Appendix 1 - The HSE Management Standards for Work-Related Stress

1 Demands	2 Control	3 Support
Includes issues like workload, work patterns and the work environment	**How much say the person has in the way they do their work**	**Includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues**
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.	The standard is that: • Employees indicate that they are able to have a say about they way they do their work; and • Systems are in place locally to respond to any individual concerns.	The standard is that: • Employees indicate that they receive adequate information and support from their colleagues and superiors; and • Systems are in place locally to respond to any individual concerns.
What should be happening/states to be achieved: • 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.	What should be happening/states to be achieved: • Where possible, employees have control over their pace of work; • Employees are encouraged to use their skills and initiative to do their work; • Where possible, employees are encouraged to develop new skills to help them undertaken new and challenging pierces of work; • The organisation encourages employees to develop their skills; • Employees have a say over when breaks can be taken; and • Employees are consulted over their work patterns.	What should be happening/states to be achieved: • The organisation has policies and procedures to adequately support employees; • Systems are in place to enable and encourage managers to support their staff; • Systems are in place to enable and encourage employees to support their colleagues; • Employees know what support is available and how and when to access it; • Employees know how to access the required resources to do their job; • Employees receive regular and constructive feedback.

4 Relationships	5 Role	6 Change
Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour	**Whether people understand their role within the organisation and whether the organisation ensures that the person does not have any conflicting roles**	**How organisational change (large or small) is managed and communicated in the organisation**
The standard is that: • Employees indicate that they are not subjected to unacceptable behaviours, e.g. bullying at work; and • Systems are in place locally to respond to any individual concerns.	The standard is that: • Employees indicate that they understand their role and responsibilities; and • Systems are in place locally to respond to any individual concerns.	The standard is that: • Employees indicate that the organisation engages them frequently when undergoing an organisational change; and • Systems are in place locally to respond to any individual concerns.
What should be happening/states to be achieved: • The organisation promotes positive behaviours at work to avoid conflict and ensure fairness; • Employees share information relevant to their work; • The organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour; • Systems are in place to enable and encourage managers to deal with unacceptable behaviour; and • Systems are in place to enable and encourage employees to report unacceptable behaviour.	What should be happening/states to be achieved: • The organisation ensures that, as far as possible, the different requirements it places upon employees are compatible; • The organisation provides information to enable employees to understand their role and responsibilities; • The organisation ensures that, as far as possible, the requirements it places upon employees are clear; and • Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities.	What should be happening/states to be achieved: • The organisation provides employees with timely information to enable them to understand the reasons for proposed changes; • The organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals; • Employees are aware of the probable impact of any change to their jobs. If necessary, employees are given training to support any changes in their jobs; • Employees are aware of timetables for changes; • Employees have access to relevant support during changes.