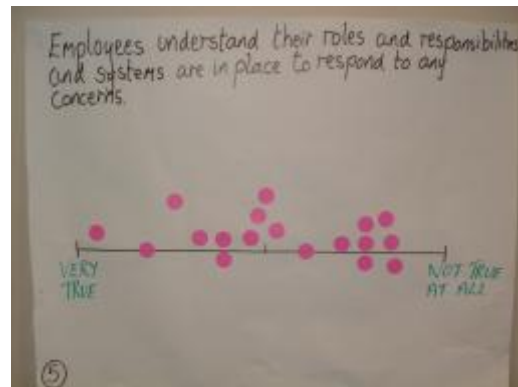
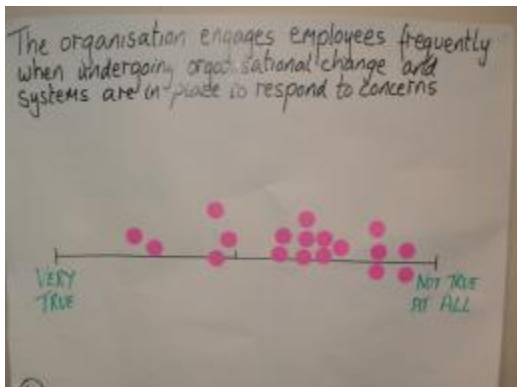
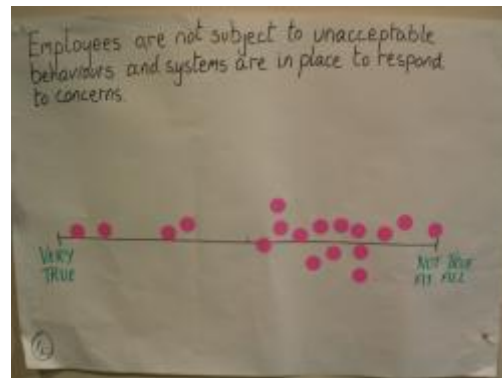
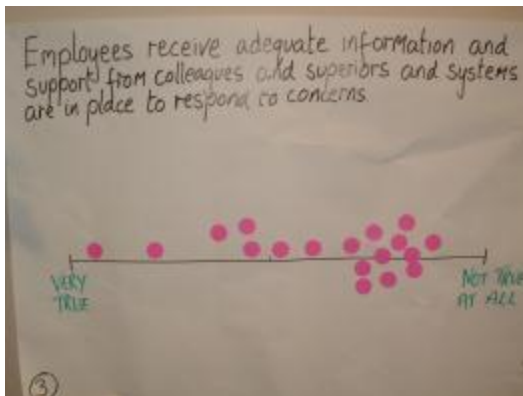
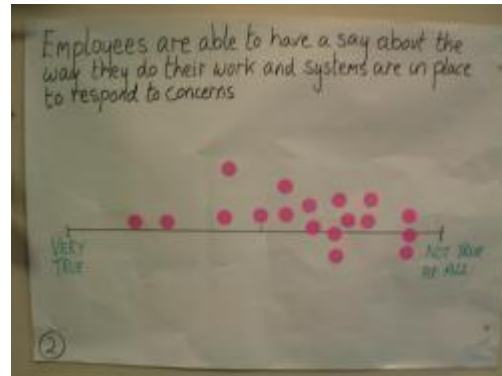


## WORKSHOP 4: The HSE Stress Management Standards

1. Most of the participants in the Workshop had had some previous training in Health & Safety, mainly TUC Stage 1 & 2 or equivalent although some had completed NEBOSH courses. One or two were new to the role.
2. We worked to map the current 'pressure points' of the Group in relation to the 6 Management Standard Statements. The results are shown below.
3. We discussed the reasons why tackling stress in the workplace matters and briefly reviewed some of the evidence.



4. We went through the POWERPOINT presentation (attached) stopping at significant points to discuss:
  - a. The need to engage senior management in tackling workplace stress. The consensus view (in line with the view of HSE) was that managers were most likely to respond to arguments based on the Business Case (i.e. what was in it for them) rather than to legal or moral arguments.
  - b. The legal basis of the Management Standards was discussed and the expectation of HSE that employers use the Standards or something similar. It was not acceptable for employers to do nothing.
  - c. The gathering of evidence was discussed. (Handout: Stress Network Audit Form)
5. We discussed the need for and the format of a Stress Policy. (Handout: the HSE Example Stress Policy)
6. The establishment and composition of Steering Groups was discussed. The role and composition of a Safety Committee
7. The content and use of the Management Standards in the context of an employer risk assessment was discussed. (Handout: Stress Management Standards digest).
8. Five Steps to Risk Assessment:
  - a. Gathering evidence and identifying hazards. (Handout: HSE Stress Audit Form). Various available sources of data explored (e.g. absence records, surveys etc.) Some diagnostic tools discussed.
  - b. Identifying those at risk of harm.
  - c. Evaluate the risk and establish solutions
  - d. Record and implement action plans
  - e. Evaluate the effectiveness of action and go to Step 1.
9. During extensive discussion, participants were able to learn from the experiences of others. The situation of some was deplorable and special mention must be made of a member representing workers in a call centre who described employees at breaking point because of excessive demands made on them, lack of control, an intimidating atmosphere caused by excessive monitoring and an indifferent management.
10. It was agreed that the various handouts, plus the Powerpoint presentation be sent electronically to participants.
11. The Workshop leader found this session intensely interesting and stimulating and probably learned more than he taught.

Les Roberts

