Managing Work-related Stress Working From Home

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Contents of the webinar

- The scale of the problem
- The HSE Management Standards
- Developing working from home resources
- Advice on working from home
- Risk assessment for work-related stress
- Q & A

Statistics

17.9 million

Working days lost due to work-related stress, depression or anxiety in 2019/20

Source: Estimates based on self-reports from the Labour Force Survey
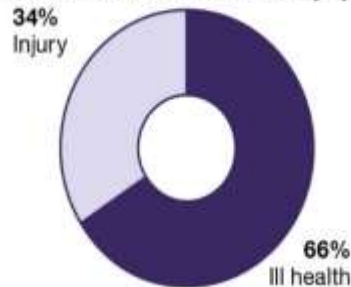
0.8 million

Work-related stress, depression or anxiety cases (new or long-standing) in 2019/20

Source: Estimates based on self-reports from the Labour Force Survey, people who worked in the last 12 months
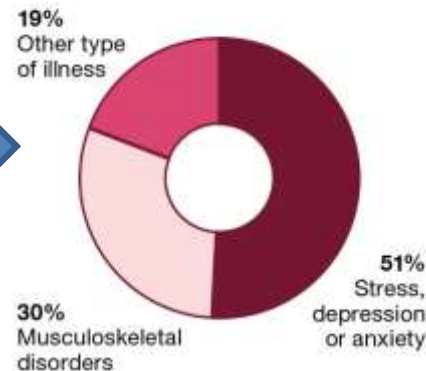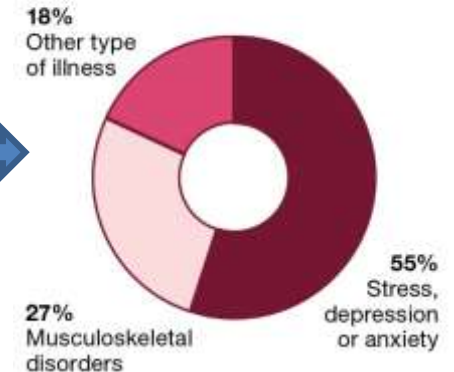
21.6
average working days lost per case

Costs to Britain of workplace injury and new cases of work-related ill health in 2018/19 by type of incident

34% Injury
66% Ill health

New and long-standing cases of work-related ill health by type, 2019/20

19% Other type of illness
30% Musculoskeletal disorders
51% Stress, depression or anxiety

Working days lost by type of ill health, 2019/20

18% Other type of illness
27% Musculoskeletal disorders
55% Stress, depression or anxiety

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N.I. Context

In 2018/19 16,000 NI employees

Financial Cost

Direct Costs

Sick pay	Rehabilitation
Lost production	Reasonable adjustments
Overtime	Fines
Agency workers	Insurance premiums

Indirect Costs

Staff morale
Remedial action following investigation
Staff diverted from normal duties
Compliance with enforcement notice
Staff retention
Staff recruitment (best/training)
Reputation
Industrial relations
Wider society

'Good' work is good for us

Analysis by the Advanced Workplace Institute said Black, found that **"when staff are not together, trust and cohesion between staff are damaged …. leading to loss of self-belief and identity."**

Health and Wellbeing at Work Week

MARCH 2021

What are the Management Standards?

The management standards are a set of conditions that if managed correctly in organisations, can reflect high levels of health and well-being and organisational performance
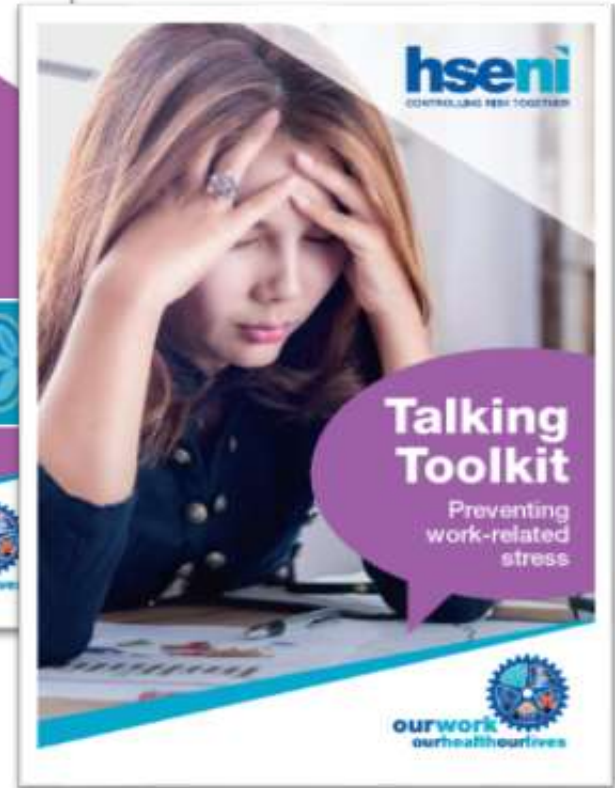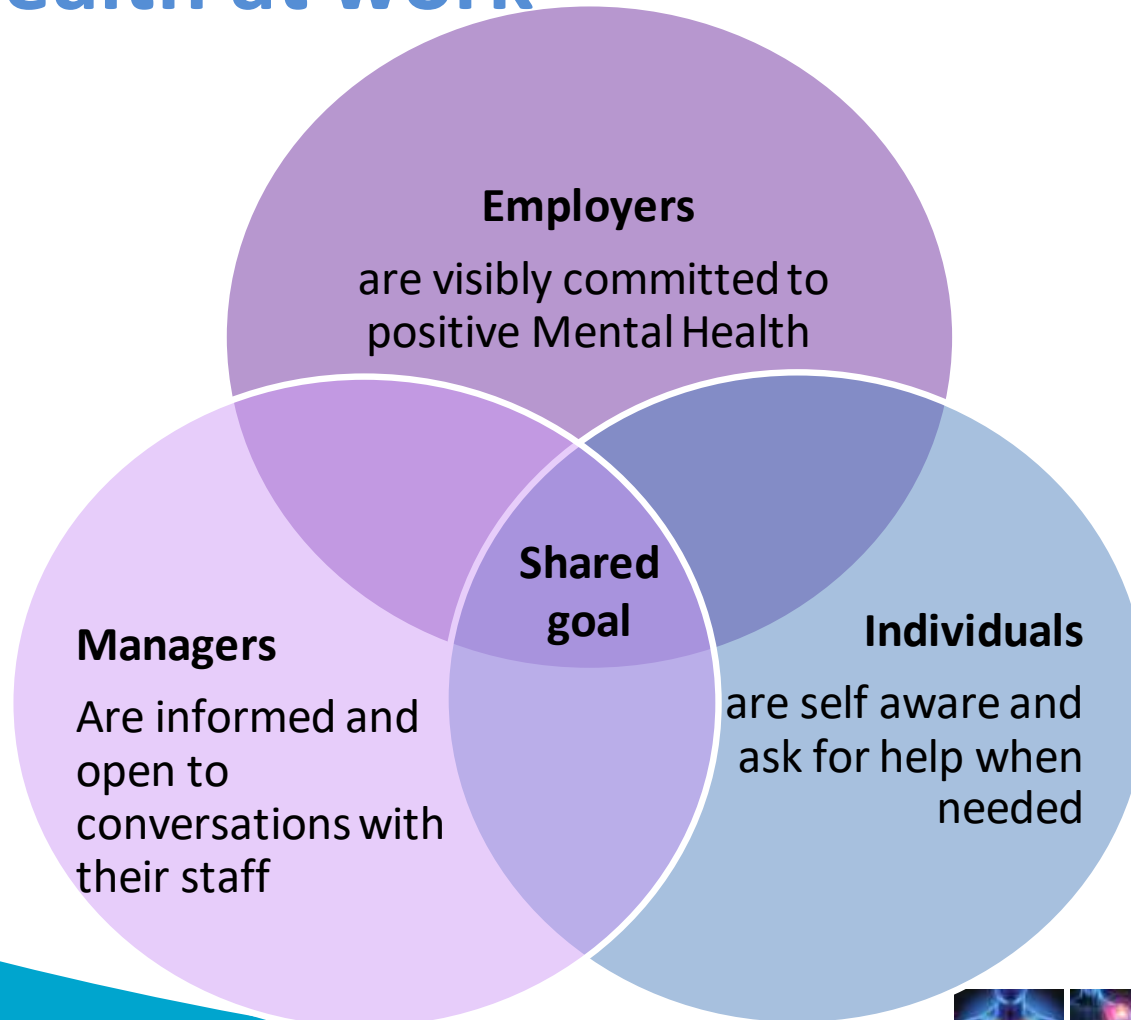
The Management Standards

- **Demands**: workload, deadlines, work scheduling, physical environment

- **Control**: decision authority, autonomy, interruptions

- **Support**: organisational, managerial, colleagues; practical and emotional

- **Relationships**: interpersonal conflict, bullying and harassment

- **Role**: ambiguity, conflict, image

- **Change**: new ways of working, new technology, change strategies, consultation and involvement

Developing Resources

Framework for positive mental health at work

Employers

are visibly committed to positive Mental Health

Shared goal

Managers

Are informed and open to conversations with their staff

Individuals

are self aware and ask for help when needed

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Working from home

Working from home

Well-being Triangle

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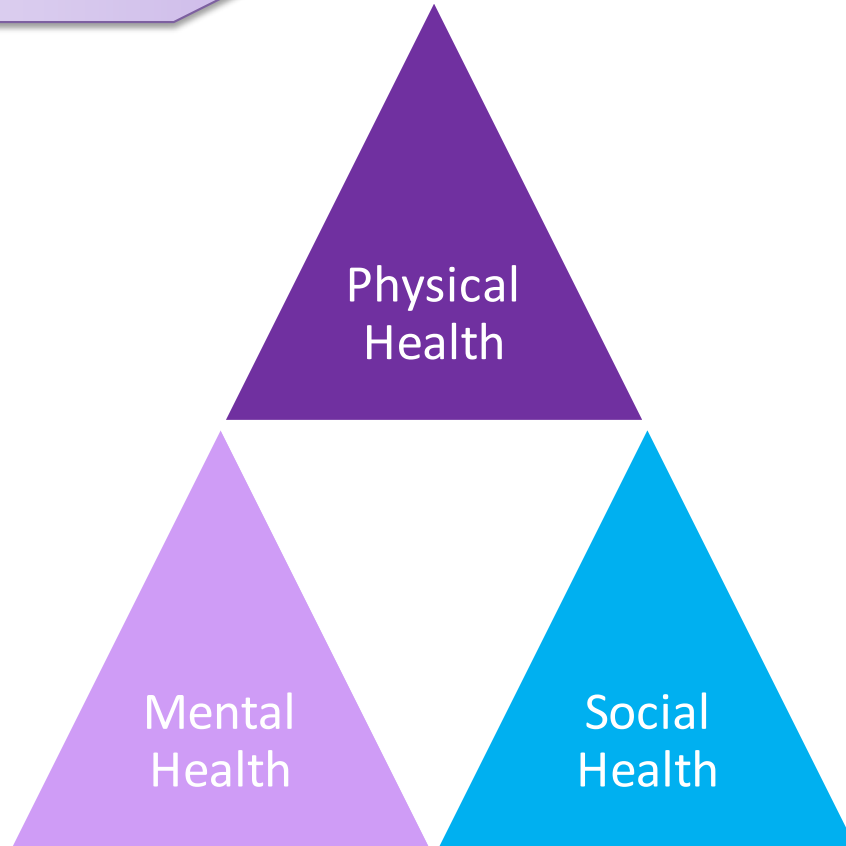
Exercise

Nutrition

Rest

Mental Well-being

Talk to others

Self-care

Give yourself a break

Social Well-being

Frequent meetings

Informal interactions

Check in with colleagues
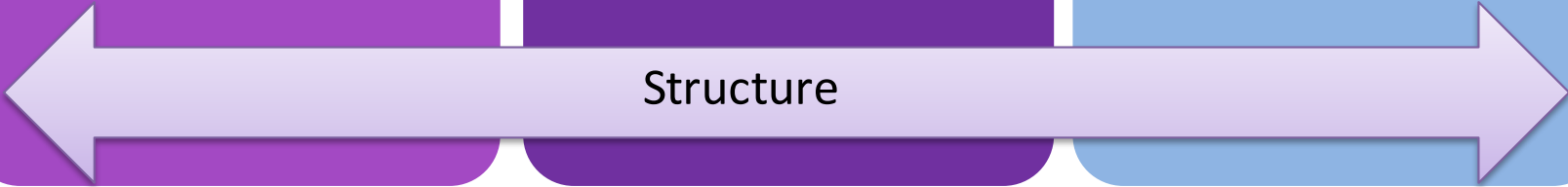
Support Networks

- ➤ Line Manager
- ➤ Senior member of staff
- ➤ Colleagues
- ➤ Welfare Services
- ➤ Occupational Health
- ➤ Other Professionals
- ➤ Friends
- ➤ Family

Work Environment

- Ensure you have a dedicated area for work
- Make sure you feel comfortable
- Make it personal to you
- Have adequate space
- Have plenty of Natural Light
- Correct Temperature
- Follows workstation guidelines

Disconnect

Reach Out

HSENI Approach

- HSENI provide free advice, guidance and support
- Team of staff qualified in Stress Management Delivery
- Working in partnership
- Workshops
- Goal – eliminate work related stress

The Risk Assessment Process

HSE Management Standards

Steering Group
Lessons learned
Implementation plan
Continuous improvement

Gather quantitative
data using HSE
Indicator tool
(35 Multiple Choice
Questions)

Collate quantitative and
qualitative data
Develop action plan and
communicate to employees

Gather qualitative data
Talk to employees
Focus Groups

Combined Approach

Primary
- Focus on prevention/control risk at source
- Stress Policy
- Risk Assessment Approach

Secondary
- Stress management training
- Coping Strategies
- Building Resilience, Health Promotion
- Systems for employees to raise concerns

Tertiary
- Rehabilitation of individual
- Employee assistance programmes/counselling
- Greater involvement of occupational health specialist
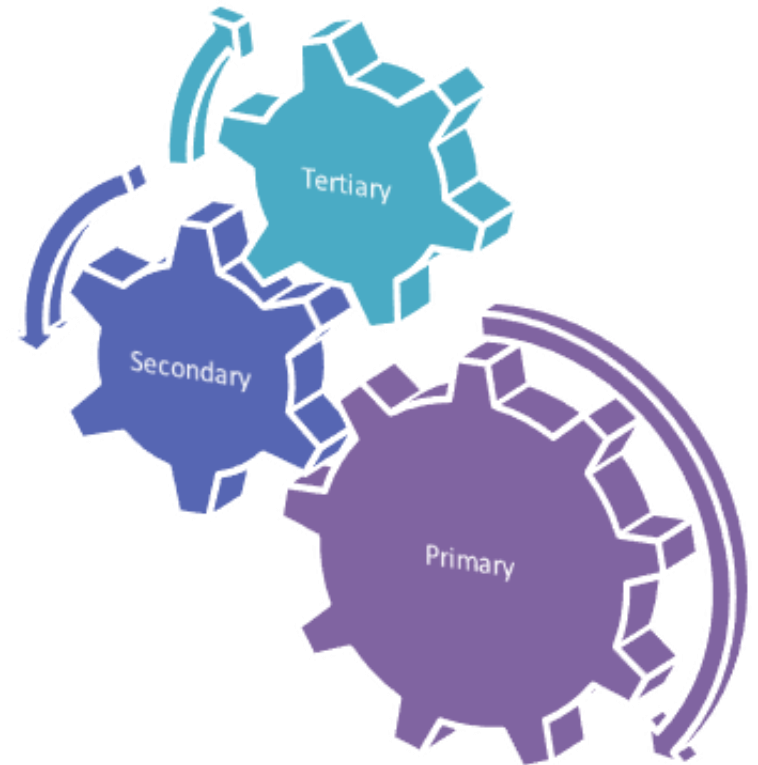
Why use the Management Standards?

The Individual Risk Assessment Process

1. Introduction

2. Problem assessment

3. Goals, outcomes, resolutions

4. Action Planning

5. Review

MENTAL WELLBEING AT WORK RISK ASSESSMENT ACTION PLAN

Demands:	"Issues such as workload, work patterns and the work environment."			
Action Point No.	Issues identified / Area for Potential Improvement	Proposed Control Measures / Corrective Actions Required	Named Responsibility / Ownership	Date Completed DD/MM/YY
1	e.g.; Workload/deadlines	e.g.; Re-allocation of duties (temporary or permanent)		
2	Hours and patterns of work	Guidance over prioritisation of tasks Adjustment of hours/work patterns (temporary or permanent)		
3	Individual capabilities, including training needs	Provide Additional Training eg. Time Management		
4	Requirement for urgent deadlines to be met – often at short notice.	Provide realistic deadlines Develop a system to notify employees of unplanned tight deadlines Provide training to help staff prioritise work		
5	The physical working environment (temperature, noise, light etc)	Physical adjustments – hazards properly controlled, staff able to adjust the lighting, temperature, ventilation etc. To suit personal preferences.		
6	Lack of Welfare Facilities e.g. place to eat away from the desk.	Set aside a space for staff to take lunch away from their desks.		

Control Measures

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Use this card if you have identified a problem with:

Demands – Includ... ronment.

Possible Solu...

Workload

- Hold weekly team... forthcoming week (... ed challenges.
- Hold monthly mee...
- Develop personal...
- Adjust work patte... and agreed with en...
- Allocate sufficient... equipment, etc).
- Provide training (... they can seek help...

Working Patte...

- Review working h... staff?
- Consider change... external to the orga...
- Develop a system... tional need to work...

Use this card if you have identified a problem with:

Control – How much say the pers...

Possible Solutions

- Agree systems that enable staff to... organised and undertaken, eg thro... performance reviews, etc.
- Hold regular discussion forums du... the anticipated output and methods... and input.
- Allocate responsibility to teams to...
  - discuss and define teams a...
  - agree objectives;
  - agree roles;
  - agree timescales;
  - agree the provision of mana...
- Talk about the way decisions are... involvement?
- Talks about the skills people have... good effect. How else would they...

Use this card if you have identified a...

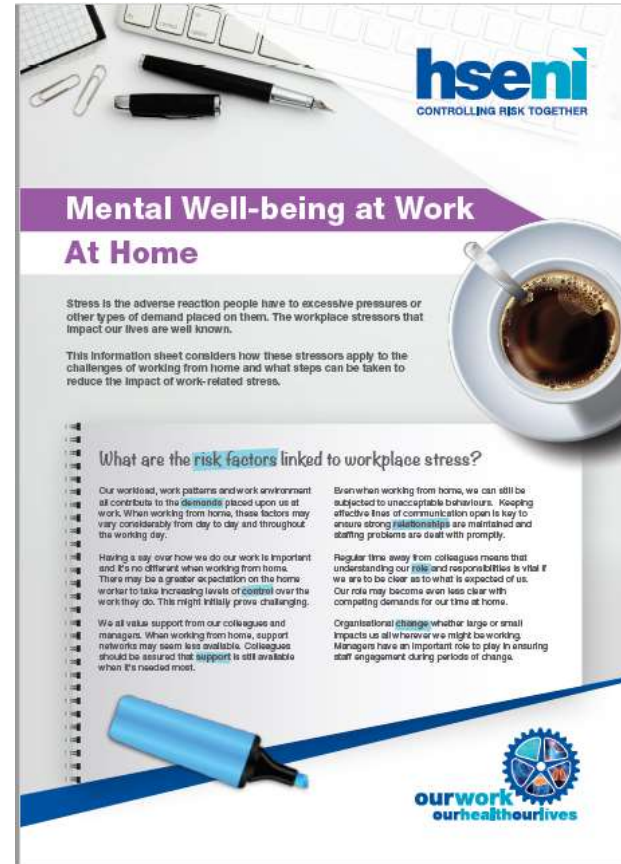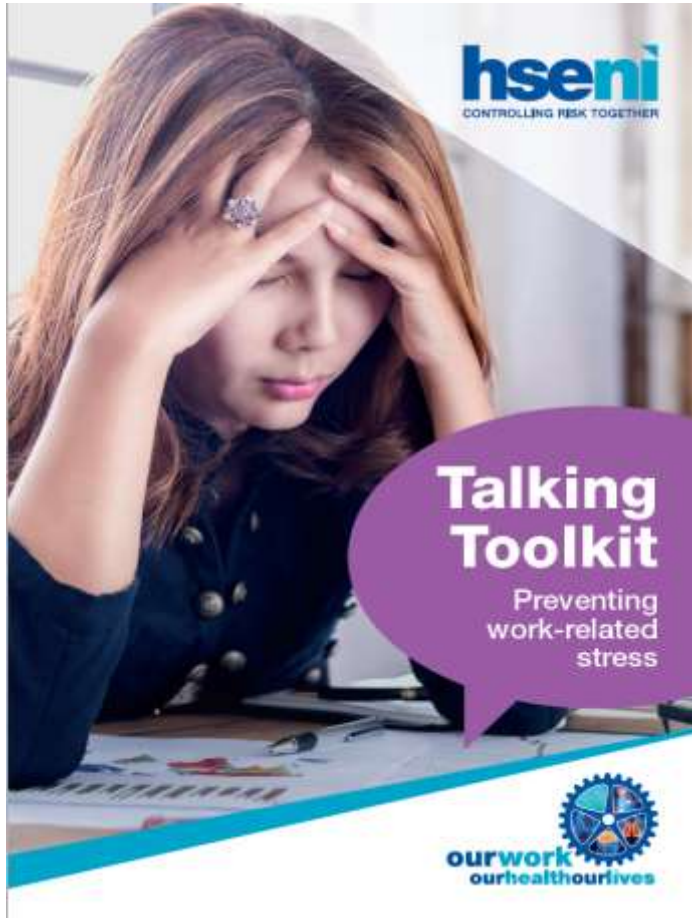Support - the level of support provided by line manage...

Possible solutions

- Hold regular one-to-ones to talk about any emerging...
- Hold regular liaison/team meetings to discuss unit pre...
- Include 'work-related stress/emerging pressures' as a... meetings and/or performance reviews.
- Seek examples of how people would like to, or have,... support from managers or colleagues – can these be a...
- Ask how employees would like to access managerial... agreed times when managers are able to discuss emer...
- Introduce flexibility in work schedules (where possible... domestic commitments.
- Develop training arrangements and refresher session... competencies are up-to-date and appropriate for the co... jobs.
- Talk about ways the organisation could provide suppo... experiencing problems outside work.
- Disseminate information on other areas of support (hu... department, occupational health, trained counsellors, c...

Use this card if y...

Relationships – includes pr... with unacceptable behaviour.

Possible solutions

- Develop a written policy for... work – communicate this to...
- Agree and implement proce... communicate this to staff.
- Agree and implement a con... reporting of unacceptable b...
- Agree and implement a grie... ceptable behaviour – circula...
- Select or build teams which... experience for new projects...
- Provide training to help staf...
- Encourage good communic... opment (eg listening skills, ...
- Discuss how individuals wo... ships.
- Identify ways to celebrate s... end of a project).

Role – Whether people... the organisation ensure... and whether the organi... roles.

Possible Solution...

- Hold team meetings t... discuss any possible ro...
- Display team/departm...
- Agree specific standar... periodically.
- Introduce personal wo...
- Introduce or revise job... functions and priorities...
- Hold regular one-to-o... role and know what is p...

Use this card if you have identified a problem with:

Change - How organisational change (large or small) is managed and communicated in the organisational.

Possible Solutions

- Ensure all staff are aware of why the change is happening – agree a system for doing this.
- Define and explain the key steps of the change. Ensure employee consultation and support is a key element of the programme.
- Establish a system to communicate new developments quickly.
- Agree methods of communication (eg meetings, notice boards, letters, e-mail, feedback forums, etc) and frequency (weekly, monthly, etc).
- Ensure that staff are aware of the impact of the change on their jobs.
- Provide a system to enable staff to comment and ask questions before, during and after the change. Have an 'open door' policy to help staff who want to talk to their managers about their concerns. Involve staff in discussions about how jobs might be developed and changed. Review unit and individual work plans after the change to ensure unit and individual objectives are clear.

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The Management Standards
Approach

Managing Work-related Stress
A Line Managers Role

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Mental well-being at work

Work is important for mental well-being

Work has an important role in promoting mental well-being. It is an important determinant of self-esteem and identity. It can provide a sense of fulfillment and opportunities for social interaction. For most people, work provides their main source of income.

Work can have negative effects on mental health, particularly in the form of stress. Work-related stress is defined as 'the adverse reaction people have to excessive pressure or other types of demand placed upon them'. Stress is the biggest hindrance to productivity, efficiency and even profitability. It can lead to absenteeism, low morale and increase in staff turnover.

Useful links

ourwork
ourhealthourlives

https://www.hseni.gov.uk/topic/mental-well-being-work
Link to HSENI Mental Well-being Topic page

https://www.hseni.gov.uk/node/1074
Link to resources

https://www.hseni.gov.uk/sites/hseni.gov.uk/files/talking-toolkit.pdf
Link to Talking Toolkit

https://www.hseni.gov.uk/sites/hseni.gov.uk/files/hseni-guidance-mental-wellbeing-at-work-at-home.pdf
Link to working from home flyer

https://www.youtube.com/watch?v=TOhJIHLsoRk
Link to HSENI You Tube video

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