



## STRESS MANAGEMENT at ELHAP

Stress at work is a serious issue: workers can suffer severe medical problems, which can result in under-performance at work, and cause major disruptions to the organisation. Throughout the UK 90 million working days each year are lost as a result of stress, costing employers £1.3 billion. (*TUC/Dept of Health*).

Stress is a workplace hazard that must be dealt with like any other. Thus the responsibility for reducing stress at work lies both with employer and employee.

The Health and Safety Executive has identified the following primary causes of stress at work:

Context (Organisational function and culture)	Poor task environment Lack of definition of objectives Poor problem solving environment Poor development environment Poor communication Non supportive culture
Role in organisation	Role ambiguity Role conflict
Career development	Career uncertainty Career stagnation Poor status/status incongruity Poor pay Job insecurity and redundancy Low social value of work
Decision latitude/control	Low participation in decision making Lack of control over work Little decision making in work Overload of decision making
Interpersonal relationships at work	Social or physical isolation Poor relationships with superiors Interpersonal conflict and violence Lack of social support
Home/work interface	Conflicting demands of home and work Low social or practical support at home Dual career problems
Contents (Task design)	Poorly defined work High uncertainty in work Lack of variety, or short work cycles Fragmented or meaningless work Under-utilisation of skill Continual exposure to client/customer groups
	Inflexible work schedule

Workload/pace/schedule	Unpredictable work hours Long or unsocial work hours
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ELHAP will do all it can to eradicate problems relating to stress at work. In particular ELHAP will:

- Ensure meaningful employee involvement, particularly during periods of change.
- Give opportunities for staff to contribute in the planning and organisation of their own jobs.
- Ensure staff have work targets that are stretching, but reasonable.
- Implement effective policies and procedures for dealing with bullying and any form of harassment
- Encourage good communications between staff and management.
- Promote the maintenance of a supportive culture in the workplace.
- Where appropriate, take into consideration an employee's personal problems/problems at home.
- Ensure employees avoid working long and unsocial hours.

ELHAP will ensure that all policies, working practices, conditions of employment etc. do not contradict with the above statement.

Employees should become aware of the causes of stress, and ensure that they do not work in a way which could cause them to suffer an increase in stress, nor cause an increase in stress on others.

Employees must respect other members of staff, and ensure that interpersonal conflicts are avoided or dealt with sensibly.

Employees must not make unrealistic demands of other workers, by imposing impossible deadlines and/or increasing others' workloads to a level they cannot cope with.

Employees should participate with ELHAP's intention to maintain a co-operative, supportive workplace environment.

If an employee is suffering from stress at work, they should discuss this with their line manager or Office Manager at the first opportunity. Where practicable and reasonable, ELHAP will seek to provide assistance to the employee.