

## **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						UNISON the public service union			
Comparison with national averages	Key									
Source: HSE Organisational Data Averages 2007/8	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 perce	ntile						
The Management Standards	Group of services	Service 1	Service 2	Service 3	Job group 1	Job group 2	80th	Percer 50th	ntiles 20th	1st
Demands Control	2.99	2.78 3.36	3.02	3.21	2.74	3.28	3.29	3.10 3.47	2.91 3.23	2.40 2.57
Control Managers Support	3.56 3.68	3.18	3.64 3.95	3.71 3.95	3.44 3.56	3.73 3.84	3.72 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 3.66	3.38 3.16
Relationships Role	4.01 4.07	3.63	4.21 4.40	4.15 4.21	3.97 3.99	4.07 4.21	4.04 4.31	3.85 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	80th	Percer 50th	ntiles 20th	1st
I am clear what is expected of me at work	4.19 4.30	3.70	4.55	4.35 4.38	4.06	4.36	4.40 4.42	4.26 4.35	4.12	3.75 4.09
I know how to go about getting my job done I am clear what my duties and responsibilities are	4.30	4.05 3.65	4.48 4.50	4.37	4.08	4.51 4.27	4.14	3.95	3.76	3.25
I am clear about the goals and objectives for my	3.76	3.27	4.15	3.86	3.70	3.92	4.18	4.03	3.88	3.48
department  I understand how my work fits into the overall aim of the organisation	3.96	3.46	4.13	4,10	3.94	4.01	4.40	4.26	4.12	3.75
Demands	Group of							Dares	atiles.	
	services	Service 1	Service 2	Service 3	Job group 2	Job group 1	80th	Percer 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 I have to work very intensively	3.33	3.09	3.33 2.25	3.58 2.27	3.04	3.64 2.25	3.64 2.56	3.47 2.31	3.30 2.06	2.85 1.39
I have to neglect some tasks because I have too much to do	2.80	2.65	2.02	2.00	2.58	3.07	3.20	2.99	2.78	2.22
I am unable to take sufficient breaks	3.53	3.29	2.83 3.62	3.73	3.25	3.90	3.68	3.38	3.08	2.28
I am pressured to work long hours I have to work very fast	3.65 2.38	3.47 2.24	3.67 2.28	3.88 2.67	3.08 2.24	4.29 2.55	3.94 2.87	3.68 2.65	3.42 2.43	2.73 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							Percer	ntilon	
	services	Service 1	Service 2	Service 3	Job group 2	Job group 1	80th	50th	20th	1st 2.51
I can decide when to take a break I have a say in my own work speed	4.06	3.87	4.07	4.31	3.99	4.15	4.10	3.76	3.42	2.49
	3.37	3.36	3.35	3.47		3.64	3.66			
I have a choice in deciding how I do my work	3.57	3.36 3.40 2.78	3.35 3.65 2.92	3.47 3.75 2.77	3.47 2.70	3.74	3.66 3.86 3.19	3.63	3.40	2.79
I have a choice in deciding how I do my work I have a choice in deciding what I do at work I have some say over the way I work	3.37 3.57 2.83 3.71	3.36 3.40 2.78 3.33	3.35 3.65 2.92 3.87	3.47 3.75 2.77 3.94	3.47 2.70 3.70	3.64 3.74 3.00 3.78	3.86 3.19	3.63	3.40	2.02
I have a choice in deciding how I do my work I have a choice in deciding what I do at work	3.37 3.57 2.83 3.71 3.83	3.36 3.40 2.78 3.33 3.42	3.35 3.65 2.92 3.87 3.98	3.75	3.47 2.70 3.70 3.66	3.74	3.86	3.63	3.40	2.02
I have a choice in deciding how I do my work I have a choice in deciding what I do at work I have some say over the way I work	3.37 3.57 2.83 3.71 3.83	3,33 3,42	3.98	3.75 2.77 3.94 4.04	2.70 3.70 3.66	3.74 3.00 3.78 4.04	3.86 3.19	3.63	3.40 2.69 3.59 2.86	2.02
I have a choice in deciding how I do my work I have a choice in deciding what I do at work I have some say over the way I work My working time can be flexible  Managers' Support	3.37 3.57 2.83 3.71 3.83 Group of services	3.33	3.35 3.65 2.92 3.87 3.98 Service 2	3.75	3,47 2,70 3,70 3,66 Job group 2	3.74	3.86 3.19 3.97 3.72	3.63 2.94 3.78 3.29 Percer 50th	3.40 2.69 3.59 2.86	2.02 3.08 1.71
I have a choice in deciding how I do my work I have a choice in deciding what I do at work I have some say over the way I work My working time cen be flexible  Managers' Support  I am given supportive feedback on the work I do I can rely on my line manager to help me out with a	services 3.37	3.33 3.42 Service 1 2.84	3.87 3.98 Service 2 3.66	3.75 2.77 3.94 4.04 Service 3	2.70 3.70 3.66 Job group 2	3.74 3.00 3.78 4.04 Job group 1 3.51	3.86 3.19 3.97 3.72	3.63 2.94 3.78 3.29	3.40 2.69 3.59 2.86	2.02
I have a choice in deciding how I do my work I have a choice in deciding what I do at work I have some say over the way I work My working time can be flexible  Managers' Support  I am given supportive feedback on the work I do I can rely on my line manager to help me out with a work problem I can talk to my line manager about something that has	3.37 3.94	3 33 3.42 Service 1 2.84 3.54	3.87 3.98 Service 2 3.66 4.12	3,75 2,77 3,94 4,04 Service 3 3,65 4,24	2.70 3.70 3.66 Job group 2 3.27 3.81	3.74 3.00 3.78 4.04 Job group 1 3.51	3.86 3.19 3.97 3.72 80th 3.34	3.63 2.94 3.78 3.29 Percer 50th 3.11	3.40 2.69 3.59 2.86 ntiles 20th 2.88	2.02 3.08 1.71 1st 2.27
I have a choice in deciding how I do my work I have a choice in deciding what I do at work I have a some say over the way I work My working time can be flexible  Managers' Support  I am given supportive feedback on the work I do I can rely on my line manager to help me out with a work problem I can talk to my line manager about something that has uppet or annoyed me about work	services 3.37	3.33 3.42 Service 1 2.84	3.87 3.98 Service 2 3.66 4.12	3.75 2.77 3.94 4.04 Service 3 3.65 4.24	2.70 3.70 3.66 Job group 2	3.74 3.00 3.78 4.04 Job group 1 3.51	3.86 3.19 3.97 3.72 80th 3.34 3.94	3.63 2.94 3.78 3.29 Percer 50th 3.11 3.73	3.40 2.69 3.59 2.86 2.86 20th 2.88 3.52	2.02 3.08 1.71 1st 2.27 2.96
I have a choice in deciding how I do my work I have a choice in deciding what I do at work I have some say over the way I work My working time can be flexible  Managers' Support  I am given supportive feedback on the work I do I can rely on my line manager to help me out with a work problem I can talk to my line manager about something that has	3.37 3.94	3 33 3.42 Service 1 2.84 3.54	3.87 3.98 Service 2 3.66 4.12	3,75 2,77 3,94 4,04 Service 3 3,65 4,24	2.70 3.70 3.66 Job group 2 3.27 3.81	3.74 3.00 3.78 4.04 Job group 1 3.51	3.86 3.19 3.97 3.72 80th 3.34 3.94	3.63 2.94 3.78 3.29 Percer 50th 3.11 3.73	3.40 2.69 3.59 2.86 20th 2.88 3.52 3.55	2.02 3.08 1.71 1st 2.27 2.96
I have a choice in deciding how I do my work I have a choice in deciding what I do at work I have a some say over the way I work My working time can be flexible  Managers' Support  I am given supportive feedback on the work I do I can rely on my line manager to help me out with a work problem I can talk to my line manager about something that has uppet or annoyed me about work I am supported through emotionally demanding work My line manager encourages me at work	3.94 3.95 3.45 3.70	3.33 3.42 Service 1 2.84 3.54 3.56 2.89	3.87 3.98 Service 2 3.66 4.12	3.75 2.77 3.94 4.04 Service 3 3.65 4.24	2.70 3.70 3.66 Job group 2 3.27 3.81 3.81 3.36	3,74 3,00 3,78 4,04 Job group 1 3,51 4,10 4,10 3,62	3.86 3.19 3.97 3.72 80th 3.34 3.94 3.93	3.63 2.94 3.78 3.29 Percer 50th 3.11 3.73 3.74 3.20 4.39	3.40 2.69 3.59 2.86 20th 2.88 3.52 3.55 3.02 4.27	2.02 3.08 1.71 1st 2.27 2.96 3.04 2.54
have a choice in deciding how I do my work have a choice in deciding what I do at work have a some say over the way I work My working time can be flexible  Managers' Support  I am given supportive feedback on the work I do I can rely on my line manager to help me out with a work of the control of the cont	3.97 3.94 3.95 3.45 3.70 Group of	3.33 3.42 Service 1 2.84 3.54 3.56 2.89	3.87 3.98 Service 2 3.66 4.12	3.75 2.77 3.94 4.04 Service 3 3.65 4.24	2.70 3.70 3.66 Job group 2 3.27 3.81 3.81 3.36	3,74 3,00 3,78 4,04 Job group 1 3,51 4,10 4,10 3,62	3.86 3.19 3.97 3.72 80th 3.34 3.94 3.93 3.38 4.51	3.63 2.94 3.78 3.29 Percer 50th 3.11 3.73 3.74 4.39	3.40 2.69 3.59 2.86 2.86 2.0th 2.88 3.52 3.55 3.02 4.27	2.02 3.08 1.71 1st 2.27 2.96 3.04 2.54 3.95
I have a choice in deciding how I do my work I have a choice in deciding what I do at work I have a some say over the way I work I have some say over the way I work My working time can be flexible  My managers' Support  I am given supportive feedback on the work I do I can rely on my line manager to help me out with a work problem I can talk to my line manager about something that has upset or annoyed me about work I am supported through emotionally demanding work My line manager encourages me at work  Peer Support  If work gets difficult my colleagues will help me	services 3.37 3.94 3.95 3.45 3.70 Group of services 4.02	3 33 3 42 Service 1 2 84 3 .54 3 .56 2 89 3 .11 Service 1 3 .98	3.67 3.99 Service 2 3.66 4.12 4.15 3.82 4.00 Service 2 3.95	3.75 2.77 3.94 4.04 Service 3 3.65 4.24 4.15 3.67 4.04 Service 3	2.70 3.70 3.66 Job group 2 3.27 3.81 3.81 3.36 3.57 Job group 2	3.74 3.00 3.78 4.04 Job group 1 3.51 4.10 4.10 3.62 3.86 Job group 1 4.14	3.86 3.19 3.97 3.72 80th 3.34 3.94 3.93 3.38 4.51	Percer 50th 3.74 3.20 4.39 Percer 50th 3.74 3.20 4.39	3.40 2.69 3.59 2.86 20th 2.88 3.52 3.55 3.02 4.27	2.02 3.08 1.71 1st 2.27 2.96 3.04 2.54 3.95
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## **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?



## A personal note