

HSE Management Standards

Master's Programme

Occupational Health Psychology

Institute of Work, Health and Organizations

University of Nottingham

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HSE Business Health Psychology Unit

Business Health Psychology Unit

- Health and Safety Executive/Policy Group
- Part of Stress Priority Programme
- Delivering a series of workshops for key sectors
- Emphasis is on designing healthy workplaces using a continuous improvement model
- Background in management of work-related stress
- Working with labour inspectors but not enforcement led

Management Standards Approach

Background:

- Launched November 2004
- Legal status 'guidance'
- Approach is being piloted with 'Willing 100'
- 70 workshops taking place within five primary sectors
- HSE Inspectors being trained on what to look for

Fit3 Strategic Programme

Fit for work, fit for life, fit for tomorrow

Injury Reduction

Slips & Trips
Falls
Construction
Workplace transport
Sector stakeholder
engagement

Days lost reduction

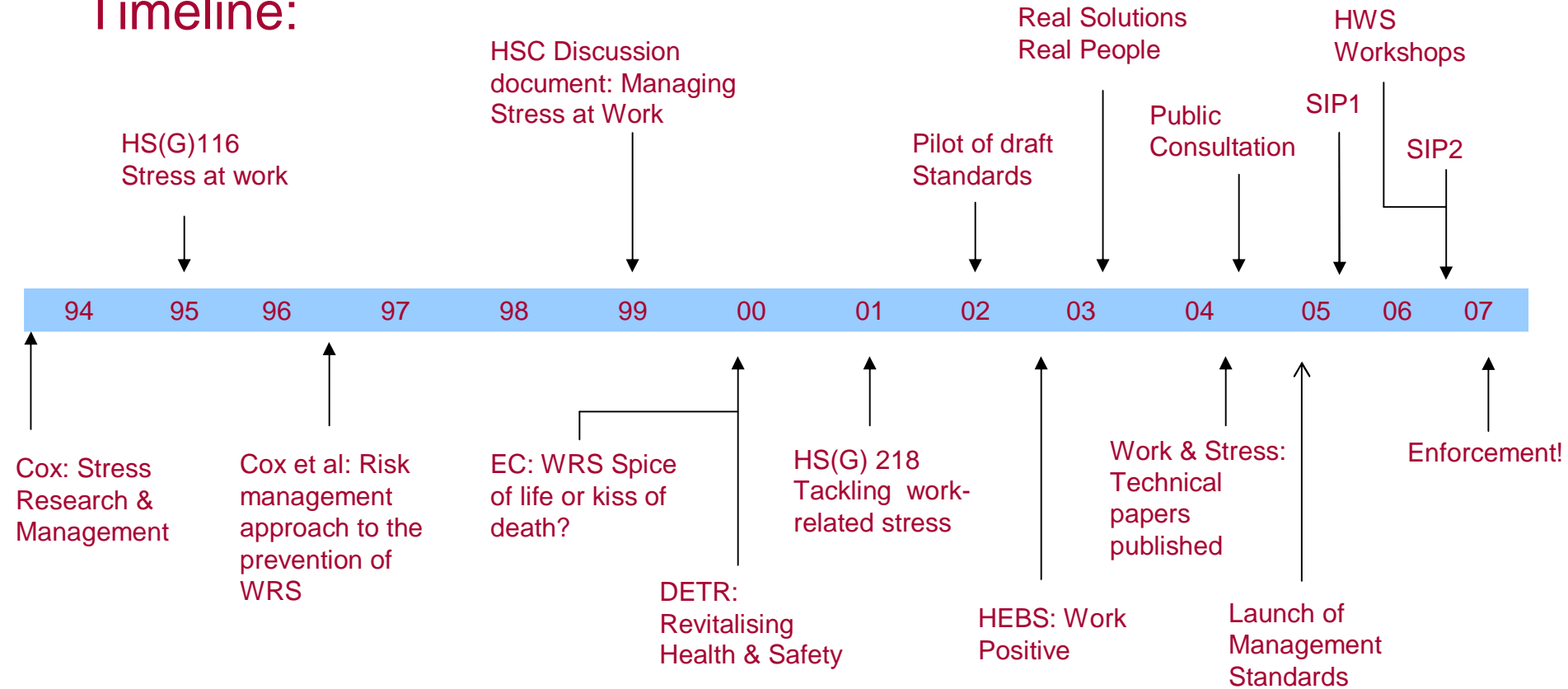
Public Services
Absence
Management
Rehabilitation

Ill-health reduction

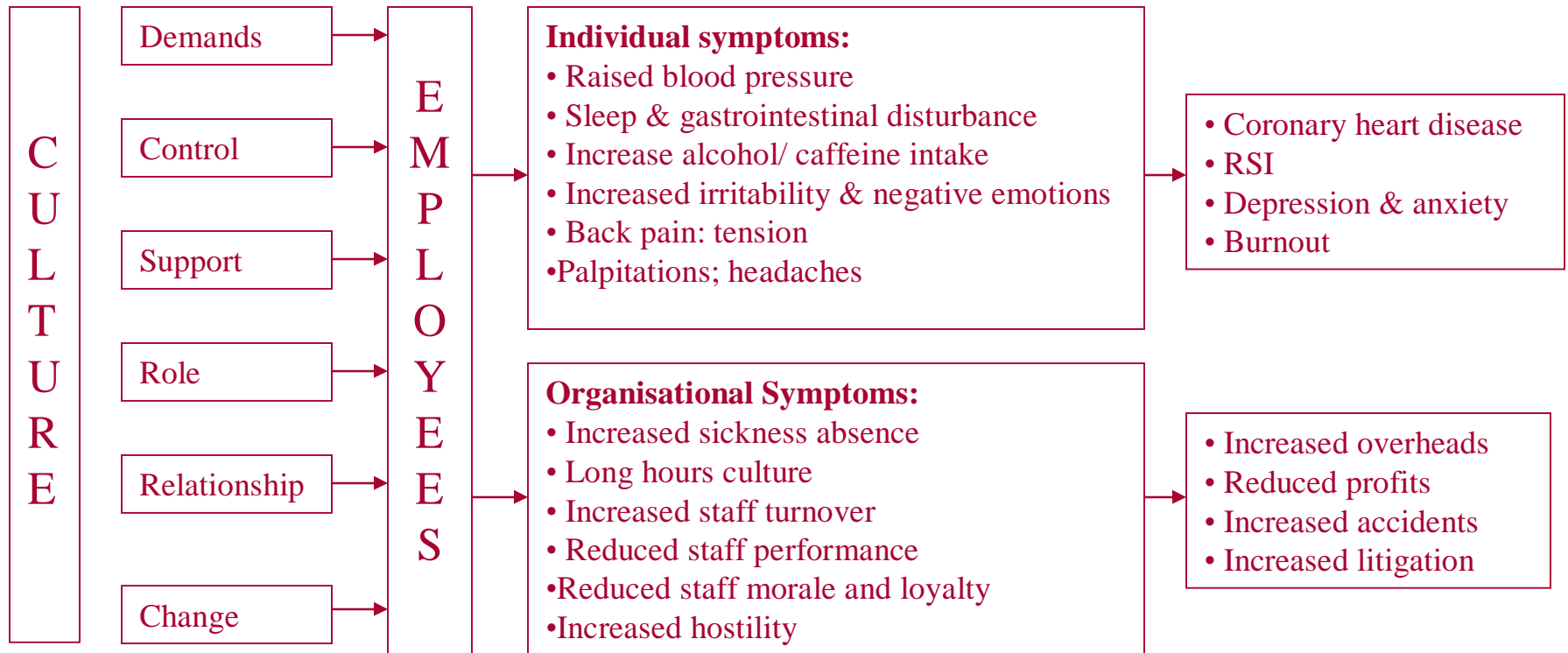
Stress
MSD
Disease Reduction
Noise & HAV
Workplace Health
Direct

The Management Standards

Timeline:



Model of work stress



Scale of the Problem

- HSE sponsored labour force survey: Self reported work related illness in 2004/2005
 - 245 thousand new cases of WRS, depression or anxiety in previous 12 months
 - WRS biggest contributor to number of working days lost
 - Estimates 12.8m working days lost in GB per year

SWI data 04 – 05 /Sickness Absence 'Stress', Anxiety and Depression

- 'In the last twelve months' – 'Conditions attributed to 'stress' + A + D
- NB 'Work-related'
- Largest 'cause' of sickness absence
- Longest average spell (30.1 days per person)
- But, 30% reporting SAD take no time off
- Overall, equates to 0.55 days per UK worker
- Important to look at underlying 'root' causes – this means making full use of available data – trends, distributions, patterns, 'hot-spots' and 'cold-spots'

HSE's Approach

- Good management
- Prevention rather than cure
- Shifting the workforce from an undesirable 'state' to a desirable state
- Based on the best available evidence
- A risk assessment approach

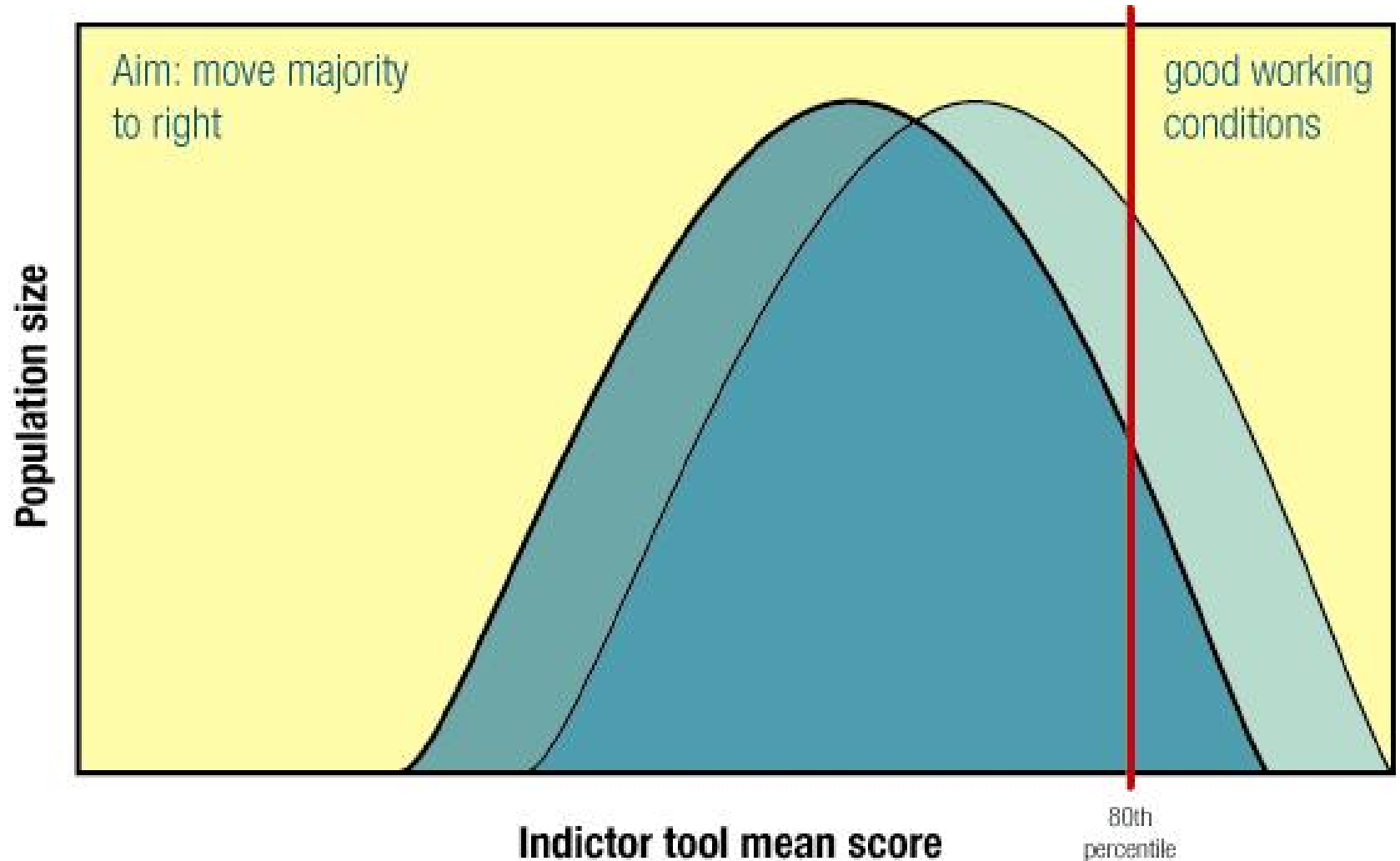
The focus on working conditions

- The concern is for work and working conditions
- The focus is primarily on prevention
- The need is for organisational level interventions, *because*
- The organisation is the generator of the risk

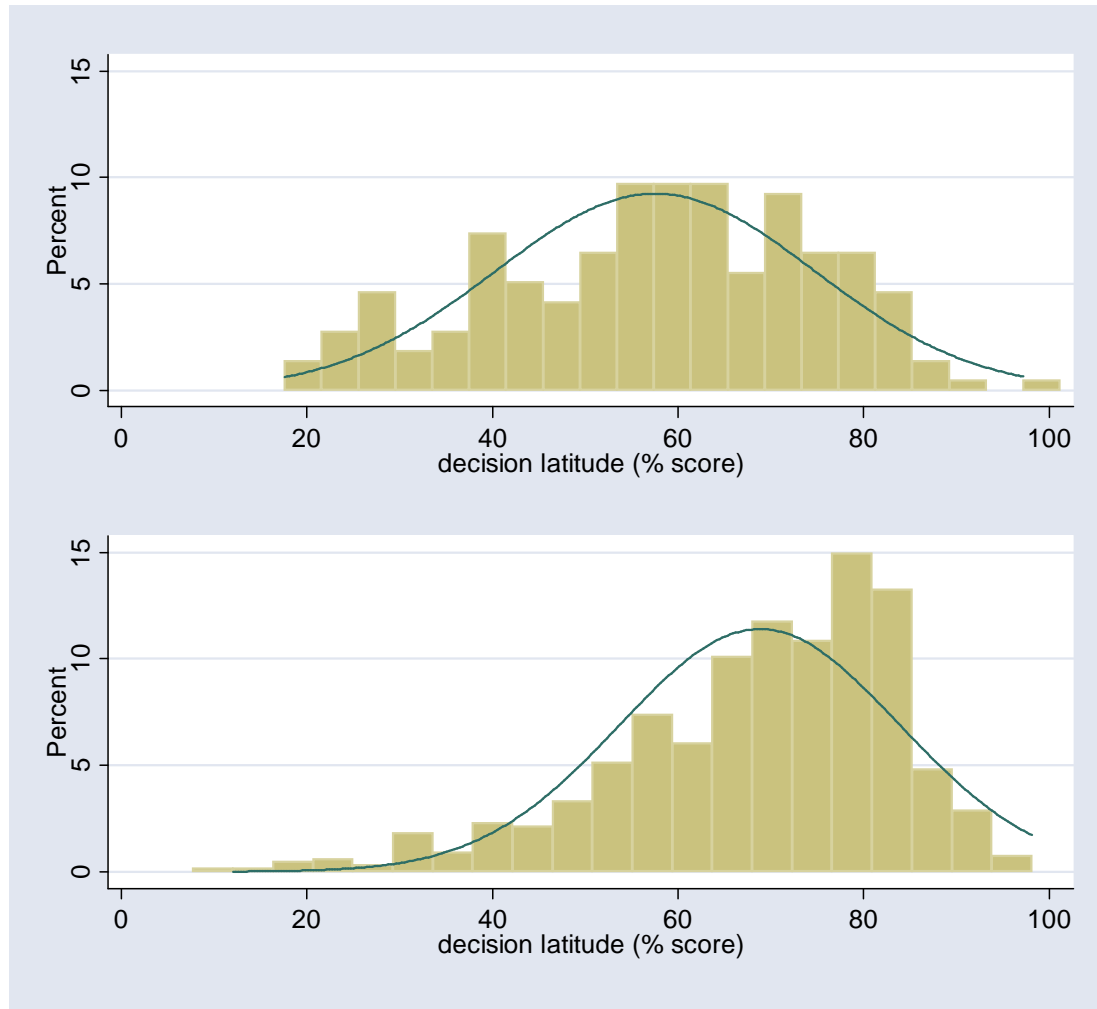
Bad Jobs vs Good Jobs

Bad Jobs	Good jobs
<ul style="list-style-type: none"> • Insecure employment • Monotonous / repetitive • Lack of autonomy • Effort reward imbalance • Lack of “voice” • Lack of fairness • Not being valued 	<ul style="list-style-type: none"> • Opportunity for personal control • Opportunity for skill use and acquisition • Externally generated goals • Variety in job content • Environmental clarity • Monetary reward • Contact with others • Physical security • Valued social position • Supportive supervision • Career outlook • Equity

Population Shift/State To Be Achieved



Distribution of decision latitude scores in two civil service departments.
Whitehall 2 data



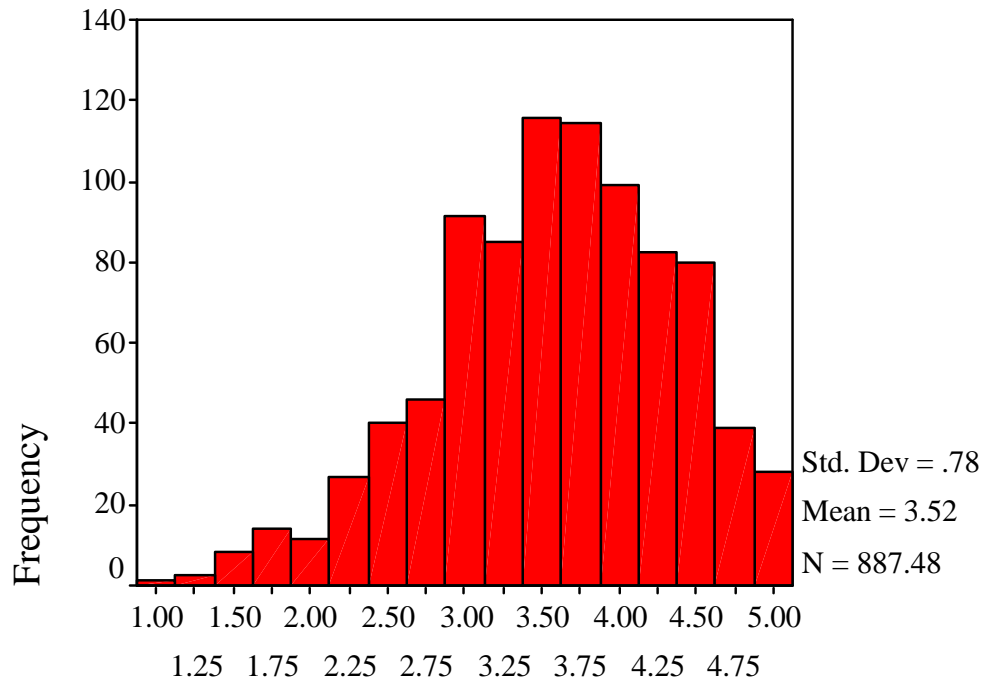
Department A
Score 57 points
GHQ 29%

Department B
Score 69
points
GHQ 24%

UK population data for demand based on five point scale April 2004 (n ~ 2000) (ONS Omnibus survey)



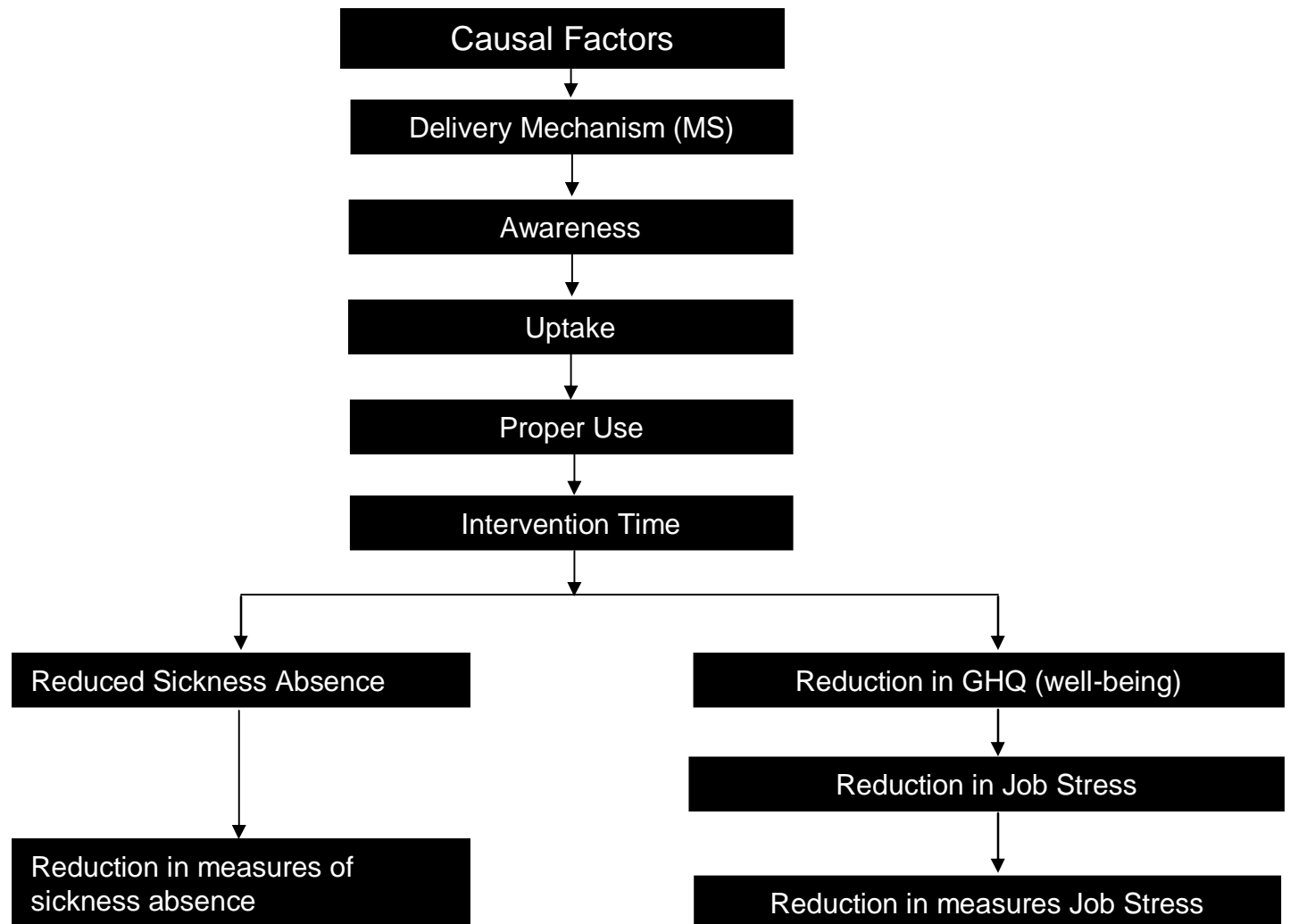
Histogram



SDEMAND

Cases weighted by WTA

Intervention Logic Model



Intervention Logic Model



Data Summary: (based on SWI 01/02)

INDUSTRY	Rate/100 employed	% All stress	Days lost/worker	% Total days lost
Financial Services	1.5	9	0.82	7
Public Administ'n	1.4	12	1.3	17
Education	1.3	14	0.85	12
Health & Social Work	0.94	13	0.81	16

Intervention Logic Model



Impact Data: (Based on working population of 25.5 million)

Year	Incidence		Absence	
	No.	%Reduction	No.	%Reduction
2006/7	16,341	6.17	477,156	3.56
2007/8	26,062	9.83	1,238,167	9.24
2008/9	35,008	13.21	1,783,238	13.31
2009/10	36,558	13.80	2,089,730	15.60

Note: These figures are estimates based on assumptions informed by current knowledge.

Sector Implementation Plans

- Phase 1 – partnering approx 70 volunteer organisations implementing the MS (started Q1 05)
- Phase 2 – Main delivery phase in 5 target sectors HWS Project started Q1 06
 - High level communications activity
 - Free workshops
 - Follow up 3 tier support system
 - FOD follow up work**
- Phase 3 – wider implementation across all sectors

An Organisational Approach

- Stage 1: Preparing the organisation
- Stage 2: Comprehensive risk assessment
- Stage 3: Institutionalising the Approach

An Organisational Approach to managing the risk factors that can cause absence due to stress.



- Getting started
 - Gaining senior management commitment
 - Understanding the organisational drivers
 - The setting up of a steering groups
- Comprehensive risk assessment
 - The Management Standards Approach
- Embedding the approach
 - Review of existing policies & procedures based on interventions
 - Continuous improvement

Stage 1: Preparing the organisation

- Gain senior management commitment
- Understand the organisational drivers
- Setting up of a steering group of stakeholders
- Agree terms of reference for the Steering group
- Assign roles and responsibilities

Stage 1: Preparing the organisation

Q. In relation to tackling sickness absence caused by work-related stress what is the:

- Business case
- Moral case
- Legal case

The business case

Case study: Hinchingsbrooke NHS Trust

- Improved staff satisfaction
- Sickness absence reduced to 3.8% a 37% reduction!
- Significantly reduced turnover especially in key posts
- Less use of 'bank' nursing staff saving £500,000/year
- Awarded 'Improving Working Lives Plus' status
- Significant improvements in productivity
- Improved organisational image/reputation
- Patient (customer) satisfaction improved in all areas

Preparing the organisation

Moral case:

- There is evidence that prolonged periods of excessive pressure have an adverse effect on health.
- Research provides strong links between stress and physical effects such as heart disease, back pain, headaches, gastrointestinal disturbances or various minor illnesses; and psychological effects such as anxiety and depression
- Poor coping strategies can also lead to other behaviours that are harmful to health, such as skipping meals, drinking too much caffeine or alcohol, or smoking.

Preparing the organisation

The legal case:

- The Management Standards are guidance, however, employers already have duties:
 - Under the Management of Health and Safety at Work Regulations 1999: To assess the risk of stress-related ill health arising from work activities.
 - Under the Health and Safety at Work etc Act 1974: To take measures to control that risk.
- Civil claims from employees

Setting up a steering group

Typical members of the steering group:

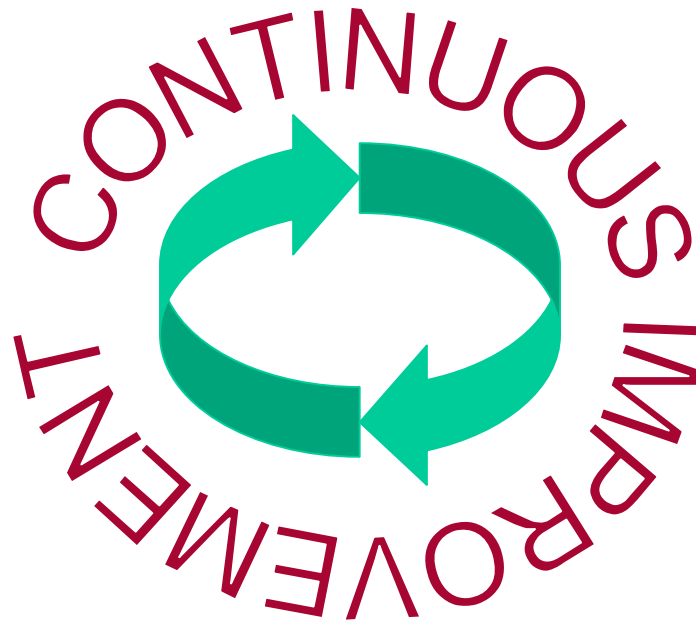
- Senior management
- Employee group representative
- Trade unions representative
- Health & safety manager
- Human resources
- Occupational Health
- Line management
- AN Other?

The Management Standards Approach

1. Identify the hazards:

Understand The Management Standards

5. Monitor & review:
Monitor actions



2. Who can be harmed and how:
Gathering data

4. Record findings:
Action Planning

3. Evaluate the risk and take action:
Linking problems to solutions

Understand the Management Standards



The six areas are:

- **Demands:** workload, work patterns, and the work environment
- **Control:** How much say the person has in the way they do their work
- **Support:** encouragement, sponsorship and resources provided by the organisation, line management and colleagues
- **Relationships:** promoting positive working to avoid conflict and dealing with unacceptable behaviour
- **Role:** Whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles
- **Change:** How organisational change (large or small) is managed and communicated in the organisation.

The Management Standards

DEMANDS:

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.

States to be achieved are:

- 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.

Understand the Management Standards



Q. Rank the six areas of the Management Standards in order of importance for your organisation. With 1 being the area which you believe to have the biggest negative impact.

Example: 1=support

4=relationships

2=control

5=role

3=demand

6=change





Understand the Management Standards



	Health	Local Governm't	Central Governm't	Education	Finance
Demand	2	2	2	1	2
Control	4	3	6	6	4
Support	3	6	=3	5	3
Role	=5	5	5	4	=5
Relation'p	=5	4	=3	3	=5
Change	1	1	1	2	1

FROM ANALYSIS TOOL.....



	Your		Suggested	Suggested		
	Results		Interim	Longer Term		
			Target	Target		
						Key 
Demands	4.00		4.13	4.25		
Control	4.58		4.58	4.58 *		
Managers' Support	4.70		4.70	4.70 *		
Peer Support	4.25		4.25	4.75		
Relationships	4.63		4.75	4.75		
Role	4.80		5.00	5.00		
Change	4.17		4.17	4.17 *		

Gathering Data

Data you can use, includes:

- Sickness absence data
- Employee turnover
- Exit interview
- Productivity data
- Performance appraisals
- Informal talks with employees
- Focus groups
- Surveys
- Return to work interview

Gathering Data

What are we looking for in these data?

- Areas of good performance
- Existing knowledge of problems
- Correlations between data sources
- ‘Hot spots’
- Map the issues in the data to the Management Standards
- Any others?

Evaluate the risk and take action

- Team briefings
- Cascade briefings
- Existing working groups
- Other staff forums?
- HSE recommends the use of 'Focus Groups' as a means of engaging with staff.

Key lessons from users

- *There is no “silver bullet” so don’t waste time looking*
- *Try and align with existing initiatives; ‘don’t reinvent the wheel’*
- *It is the small things that make the difference*
- *Once we agreed that the Management Standards must be incorporated into every day work, it worked well*
- *Reintroduced regular team meetings to address workload, local cover and other immediate issues*
- *The Trust now expects managers to thank staff*
- *These initiatives require managers to take ownership of their staff.*

Stage 3: Organisational learning

- Review of existing policies & procedures based on interventions
- Evaluating effectiveness of interventions
- Continuous improvement
- Line manager competency

Comments from users

- *This has been a positive experience for all involved*
- *The process would have been a waste of time without the Unions*
- *The message for staff is “help us make your working life better”*
- *Staff have been given a voice and the opportunity to use it*
- *This has been a really interesting, exciting, worthwhile process. It has also been hard work and frustrating at times*
- *Must not be half-hearted, you only get one chance to ‘get it right’.*
- *Some interventions very simple and cost neutral*
- *We have already seen an increase in staff motivation*
- *We should encourage others to do it ‘an excellent approach’.*

HEADLINES FROM THE 2007 PSYCHOSOCIAL WORKING CONDITIONS SURVEY



Role:

Significant improvement from 2006 to 2007 but no significant trend over the period 2004-2007.

Relationships:

Small fall between 2006 and 2007, breaking a previously significant upward trend between 2004-2006.

Change:

Small NS* improvement from 2006 to 2007, continuing a mildly significant upward trend between 2004-2007.

Demand:

Small NS improvement from 2006 to 2007 but no significant trend over the period 2004-2007.

Control:

Very small NS improvement from 2006 to 2007 but no significant trend over the period 2004-2007.

Managerial Support:

HEADLINES FROM THE 2007 PSYCHOSOCIAL WORKING CONDITIONS SURVEY



Job stressfulness:

Small NS increase between 2006 and 2007, but the significant downward trend in job stressfulness since 2004 remains.

Initiatives to reduce stress:

Small NS decrease in number of initiatives to reduce stress. There has been no real evidence of any variation between 2004 and 2007.

Discussions about stress with line manager:

Small NS decrease in number of workers discussing stress with their line manager. There has been no real evidence of any variation between 2004 and 2007.

SUMMARY:

Role significantly improved over the last year. Other psychosocial working conditions showed small improvements but we cannot conclude that they are rising until we see the 2008 results. We would not expect to see anything other than the start of a shift until 2008.

Job stressfulness is on a generally downward trend but did not decrease this year.