

## UK National Work Stress Network Conference 26<sup>th</sup>/27<sup>th</sup> November 2011

### From Recession to Depression

<b>DEMANDS</b>	<p><b><i>The Standard is that:</i></b></p> <ul style="list-style-type: none"> <li>• employees indicate that they are able to cope with the demands of their jobs; and</li> <li>• systems are in place locally to respond to any individual concerns.</li> </ul> <p style="color: #D9534F;"><b>What should be happening/States to be achieved:</b></p> <ul style="list-style-type: none"> <li>○ the organisation provides employees with adequate and achievable demands in relation to the agreed hours of work;</li> <li>○ people's skills and abilities are matched to the job demands;</li> <li>○ jobs are designed to be within the capabilities of employees; and</li> <li>○ employees' concerns about their work environment are addressed.</li> </ul>
<b>CONTROL</b>	<p><b><i>The Standard is that:</i></b></p> <ul style="list-style-type: none"> <li>• employees indicate that they are able to have a say about the way they do their work; and</li> <li>• systems are in place locally to respond to any individual concerns.</li> </ul> <p style="color: #D9534F;"><b>What should be happening/States to be achieved:</b></p> <ul style="list-style-type: none"> <li>○ where possible, employees have control over their pace of work;</li> <li>○ employees are encouraged to use their skills and initiative to do their work;</li> <li>○ where possible, employees are encouraged to develop new skills to help them undertake new and challenging pieces of work;</li> <li>○ the organisation encourages employees to develop their skills;</li> <li>○ employees have a say over when breaks can be taken; and</li> <li>○ employees are consulted over their work patterns</li> </ul>
<b>SUPPORT</b>	<p><b><i>The Standard is that:</i></b></p> <ul style="list-style-type: none"> <li>• employees indicate that they receive adequate information and support from their colleagues and superiors; and</li> <li>• systems are in place locally to respond to any individual concerns.</li> </ul> <p style="color: #D9534F;"><b>What should be happening/States to be achieved:</b></p> <ul style="list-style-type: none"> <li>○ the organisation has policies and procedures to adequately support employees;</li> <li>○ systems are in place to enable and encourage managers to support their staff;</li> <li>○ systems are in place to enable and encourage employees to support their colleagues;</li> <li>○ employees know what support is available and how and when to access it;</li> <li>○ employees know how to access the required resources to do their job; and</li> <li>○ employees receive regular and constructive feedback</li> </ul>

RELATIONSHIPS	<p><b><i>The Standard is that:</i></b></p> <ul style="list-style-type: none"> <li>• employees indicate that they are not subjected to unacceptable behaviours, e.g. bullying at work; and</li> <li>• systems are in place locally to respond to any individual concerns.</li> </ul> <p><b>What should be happening/States to be achieved:</b></p> <ul style="list-style-type: none"> <li>○ the organisation promotes positive behaviours at work to avoid conflict and ensure fairness;</li> <li>○ employees share information relevant to their work;</li> <li>○ the organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour;</li> <li>○ systems are in place to enable and encourage managers to deal with unacceptable behaviour; and</li> <li>○ systems are in place to enable and encourage employees to report unacceptable behaviour.</li> </ul>
ROLE	<p><b><i>The Standard is that:</i></b></p> <ul style="list-style-type: none"> <li>• employees indicate that they understand their role and responsibilities; and</li> <li>• systems are in place locally to respond to any individual concerns.</li> </ul> <p><b>What should be happening/States to be achieved:</b></p> <ul style="list-style-type: none"> <li>○ the organisation ensures that, as far as possible, the different requirements it places upon employees are compatible;</li> <li>○ the organisation provides information to enable employees to understand their role and responsibilities;</li> <li>○ the organisation ensures that, as far as possible, the requirements it places upon employees are clear; and</li> <li>○ systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities</li> </ul>
CHANGE	<p><b><i>The Standard is that:</i></b></p> <ul style="list-style-type: none"> <li>• employees indicate that the organisation engages them frequently when undergoing an organisational change; and</li> <li>• systems are in place locally to respond to any individual concerns.</li> </ul> <p><b>What should be happening/States to be achieved:</b></p> <ul style="list-style-type: none"> <li>○ the organisation provides employees with timely information to enable them to understand the reasons for proposed changes;</li> <li>○ the organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals;</li> <li>○ 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;</li> <li>○ employees are aware of timetables for changes; and</li> <li>○ employees have access to relevant support during changes.</li> </ul>