems are in place to enable and encourage employees to support their colleagues;
- Employees know what support is available and how and when to access it;
- Employees know how to access the required resources to do their job; and
- Employees receive regular and constructive feedback.

## **Relationship**

Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour

*The standard is that:*

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

*What should be happening / states to be achieved:*

- The organisation promotes positive behaviours at work to avoid conflict and ensure fairness;
- Employees share information relevant to their work;
- The organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour;
- Systems are in place to enable and encourage managers to deal with unacceptable behaviour; and
- Systems are in place to enable and encourage employees to report unacceptable behaviour.

## **Role**

Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles

*The standard is that:*

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

*What should be happening / states to be achieved:*

- The organisation ensures that, as far as possible, the different requirements it places upon employees are compatible;
- The organisation provides information to enable employees to understand their role and responsibilities;
- The organisation ensures that, as far as possible, the requirements it places upon employees are clear; and
- Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities.

## **Change**

How organisational change (large or small) is managed and communicated in the organisation

*The standard is that:*

- Employees indicate that the organisation engages them frequently when undergoing an organisational change; 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 timely information to enable them to understand the reasons for proposed changes;
- The organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals;
- Employees are aware of the probable impact of any changes to their jobs. If necessary, employees are given training to support any changes in their jobs;
- Employees are aware of timetables for changes;
- Employees have access to relevant support during changes.