



Seohc Occupational Health Solutions

Managing Stress: *Assessment Phase*

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TODAY'S OBJECTIVES

- Principles involved in undertaking a stress audit
- Overview of the HSE Indicator Tool
- Practical considerations



BEFORE YOU START

Securing management commitment

- The moral/ethical case:
- The business case:
- The legal case:

Securing commitment from employees and their representatives

Stress Policies

Steering Groups



PRINCIPLES of STRESS MANAGEMENT

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 findings

Step 5

- Monitor and review



MEASURING STRESS





ORGANISATIONAL DATA

Pro's

Readily available

Historical data available

Variety of approaches

Con's

Reliability

Not primarily focussed on stress



USE OF HSE INDICATOR

- Set of 35 questions
- Excel tool for analysis
- Set of Management Standards



HSE INDICATOR TOOL

Pro's

Establishes a baseline

Free

Focussed

Repeatable

Validated tool

Con's

Single aspect

Logistical difficulties

A moment in time



MANAGEMENT STANDARDS

- **Demands**
workload, work patterns,
- **Control**
employee say over work
- **Managers Support**
encouragement, sponsorship
- **Peer Support**
colleague support
- **Relationships**
promoting positive working
- **Role**
Employee understanding of their role
- **Change**
Management of change



CONSIDERATIONS

- **Confidentiality** (respondents could alter the data)
- **Communication**
- **Collection of data**
 - Sample size
 - Random sampling
 - Mode of collection
 - IT consideration
 - Meaningful demographic data
 - Other data requirements

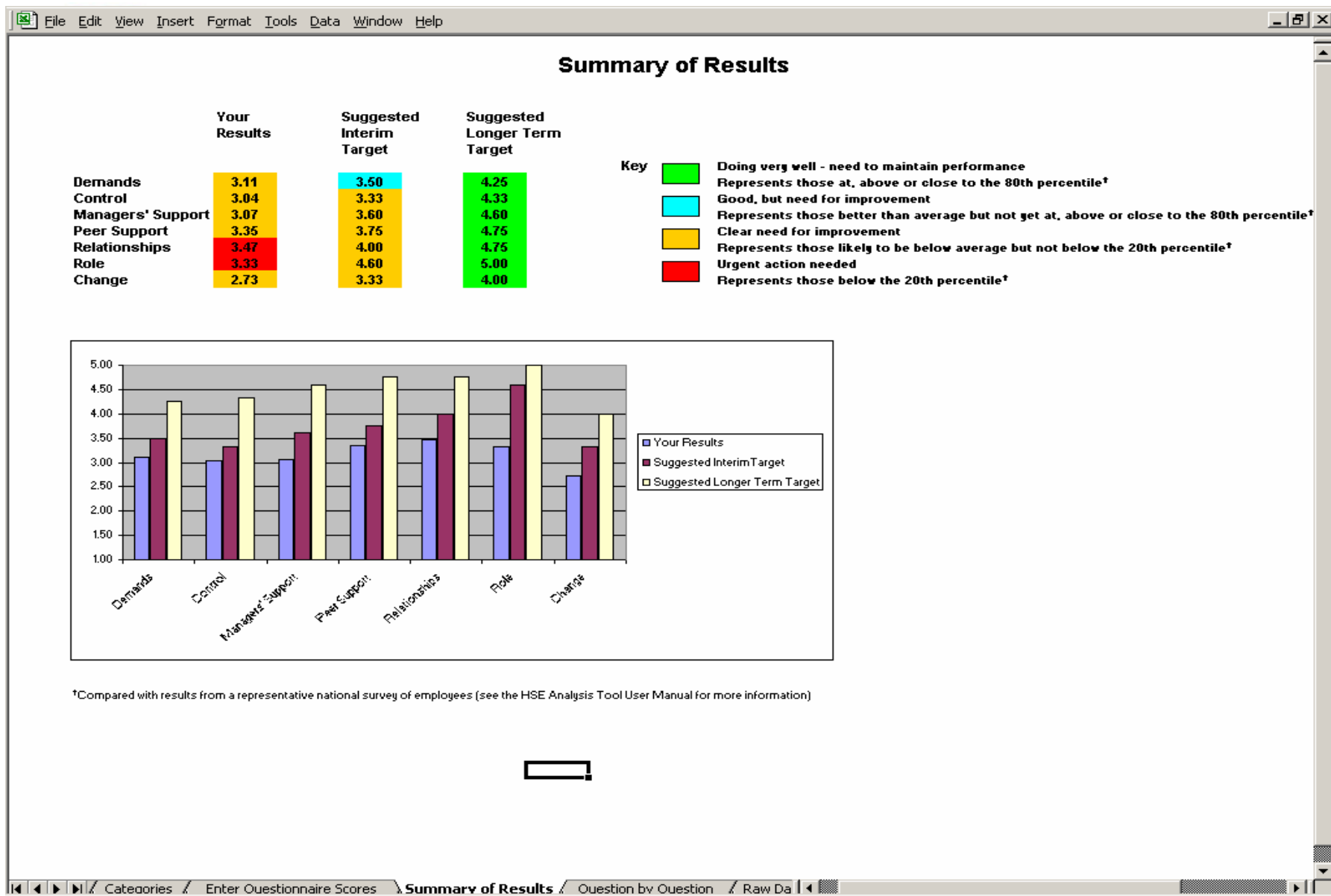


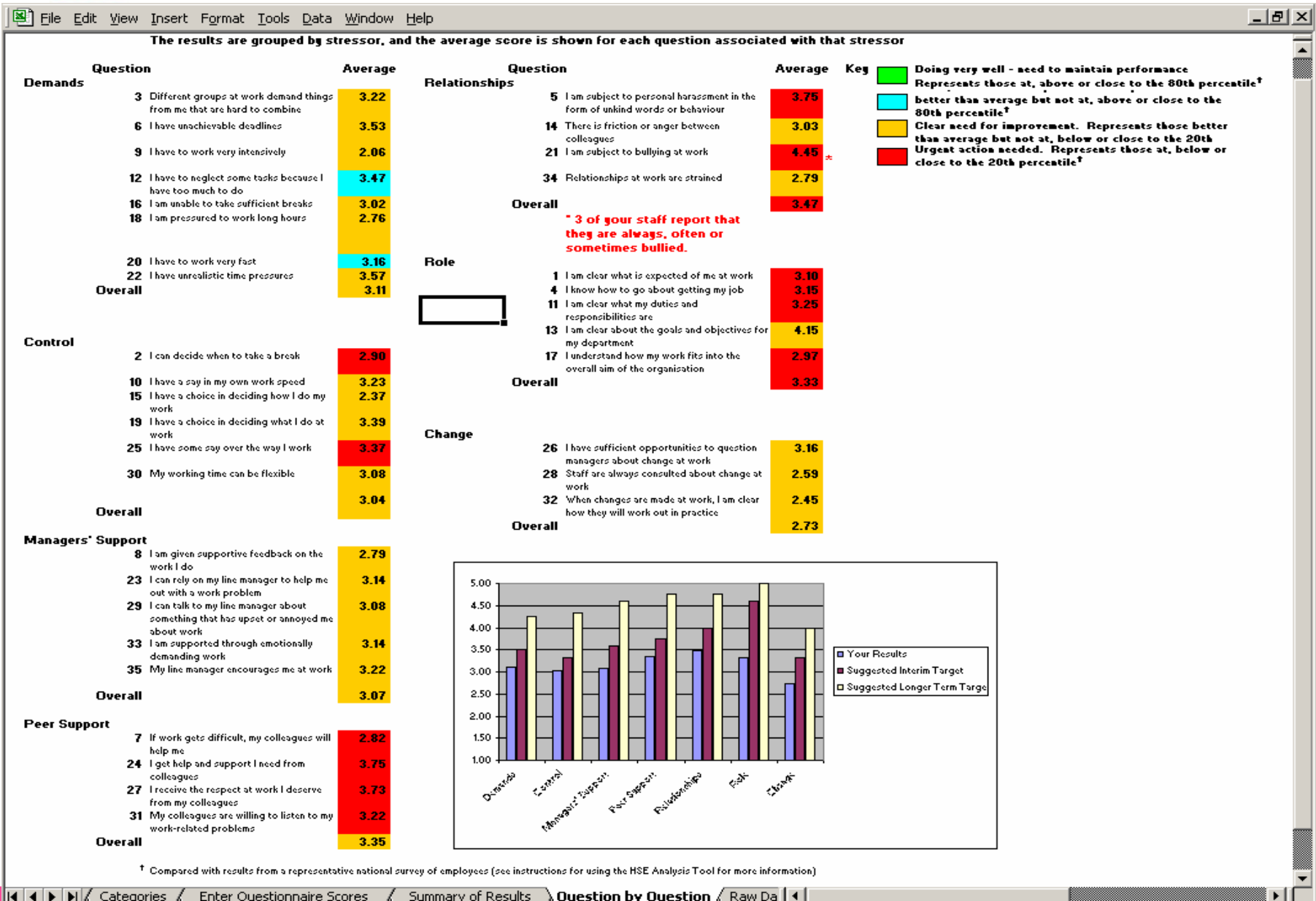
CONSIDERATIONS

- Management of:
 - expectations
 - results
 - feedback
 - data (The first day of the survey and after each reminder)
- Realistic budget
- Realistic time frame
- Pilot



Stress Audit Results







ANALYSIS

- Comparative data not easily available
- Hotspots not readily identifiable



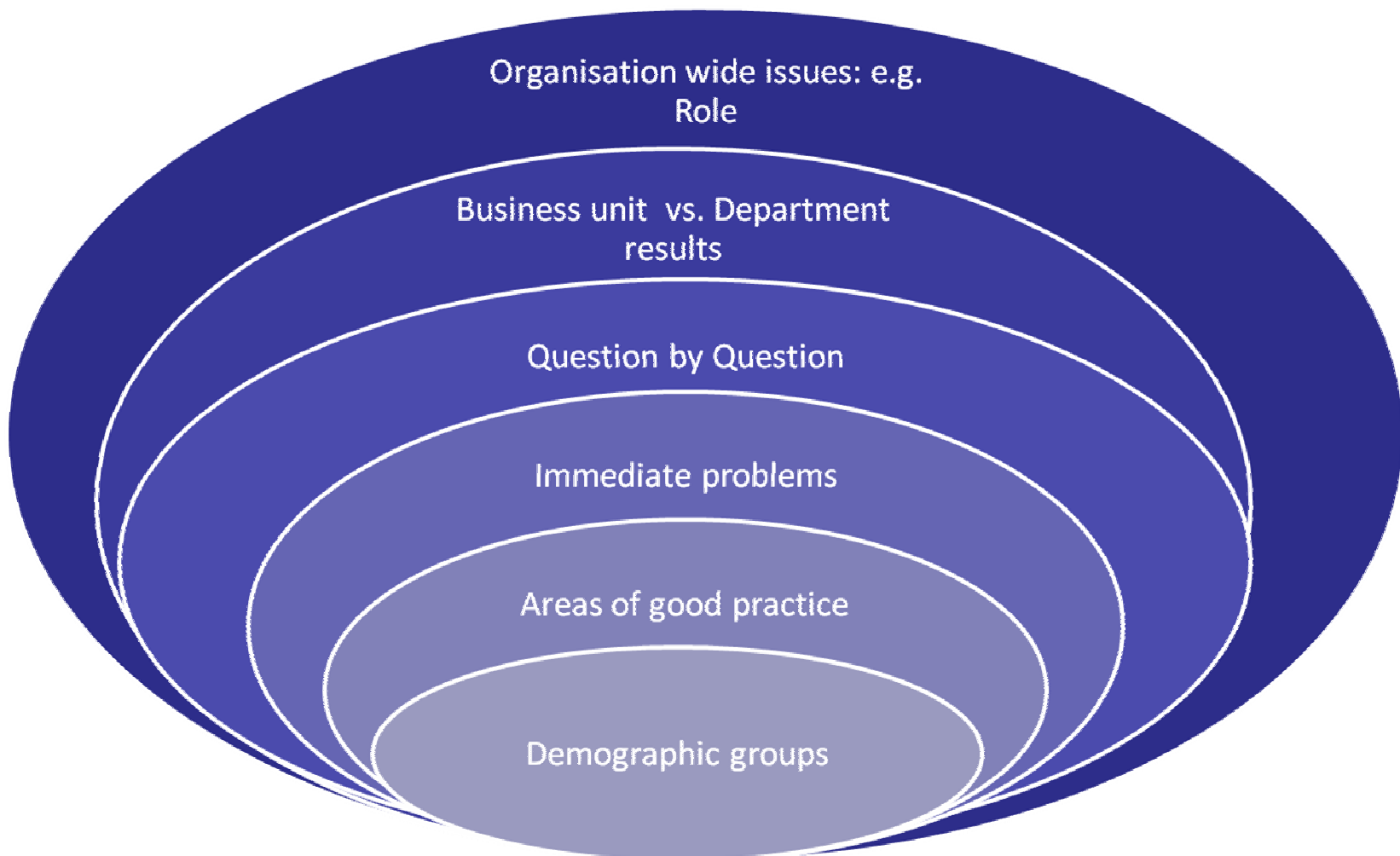
Question		Average for Group	Average for Survey
Demands			
3 Different groups at work demand things from me that are hard to combine	→	2.58	2.75
6 I have unachievable deadlines	→	2.98	3.26
9 I have to work very intensively	→	2.15	2.27
12 I have to neglect some tasks because I have too much to do	→	2.40	2.69
16 I am unable to take sufficient breaks	→	2.63	2.83
18 I am pressured to work long hours	→	3.06	3.38
20 I have to work very fast	→	2.54	2.64
22 I have unrealistic time pressures	→	2.85	3.11
	Overall →	2.65	2.87
Control			
2 I can decide when to take a break	→	3.06	3.30
10 I have a say in my own work speed	→	2.85	3.04
15 I have a choice in deciding how I do my work	→	3.17	3.30
19 I have a choice in deciding what I do at work	→	2.58	2.68
25 I have some say over the way I work	→	3.49	3.59
30 My working time can be flexible	→	3.01	3.21
	Overall →	3.02	3.18
Managers' Support			
8 I am given supportive feedback on the work I do		3.00	2.96
23 I can rely on my line manager to help me out with a work problem		3.88	3.75
29 I can talk to my line manager about something that has upset or annoyed me		3.83	3.74
33 I am supported through emotionally demanding work		2.86	2.90
35 My line manager encourages me at work		3.68	3.57
	Overall	3.45	3.38
Peer Support			
7 If work gets difficult, my colleagues will help me		3.75	3.76
24 I get help and support I need from colleagues		3.87	3.85
27 I receive the respect at work I deserve from my colleagues		3.63	3.61
31 My colleagues are willing to listen to my work-related problems		3.73	3.66
	Overall	3.74	3.72
Relationships			
5 I am subject to personal harassment in the form of unkind words or behaviour		4.41	4.34
14 There is friction or anger between colleagues		3.48	3.48
21 I am subject to bullying at work		4.44	4.44
34 Relationships at work are strained		3.07	3.18
	Overall	3.85	3.86
Role			
1 I am clear what is expected of me at work		4.07	4.10
4 I know how to go about getting my job done		4.20	4.25
11 I am clear what my duties and responsibilities are		3.97	4.04
13 I am clear about the goals and objectives for my department		3.81	3.84
17 I understand how my work fits into the overall aim of the organisation		3.70	3.82
	Overall	3.95	4.01
Change			
26 I have sufficient opportunities to question managers about change at work	→	2.57	2.76
28 Staff are always consulted about change at work	→	2.00	2.17
32 When changes are made at work, I am clear how they will work out in practice	→	2.43	2.63
	Overall →	2.33	2.52



MANAGING THE RESULTS



Approaches





CONCLUSION

- Detailed preparations
- Confidentiality
- Communication
- Ongoing commitment
- Board level sponsorship



www.hse.gov.uk/stress

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