

STRESS MANAGEMENT STANDARDS

1. Background

Stress is the adverse reaction people have to excessive pressures or other types of demand placed on them. The Stress Management Standards approach has been developed by the Health and Safety Executive to reduce the levels of work-related stress reported by workers. The overall aim is to bring about a reduction in the number of employees who go off sick, or who cannot perform well at work because of stress. The Stress Management Standards approach gives managers the help they need to achieve these aims. It demonstrates good practice through risk assessment, allows measurement of the current situation using surveys and other techniques, and promotes active discussion with employees to help decide upon the practical improvements that can be made. The Stress Management Standards cover six key areas of work design that, if not properly managed, are associated with poor health and well-being, lower productivity and increased sickness absence.

The six keys are – demand, control, support, relationship, role, and change – and they are described in Item 3 below.

2. Responsibilities

Club Members are responsible for:

- Treating staff, fellow members and visitors with courtesy and consideration.

Management Committee Members especially are responsible for:

- Treating staff, fellow members and visitors with courtesy and consideration. Management Committee Members need to be especially aware of the need to avoid abusing their relationship with staff.

The Director of Golf, House Manager, Caterer and Head Green Keeper are responsible for:

- Implementing the standards described in the six key areas, especially via regular meetings with staff.

Club employees are responsible for:

- Acting in a reasonable manner, treating colleagues, members and visitors with courtesy and consideration.

3. General Principles for the Six Key Areas

The standards may seem demanding and overbearing but in reality they are common sense and good business practice. Managers can demonstrate that they are implementing the standards by holding regular meetings with staff.

Demand: - this includes issues like workload, work patterns, and the work environment and the standards are:

- Employees indicate that they are able to cope with the demands of their jobs
- Systems are in place to respond to any individual concerns
- The Club provides employees with adequate and achievable demands in relation to the agreed hours of work
- Employees' skills and abilities are matched to the job demands
- Jobs are designed to be within the capabilities of employees
- Employees' concerns about their work environment are addressed.

Control: - this concerns how much say the person has in the way they do their work and the standards are:

- Employees indicate that they are able to have a say about the way they do their work
- Systems are in place locally to respond to any individual concerns
- 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 undertake new and challenging pieces of work
- The organisation encourages employees to develop their skills
- Employees have a say over when breaks can be taken
- Employees are consulted over their work patterns.

Support: - this includes the encouragement, sponsorship and resources provided by the Club, line management and colleagues and the standards are:

- Employees indicate that they receive adequate information and support from their colleagues and superiors
- Systems are in place locally to respond to any individual concerns
- The Club 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.

Relationship: - this includes promoting positive working to avoid conflict and dealing with unacceptable behaviour and the standards are:

- Employees indicate that they are not subjected to unacceptable behaviours, e.g. bullying at work
- Systems are in place locally to respond to any individual concerns
- The Club promotes positive behaviours at work to avoid conflict and ensure fairness
- Employees share information relevant to their work
- The Club 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

- Systems are in place to enable and encourage employees to report unacceptable behaviour.

Role: - this includes whether people understand their role within the Club and whether the Club ensures that the person does not have conflicting roles, and the standards are:

- Employees indicate that they understand their role and responsibilities
- Systems are in place locally to respond to any individual concerns
- The Club ensures that, as far as possible, the different requirements it places upon employees are compatible
- The Club provides information to enable employees to understand their role and responsibilities
- The Club ensures that, as far as possible, the requirements it places upon employees are clear
- Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities.

Change: - how organisational change (large or small) is managed and communicated in the Club, and the standards are:

- Employees indicate that the organisation engages them frequently when undergoing an organisational change
- Systems are in place locally to respond to any individual concerns
- The Club provides employees with timely information to enable them to understand the reasons for proposed changes
- The Club ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals
- Employees are aware of the probable impact of any changes to their jobs, and 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

February 2013