**HSE Management Standards**

The Management Standards approach has been developed by the Health and Safety Executive (HSE) to reduce the levels of work-related stress reported by British workers.

The standards and supporting processes are designed to:

* Help risk assessment for stress
* Encourage employers, employers and their representatives to work in partnership to address work – related stress throughout the organisation
* Provide a yardstick by which organisation can gauge their performance in tackling the key causes of stress

The Management Standards define the characteristics, or culture, of an Organisation where stress is the being managed effectively. They are listed here and can also be found on [www.hse.gov.uk/stress/standards](http://www.hse.gov.uk/stress/standards) along with a comprehensive tool kit.

The Management Standards cover six key areas of work design that, if not properly managed are associated with poor health and wellbeing, lower productivity and increased sickness absence. In other words, the six Management Standards cover the primary sources of stress at work. These are:

**1. Demands: Includes issues like workload, work patterns and the work environment**

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?

* The CCG 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.

**2. Control: How much say the person has in the way they do their work**

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?

* 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; and
* Employees are consulted over their work patterns.

**3. Support: Includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues**

The standard is that:

* 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.

What should be happening/states to be achieved?

* The organisation has policies and procedures to adequately support employees;
* Systems are in place to enable and encourage managers to support their employees;
* 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; and
* Employees receive regular and constructive feedback.

**4. Relationships: Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour**

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?

* The CCG promotes positive behaviours at work to avoid conflict and ensure fairness;
* Employees share information relevant to their work;
* The organisation 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; and
* Systems are in place to enable and encourage employees to report unacceptable behaviour.

**5. Role: Whether people understand their role within the CCG and whether the CCG ensures that the person does not have conflicting roles**

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?

* The organisation ensures that, as far as possible, the different requirements it places upon employees are compatible;
* The organisation provides information to enable employees to understand their role and responsibilities;
* The organisation ensures that, as far as possible, the requirements it places upon employees are clear; and
* Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities.

**6. Change: How organisational change (large or small) is managed and communicated in the organisation**

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?

* The organisation provides employees with timely information to enable them to understand the reasons for proposed changes;
* The organisation 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. 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.