



The arguments then



- Improvement in conditions would cause unemployment.
- Improvement would give advantage to foreign competitors
- Improvement would reduce profits
- Government should not interfere with business

4

The arguments today

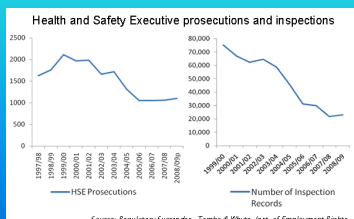
Economic arguments

- Every day they battle against a tide of risk assessment forms and face the fear of being sued for massive sums. The financial cost of this culture runs into the billions each year. So this coalition has a clear New Year's resolution: to kill off the health and safety culture for good. - Cameron
- "Compliance cost to industry is £374 million a year and costs jobs
- BUSINESSES will quit the UK, leading to widespread job losses, unless crazy health and safety rules are scrapped, a minister will warn today.
- Arguments of process
- Health and Safety enforcement is heavy handed
- Low risk workplaces don't need the bureaucracy caused by H&S regulation



5

Health & Safety gone mad?

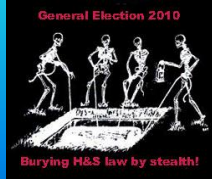


Source: Regulatory Surrender, Tombs & White, Inst. of Employment Rights

6

2011

- 17th Feb: Cameron announces review into "sicknote culture"
- 8th March: 35% cut in HSE budget announced
- 25th March: Grayling announces slashing of H&S inspections by one third
- 7 April: 'Red Tape Challenge' launched
- 21 Nov: Carol Black review
- 28th Nov. Lofstedt Review published



7

What did Lofstedt say?

- 'I have (not) heard any evidence to suggest that there is a case for ... stripping back current H&S regulation.'
- 'Previous studies...found little hard robust evidence that it (gold-plating)is a widespread problem.'
- 'Businesses can benefit from and value inspections.'
- '9 out of 10 employers see HSE as a 'helpful' organisation'
- 'No evidence has been found for its ('compensation culture's') existence.'

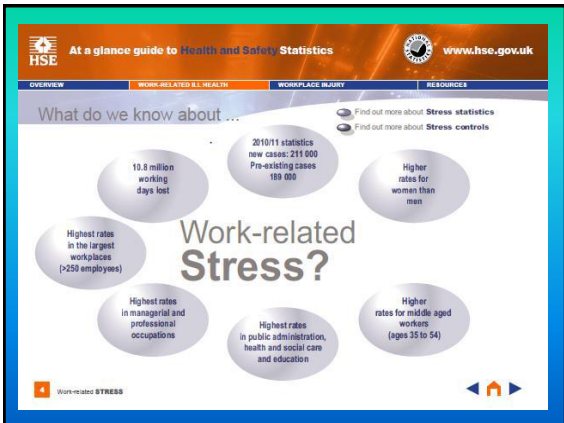
8

2012

- 6th April: Change from 3 day to 7 day reporting under RIDDOR
- 19th June: Grayling ignores Lofstedt: will cut H&S regulation by 50%. Inspections only on "risky" workplaces.
- 16th Aug.: Director of Laing O'Rourke, (known blacklisting firm) appointed to HSE
- 17th Oct: Proposal to change 114 year old law on employer strict liability

9

In a hostile climate how do we tackle the problem of workplace stress?



How do we tackle the problem of work stress?

Getting started

- Gaining employer/ senior management commitment
- Understanding the organisational drivers
- The setting up of steering groups

Comprehensive risk assessment

- The Management Standards Approach
- Embedding the approach
- Review of existing policies & procedures based on interventions
- Continuous improvement

Challenge 1:

Gaining the commitment of the employer/ senior management

- Demonstrating that a problem exists.
- –Internal TU audit?
- –Absence records?
- –What else?
- •Setting out the moral case for action.
- •Setting out the legal case for action.
- •Setting out the business case for action.

Getting started

Moral case

There is evidence that prolonged periods of excessive pressure have an adverse effect on health

- Research provides strong links between stress and physical effects such as heart disease, back pain, headaches, gastrointestinal disturbances or various minor illnesses; and psychological effects such as anxiety and depression
- Poor coping strategies can also lead to other behaviours that are harmful to health, such as skipping meals, drinking too much caffeine or alcohol, or smoking.

Getting started

The legal case

- The Management Standards are guidance, however, employers already have duties:
 - Under the Management of Health and Safety at Work Regulations 1999: To assess the risk of stress-related ill health arising from work activities.
 - Under the Health and Safety at Work etc Act 1974: To take measures to control that risk.

Getting started.

The business case

- Employee commitment to work
- Staff performance and productivity
- Attendance levels
- Staff recruitment and retention
- Customer satisfaction
- Organisational image and reputation
- Potential litigation

Challenge 2:

Setting up a steering group

Membership

Management

- Senior management
- Health & safety manager
- Human resources
- Occupational Health
- Line management

Employee

- Trade unions representative
- AN Other (Employee group representative?)

Steering group

Key roles

Project Champion

- Represents the project at Board level
- Updates the Board on progress
- Ensures the project is adequately resourced

Day-to-day Champion

- Takes the role of project manager
- Organises and facilitates meetings
- Documents decisions to provide an audit trail
- Keeps the project on schedule and on budget

Steering group
Key activities

- Planning and Managing the project
- Securing necessary resources
- Communicating with those involved
- Monitoring progress
- Approving action
- Reporting
- Any others?

Steering group
Communications

Methods of communication

- Briefing groups
- Intranet
- Newsletters
- Notice boards
- Email – be cautious
- Individual memos and letters
- Newspapers
- Any others?

Steering Groups
Summary

- Need senior management commitment
- Need employee involvement; partnership approach
- Project plan; include communications activities

Challenge 3

Understanding the Management Standards

The six areas are:

- **Demands:** workload, work patterns, and the work environment
- **Control:** How much say the person has in the way they do their work
- **Support:** encouragement, sponsorship and resources provided by the organisation, line management and colleagues
- **Relationships:** promoting positive working to avoid conflict and dealing with unacceptable behaviour
- **Role:** Whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles
- **Change:** How organisational change (large or small) is managed and communicated in the organisation.

Understanding the Management Standards

| | Health | Local Governm't | Central Governm't | Educational | Finance |
|---------------|--------|-----------------|-------------------|-------------|---------|
| Demand | 2 | 2 | 2 | 1 | 2 |
| Control | 4 | 3 | 6 | 6 | 4 |
| Support | 3 | 6 | =3 | 5 | 3 |
| Role | =5 | 5 | 5 | 4 | =5 |
| Relationships | =5 | 4 | =3 | 3 | =5 |
| Change | 1 | 1 | 1 | 2 | 1 |

The Management Standards Approach



HSG218 (2007)

Challenge 4:

Evaluating the risk and taking action

- TU consultative/ negotiating groups
- Team briefings
- Cascade briefings
- Existing working groups
- Other staff forums?
- HSE recommends the use of 'Focus Groups' as a means of engaging with staff.

Focus Group Issues

- Who is going to facilitate the focus groups?
- How many focus groups are needed?
- Who should attend a focus group?
- Who will manage staff attendance?
- Who will organise locations?
- Who will be responsible for collating action plans?
- Who will communicate the agreed actions to all staff?

The Management Standards

The six areas are:

- **Demands:** workload, work patterns, and the work environment
- **Control:** How much say the person has in the way they do their work
- **Support:** encouragement, sponsorship and resources provided by the organisation, line management and colleagues
- **Relationships:** promoting positive working to avoid conflict and dealing with unacceptable behaviour
- **Role:** Whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles
- **Change:** How organisational change (large or small) is managed and communicated in the organisation.

The Management Standards DEMANDS

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.

States to be achieved are

- 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.

Gathering Data

Data that can be used, includes

- Sickness absence data
- Employee turnover
- Exit interview
- Productivity data
- Performance appraisals
- Informal talks with employees
- Focus groups
- Surveys
- Return to work interview

Gathering Data

What are we looking for in the data?

- Areas of good performance
- Existing knowledge of problems
- Correlations between data sources
- 'Hot spots'
- Map the issues in the data to the anagement Standards
- Any others?

Gathering Data Summary


- Use all available sources of data
- Look for correlations between data
- Look for 'hot spots' to focus resources
- Look for areas of good practice
- Don't forget the Management Standards!

The Management Standards Approach



HSG218 (2007)

What actions can be taken? Be S.M.A.R.T.

| | |
|---|--|
|  | <ul style="list-style-type: none">• Specific• Measurable• Attainable• Relevant• Time bound |
|---|--|

Action Planning

The output from focus groups needs to be captured in a prioritised action plan. Things to consider:

- **Time frame:** quick wins can demonstrate you are taking action, other interventions will deliver in the medium to long term
- **Level of the intervention:** is it aimed at a team (micro), a department or directorate (macro) or the whole organisation (strategic)?
- **Responsibility:** named individuals to take responsibility for each action and to report progress

It is important employees are kept informed of progress at regular intervals. This activity needs to be part of your communications plan.

The Management Standards Approach



HSG218 (2007)

Challenge 5: Embedding The Approach

This is about making the management of stress part of everyday H&S management. How can this be achieved?

- Reviewing existing policies & procedures based on interventions
- Evaluating effectiveness of interventions on organisational performance
- Continuous improvement

Embedding The Approach

Key learning points from case studies:

- Gaining senior management commitment can be challenging and time consuming
- Need to prepare senior management for possible bad news!
- Focus groups can be time consuming if not planned in advance
- Payback period on resource investment is months rather than years

Summary

- Elements of the Management Standards approach can be integrated with existing initiatives
- Existing data can be used within the approach, there is no requirement to run a new staff survey
- Staff consultation is a key component of the approach
- Employer, senior and line management need to buy into the approach and the delivery of the interventions
- The Management Standards themselves need to be embedded into every day custom and practice
