

## Stress Network 2010 Conference:- Workshop Report HSE Management Standards and Organisational Change

This workshop examined the issues of organisational change and how the application of the HSE Management Standard on **Change** would assist the matter of changes in the workplace.

### Outline plan of workshop

1. Icebreaker and introductory exercise outlining any organisational change issues experienced	2. Group discussion on the use of HSE Management Standards in various workplaces	3. Handling Organisational Change in the workplace and how the Standard should be applied	4. Summary and closing discussion	5. Creating a personal checklist of future action to be carried out following the session
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Summary of group discussion outcomes		
Effects of Organisational Change?	Use of systems and standards in workplaces?	What is required to apply standards successfully?
Misleading consultation	Policies in place – how effective, how recent and whether reviewed	Transparent, meaningful consultation
Staff fears increased	Effective Risk Assessments undertaken?	Service definitions
Lack of real support	Use of questionnaires	Policies not being implemented need to be overcome
TU Reps workload increased and higher stress levels	Frequent failures to recognise existence of problem[s]	<u>Appropriate, effective</u> performance assessment related to policy and procedure application and systems
Staff turnover, associated loss of experience, expertise & diversity	Own local surveys taken to JCC = awareness raising processes	Evaluation of processes of change shared with workforce
Collapsing structures	Under- reporting, fears of stigma and application of procedures	Genuine commitment throughout and from the top
Lack of communication and effective message checking	Consideration of own awareness	Timely information provision
Inconsistency of application of	ISMA surveys can be helpful	Appropriate language used in

policy and procedures		discussions
Lack of managerial engagement	Impact of personal help and assistance strategies	
Paper policy not implemented nor reflected in managers' performance reviews		
Overall workload increases		

Closing discussion highlighted the following key factors:-

- Role changes and how they affect staff and delivery of work/tasks
- The overall need for support
- Counselling, by whom, how accessed, with what confidentiality; how is need determined and is Occupational Health involved?
- Relationships during any period of change are strained – how can this be overcome; and how can the 'You're lucky to be here!' syndrome be avoided?
- High and increasing levels of TU Officer stress levels and need for support