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| <b>DEMANDS - includes workload, work patterns, and the work environment</b>   |   |
| 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.   |
| What should be happening / states to be achieved:   | <p>The organisation provides employees with adequate and achievable demands in relation to the agreed hours of work.</p> <p>People's skills and abilities are matched to the job demands.</p> <p>Jobs are designed to be within the capabilities of employees.</p> <p>Employees' concerns about their work environment are addressed.</p>   |
| <b>CONTROL - how much say the person has in the way they do their work</b>  |   |
| The standard is that:   | Employees indicate that they are able to have a say about the way they do their work; and systems are in place locally to respond to any individual concerns.   |
| What should be happening / states to be achieved:   | <p>Where possible, employees have control over their pace of work.</p> <p>Employees are encouraged to use their skills and initiative to do their work.</p> <p>Where possible, employees are encouraged to develop new skills to help them undertake new and challenging pieces of work.</p> <p>The organisation encourages employees to develop their skills.</p> <p>Employees have a say over when breaks can be taken.</p> <p>Employees are consulted over their work patterns.</p>      |
| <b>SUPPORT - includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues</b> |   |
| 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:   | <p>The organisation has policies and procedures to adequately support employees.</p> <p>Systems are in place to enable and encourage managers to support their staff.</p> <p>Systems are in place to enable and encourage employees to support their colleagues.</p> <p>Employees know what support is available and how and when to access it.</p> <p>Employees know how to access the required resources to do their job.</p> <p>Employees receive regular and constructive feedback.</p> |

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| <b>RELATIONSHIP - includes promoting positive working to avoid conflict and dealing with unacceptable behaviour</b>  |   |
| 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.   |
| What should be happening / states to be achieved:  | <p>The organisation promotes positive behaviours at work to avoid conflict and ensure fairness.</p> <p>Employees share information relevant to their work.</p> <p>The organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour.</p> <p>Systems are in place to enable and encourage managers to deal with unacceptable behaviour.</p> <p>Systems are in place to enable and encourage employees to report unacceptable behaviour.</p>   |
| <b>ROLE - whether people understand their role within the organisation and whether the organisation ensures that individuals do not have conflicting roles</b> |   |
| 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.  |
| What should be happening / states to be achieved:  | <p>The organisation ensures that, as far as possible, the different requirements it places upon employees are compatible.</p> <p>The organisation provides information to enable employees to understand their role and responsibilities.</p> <p>The organisation ensures that, as far as possible, the requirements it places upon employees are clear.</p> <p>Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities.</p>   |
| <b>CHANGE - how organisational change (large or small) is managed and communicated in the organisation</b>   |   |
| 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:  | <p>The organisation provides employees with timely information to enable them to understand the reasons for proposed changes.</p> <p>The organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals.</p> <p>Employees are aware of the probable impact of any changes to their jobs. If necessary, employees are given training to support any changes in their jobs.</p> <p>Employees are aware of timetables for changes. Employees have access to relevant support during changes.</p> |

<http://www.hse.gov.uk/stress/standards/>