



Tackling Stress

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Tackling Stress

- Presentation
- Discussion in groups
- Plenary

A new Trade Union approach to tackling work-related stress

- Background
- The new approach
- Implications
- Conclusion

Background

- The costs of stress
- The HSE approach: Management Standards
- Survey → Focus groups → Action

The new approach

- The Branch does the survey
- Confidential rather than anonymous
- Much more detail
- Hotspots identified



Some results

Stress survey results

1. Group of services



Comparison with national averages

Source: HSE Organisational Data Averages 2007/8

Key	
	Doing very well, need to maintain performance. Above the 80th percentile
	Good but need for improvement, above average. Between 80th and 50th percentiles
	Clear need for improvement, below average. Between 50th and 20th percentile
	Urgent action needed. Between the 20th and 1st percentile
	Extreme result. Below the 1st percentile

The Management Standards

	Group of services	Service 1	Service 2	Service 3	Job group 1	Job group 2	Percentiles			
							80th	50th	20th	1st
Demands	2.99	2.78	3.02	3.21	2.76	3.28	3.29	3.10	2.91	2.40
Control	3.56	3.36	3.64	3.71	3.44	3.73	3.72	3.47	3.23	2.57
Managers' Support	3.65	3.18	3.95	3.95	3.56	3.84	3.65	3.46	3.27	2.76
Peer Support	4.09	4.01	4.13	4.18	4.01	4.18	3.89	3.78	3.67	3.38
Relationships	4.01	3.66	4.21	4.15	3.97	4.07	4.04	3.85	3.66	3.16
Role	4.07	3.63	4.40	4.21	3.99	4.21	4.31	4.18	4.05	3.70
Change	2.97	2.50	3.25	3.17	2.88	3.17	3.24	3.04	2.85	2.32

Role

	Group of services	Service 1	Service 2	Service 3	Job group 2	Job group 1	Percentiles			
							80th	50th	20th	1st
I am clear what is expected of me at work	4.19	3.70	4.65	4.35	4.66	4.36	4.40	4.26	4.12	3.75
I know how to go about getting my job done	4.30	4.05	4.48	4.38	4.14	4.51	4.42	4.35	4.28	4.09
I am clear what my duties and responsibilities are	4.16	3.65	4.50	4.37	4.08	4.27	4.14	3.95	3.76	3.25
I am clear about the goals and objectives for my department	3.78	3.27	4.15	3.95	3.70	3.92	4.18	4.03	3.88	3.48
I understand how my work fits into the overall aim of the organisation	3.96	3.46	4.32	4.10	3.84	4.01	4.40	4.26	4.12	3.75

Demands

	Group of services	Service 1	Service 2	Service 3	Job group 2	Job group 1	Percentiles			
							80th	50th	20th	1st
Different groups at work demand things from me that are hard to combine	2.92	2.81	2.90	3.02	2.88	2.96	3.22	3.03	2.84	2.33
I have unachievable deadlines	3.33	3.09	3.33	3.58	3.04	3.64	3.64	3.47	3.30	2.85
I have to work very intensively	2.09	1.88	2.25	2.27	2.00	2.23	2.56	2.31	2.06	1.39
I have to neglect some tasks because I have too much to do	2.80	2.65	2.83	2.98	2.58	3.07	3.20	2.99	2.78	2.22
I am unable to take sufficient breaks	3.53	3.29	3.62	3.73	3.25	3.90	3.68	3.38	3.08	2.28
I am pressured to work long hours	3.65	3.47	3.67	3.88	3.08	3.78	3.94	3.68	3.42	2.73
I have to work very fast	2.59	2.24	2.64	2.67	2.44	2.55	2.87	2.65	2.43	1.84
I have unrealistic time pressures	3.23	2.91	3.30	3.54	2.87	3.61	3.58	3.35	3.12	2.51

Control

	Group of services	Service 1	Service 2	Service 3	Job group 2	Job group 1	Percentiles			
							80th	50th	20th	1st
I can decide when to take a break	4.08	3.87	4.07	4.31	3.99	4.15	4.10	3.76	3.42	2.51
I have a say in my own work speed	3.37	3.36	3.35	3.47	3.17	3.64	3.66	3.41	3.16	2.49
I have a choice in deciding how I do my work	3.57	3.48	3.65	3.75	3.71	3.86	3.86	3.63	3.40	2.79
I have a choice in deciding what I do at work	2.83	2.78	2.92	2.77	2.70	3.00	3.19	2.94	2.69	2.02
I have some say over the way I work	3.71	3.33	3.87	3.94	3.70	3.78	3.97	3.78	3.59	3.08
My working time can be flexible	3.83	3.42	3.88	4.04	3.68	4.04	3.72	3.29	2.86	1.71

Managers' Support

	Group of services	Service 1	Service 2	Service 3	Job group 2	Job group 1	Percentiles			
							80th	50th	20th	1st
I am given supportive feedback on the work I do	3.97	3.84	3.66	3.85	3.27	3.51	3.94	3.11	2.89	2.27
I can rely on my line manager to help me out with a work problem	3.94	3.54	4.12	4.24	3.81	4.10	3.94	3.73	3.52	2.96
I can talk to my line manager about something that has upset or annoyed me about work	3.95	3.56	4.15	4.15	3.81	4.10	3.93	3.74	3.55	3.04
I am supported through emotionally demanding work	3.45	2.89	3.82	3.87	3.36	3.62	3.38	3.20	3.02	2.54
My line manager encourages me at work	3.70	3.44	4.00	4.04	3.57	3.86	4.51	4.39	4.27	3.95

Peer Support

	Group of services	Service 1	Service 2	Service 3	Job group 2	Job group 1	Percentiles			
							80th	50th	20th	1st
If work gets difficult my colleagues will help me	4.02	3.98	3.95	4.17	3.87	4.14	3.93	3.79	3.65	3.28
I get help and support I need from colleagues	4.28	4.19	4.35	4.37	4.20	4.38	4.03	3.89	3.75	3.38
I receive the respect at work I deserve from my colleagues	3.91	3.75	4.05	3.94	3.92	3.89	3.79	3.66	3.53	3.18
My colleagues are willing to listen to my work related problems	4.17	4.13	4.17	4.23	4.05	4.30	3.89	3.76	3.63	3.28

Relationships

	Group of services	Service 1	Service 2	Service 3	Job group 2	Job group 1	Percentiles			
							80th	50th	20th	1st
I am subject to personal harassment in the form of unkind words or behaviour	4.30	4.09	4.23	4.63	4.24	4.38	4.35	4.14	3.93	3.37
There is friction or anger between colleagues	3.60	3.33	3.65	3.63	3.60	3.64	3.64	3.43	3.22	2.68
I am subject to bullying at work	4.67	4.50	4.76	4.69	4.68	4.73	4.66	4.53	4.40	4.05
Relationships at work are strained	3.46	2.75	3.95	3.89	3.37	3.52	3.55	3.34	3.13	2.57

Change

	Group of services	Service 1	Service 2	Service 3	Job group 2	Job group 1	Percentiles			
							80th	50th	20th	1st
I have sufficient opportunities to question managers about change at work	3.33	3.02	3.58	3.40	3.28	3.47	3.46	3.23	3.00	2.39
Staff are always consulted about change at work	2.66	2.22	2.88	2.90	2.60	2.82	3.05	2.82	2.59	1.98
When changes are made at work, I am clear how they will work out in practice	2.90	2.25	3.28	3.19	2.75	3.22	3.21	3.06	2.91	2.51

Survey response data

	Group of services	Service 1	Service 2	Service 3	Job group 2	Job group 1
Number of responses	173	55	60	52		
Number of questionnaires sent	435	146	225	64		
Return rate	40%	38%	27%	81%		

Implications

- A big commitment
- Helps members
- Preventive
- Helps partnership working

Conclusion

- A breakthrough
- Applicable where
 - Stress is a problem
 - Management want to do something
 - The Branch is able to do it

In groups

Is it any help to you and your members?

- Is stress an issue for members?
- Are sickness rates an issue for the employer?
- Do you want to do something about it?

TACKLING STRESS
IN THE NORTHERN REGION



A personal note