

# **POLICY FOR HEALTH AND SAFETY**

## **PART C ARRANGEMENTS**

### **Section 23**

#### **PREVENTING WORK RELATED STRESS**

## **CONTENTS**

- 1. INTRODUCTION - WHAT IS STRESS?**
  - 2. AIMS**
  - 3. RESPONSIBILITIES**
  - 4. CAUSES OF STRESS**
  - 5. INDICATORS WHICH MAY SUGGEST A STRESS PROBLEM**
  - 6. STRESS RISK ASSESSMENT**
  - 7. MEASURES TO MINIMISE POTENTIAL STRESS**
  - 8. ASSISTANCE FOR PEOPLE EXPERIENCING STRESS SYMPTOMS**
  - 9. MONITORING WORKPLACE STRESS**
  - 10. FURTHER INFORMATION**
- 
- APPENDIX 1 – CORPORATE STRESS RISK ASSESSMENT**  
**APPENDIX 2 – RUNNING A STRESS FOCUS GROUP & MANAGEMENT STANDARDS**

## 1. INTRODUCTION – WHAT IS STRESS?

The Council understands that stress is a health issue which causes a significant proportion of sickness absence, and that we need to take steps to help our workforce deal with the pressure they are under, especially pressures arising from work.

Stress is people's natural reaction to excessive pressure. It is not a disease or something always associated with work. Many issues can make people feel stressed; for example, the prospect of a difficult meeting, bereavement or even a boring routine. Sometimes, pressure provides a healthy stimulus or an invigorating challenge, but too much or too little pressure can lead to unpleasant feelings of stress. If stress is excessive and goes on for some time it can lead to ill health.

Although stress can sometimes be due to external pressures, good employers will benefit from being aware of them because they make employees more vulnerable to work pressures as well as affecting their judgement and performance.

The Health and Safety Executive (HSE) outlines a practical approach to Stress Management:

***“There is no such thing as a ‘pressure free’ job. Every job brings its own set of tasks, responsibilities and day to day problems, and the pressures and demands these place on us are an unavoidable part of working life. We are after all paid to work and to work hard and to accept the reasonable pressures that go with that”.***

***“Some pressure can, in fact, be a good thing. It is often the tasks and challenges we face at work that provide the structure to our working days, keep us motivated and are the key to a sense of achievement and job satisfaction. But people's ability to deal with pressure is not limitless. Excessive workplace pressure and stress can be harmful, can damage business performance and can undermine the health of your workforce.”***

***Excessive or negative stress should not be seen as an inevitable part of modern life or of working life nor as a sign of someone's susceptibility or weakness. Employees suffering stress related illness and/or unacceptable pressures will be supported and encouraged to seek help.***

## 2. AIMS

The aims of this policy are:

- Explain ways of reducing the risk of stress impacting upon their personal and working lives and that of their colleagues,
- Assist individuals to understand the causes of stress,
- Provide guidance for managers about monitoring the wellbeing of their employees
- To describe the procedures to comply with health and safety law.

Directors must establish good management practices, to reduce the potential for unacceptable work-related pressure, and ensure that people who experience

excessive or negative stress are effectively managed and supported. Success in managing stress at work will result in:

- Less staff having to take time off or leave work due to stress,
- Improved morale,
- An improvement in the quality of service delivery.

### **3. RESPONSIBILITIES**

Managing stress is part of the council's general duty to protect the Health & Safety of the workforce. As with any risk to health, in order to comply fully with the law, we must assess the risks to health that employees are faced with as a result of the pressure of work and the conditions in which they work and introduce measures to control those risks (see appendix 1).

**Directors** must ensure that there are appropriate systems within their service to comply with this policy. Details of these local systems must be brought to the attention of all employees.

### **4. THE STRESS MANAGEMENT STANDARDS**

People respond differently to various types of pressure, therefore there is no set formula predicting what will cause stress. Some people thrive on challenges, whereas others feel more comfortable with routines. Much depends on individual personalities, capabilities, experience, motivation and support from managers, colleagues and family. Factors that can lead to work-related stress have been identified by the HSE, and are described as the Stress Management Standards. They are:

**Demands** – such as workload and exposure to physical hazards

**Control** – how much say the person has in the way they do their work

**Support** – from peers and line management, including training to be able to undertake the core functions of the job, and factors unique to the individual, catering for individual differences.

**Relationships** – covering issues such as bullying and harassment

**Role** – whether the individual understands their role, and whether management ensures that people do not have conflicting roles

**Change** – how change is managed and communicated

These management standards are explained in more detail in **appendix 2**

The range of physical and psychological stress symptoms can vary between individuals, as does the amount of pressure the individual feels and how that affects them. People often feel stressed when they feel there is a mismatch between the demands the situation makes upon them and what they perceive as their ability to respond.

## 5. INDICATORS WHICH MIGHT SUGGEST A STRESS PROBLEM

Through a variety of sources most managers will already be aware of some of the outward signs of stress. Both managers and staff, however, have opportunities to identify and reduce stress in the workplace. Performance	<ul style="list-style-type: none"> <li>• Reduction in output</li> <li>• Increase in errors</li> <li>• Poor decision-making or indecisiveness</li> <li>• Deterioration in planning and control of work</li> </ul>
Attitude and Behaviour	<ul style="list-style-type: none"> <li>• Irritability</li> <li>• Loss of motivation and commitment</li> <li>• Working increasingly long hours but achieving less</li> <li>• Poor time-keeping</li> </ul>
Relationships at Work	<ul style="list-style-type: none"> <li>• Deteriorating relationship with colleagues</li> <li>• Declining relationships with clients</li> <li>• Increasing industrial relations and disciplinary problems</li> </ul>
Sickness/ Absence	<ul style="list-style-type: none"> <li>• Increase in sickness absence; particularly frequent short periods of absence.</li> </ul>

## 6. STRESS RISK ASSESSMENT

As with any other risk to health, employers have a duty to carry out a suitable and sufficient risk assessment. In order to do this for the risk of work-related stress, we can make use of the HSE stress management standards, and in particular, the factors that can lead to stress. i.e. Demands, Relationships, Support, Change, Role and Control.

By examining each of these and identifying what we are already doing to control the risk, and any improvements that should be made, a suitable and sufficient risk assessment can be made (see appendix 1).

**When to carry out an individual stress risk assessment.** It is not necessary to carry out an individual stress risk assessment for every worker or for every role. A corporate stress risk assessment has been carried out, and as a result, certain improvements to HR and welfare procedures have been made. It is only necessary for managers to carry out an individual stress risk assessment if the manager becomes aware of an employee who is, or may be, suffering the effects of stress.

**How to carry out an individual stress risk assessment.** The individual stress risk assessment provides a framework in which to examine how the individual and their workload are being managed. If a manager is following all the HR procedures, and behaving in a reasonable way towards staff, then it is likely that all reasonable steps are being taken to minimise stress being caused by work.

The process is the same as any other risk assessment, except that the hazards to be considered are the factors that can cause stress (Demands, Relationships, Support, Change, Role and Control). Each of these issues need to be carefully examined by the manager to consider whether all the correct procedures are being followed, and discussed with the employee involved, to find out the individual's view of the causes of the stress. This is an important process and it is essential that both parties are open and honest about the situation. Following this, an action plan should be produced. This may contain actions for the manager and the individual, and should include clear and reasonable targets and time scales. The corporate stress risk assessment can be used as a model (**appendix 1**).

## **7. MEASURES TO MINIMISE POTENTIAL STRESS**

As there is no single best method of tackling work-related stress, a range of proactive control strategies are required to tackle the source of potential problems, as well as reactive measures, to support those who may already be suffering from stress.

Depending on the nature and size of the problem, of the following control measures (many of which already exist) should be thought of as a tool box from which both managers and sometimes individuals may select from in order to combat stressors. The combination of tools used will vary depending on the causes, individuals and environment involved.

**Information** - Providing managers and staff with information on what stress is, its signs and symptoms and what can be done to prevent it is a vital part of any control strategy.

**Selection of Staff and Job Design** - Our workforce is our most valuable asset. While this is fact it is also true that the value of an employee to an organisation can be dramatically reduced if the employee is de-skilled, de-motivated or unable to cope with daily pressures. To overcome this problem being associated with work, services should consider job design and suitability of the candidate as part of the recruitment process.

Jobs which have variety built into them and enable the individual to have control over their day to day work are more likely to appeal to a wider range of candidates and help to keep the successful candidate motivated. Where possible, job design should include variety or job rotation. Advice is available from HR.

The second stage is selection of a suitable candidate; this may be achieved by the following actions:

The full range of tasks and demands of the job should be set out clearly in the job description/person specification and sent to all candidates.

- All references must seek information about the candidate's sickness and absence records, but care must be taken in the interpretation of the references. Where there is cause for concern there is a need to investigate because there may be a legitimate reason for any absence. Where appropriate, employment references should also ask specific references about the candidate's ability to handle stressful situations. In cases of uncertainty, managers may seek guidance from Occupational Health.
- Any areas of potential pressure in the job should be identified and discussed at interview. For more senior positions selection testing may be appropriate; advice should be sought from the HR.
- The most suitable candidate may not be the most experienced or the one with the highest formal qualifications. Place a person who prefers a routine 'nine to five' job where variety is limited into work which is challenging and requires responsive solutions and you are likely to find that they could burn out. Place somebody who prefers a demanding job with lots of variety into a job where it is routine you will find that they could become bored due to the lack of challenge.

**Induction and Promotion** - All new employees must receive induction into their jobs in accordance with the provisions outlined in the HR Procedures. Starting a new job can be a challenging time and a planned induction process will eliminate the many concerns. As part of the induction programme the stress policy should be discussed.

Existing employees can also be exposed to increased pressures when they are promoted or take on new roles. The same induction process should apply.

**Local Support Networks** - Some employees can feel isolated and unable to share work concerns. Creating a supportive culture can help eliminate feelings of failure to cope and isolation. Local support networks can be effective if they make an individual feel valued, give support, give constructive feedback, listen to an individual's concerns, challenge and introduce new ideas. When identifying employees who feel isolated, managers should consider:

- Support groups,
- Team working
- Job-related training

**Communication** - Poor communication can be stressful at all levels within an organisation; therefore, all members of staff have a duty to ensure they communicate clearly and effectively. This can sometimes also relate to explaining their actions. For example, managers who use their legitimate discretion to overturn previous decisions can leave staff vulnerable to customer criticism and confused as to how to interpret procedure. Good team managers help to reduce confusion and vulnerability which an individual may be experiencing by explaining why they had used their discretion.

**Managing Change** - Barnet Council is a constantly changing organisation. If change is managed effectively within an organisation pressures on individual staff who are affected can be reduced. This can be achieved by ensuring that individuals are told why the change is occurring, have an opportunity to express their opinions and have them taken into account and are given help to adapt. It is also important to ensure that time and resources are available to cope with the service pressures and demands that could develop following the change.

We need to avoid staff becoming de-motivated, disillusioned and demoralised by change. Management of change should include promoting an understanding about what the change is, adequate planning, preparation and training of people for the change, a clear vision of any new structure, a communication strategy, and plans to combat negative feelings from past changes. Managers should encourage individuals to talk about how they view change, especially if jobs are under threat or when there are accommodation moves. The HR policy on Managing Change contains advice for managers on how to minimise the impact of change on people's health.

**Flexible Working Arrangements** - A significant proportion of staff have caring responsibilities at home which can sometimes impinge on their work duties. In such circumstances an individual may feel pressurised and under-perform. The council understands that it is more likely to get the best out of staff when they are able to strike a balance between their work and home commitments. Managers are encouraged to support reasonable requests for flexible working arrangements. Information about flexible working is contained in the HR Procedures.

**Harassment and Dignity at Work** - Harassment, discrimination and bullying are negative behaviour which can have a devastating effect on individuals and can lead to fear, stress and anxiety. The council has a Harassment and Dignity at Work Policy and has produced management guidance notes for dealing with these issues.

**Grievance Procedure** - The council believes its workforce should be treated with equality and respect. The grievance procedure provides a means for dealing promptly with grievances. Grievances which are not dealt with can fester leading to poor employee relations, which can lead to stress and major disputes.

Mediation is included in the grievance guidelines, and can offer a swift and cost effective way of managing conflicts at work. The process brings people together in the presence of an impartial third party who facilitates people coming to an agreement. Further information of mediation services can be provided by HR

Managers should monitor the number of grievances. Increased number of grievances can be a sign of growing pressure at work and this can manifest itself as stress, tension and conflict between colleagues and poor relationships with clients.

**Capability Procedure** - The capability procedure is intended to deal sensitively with a perceived gap between an individual's performance and the required performance standards for the job. Poor performance can be both a source and consequence of stress. Managers must tackle poor performance at the earliest possible stage as this can help resolve the issue and minimise possible stress within the individual and



amongst colleagues. Capability procedures for attendance can be conducted alongside performance issues, but must be dealt with separately, because they are separate issues, and could have separate causes, needing independent remedies.

**Violence at Work** - Employees who experience violence at work, the threat of violence or anxiety about violence will experience pressures which in some individuals may result in stress. The Corporate Health and Safety requires managers to identify those work areas where the risk of violence is significant and to introduce appropriate control measures which help to maintain the safety and health of those involved. (See Section 9 of the Corporate Health and Safety Policy for details). Support can be sought through the Employee Assistance (EAP) and the Occupational Health (OH) services as appropriate.

**Healthy Lifestyle** - People who take regular exercise and have a well-balanced healthy diet handle pressure more easily than those who do not. The Council's Workforce Health Strategy contains information about the Council's commitment to helping employees to improve their general health.

Advice on all the measures listed above can be found on the intranet site, under the Healthy Workplace icon.

## **8. TRAINING**

Training is one of the most important methods for reducing the risk of people suffering stress from the work pressures they are under. It allows managers to understand the link between pressure and stress and how to recognise if a member of their staff might be experiencing a problem. Also, knowledge of stress and the work activity of the team are essential in the risk assessment process.

Individual training can help people avoid stress and the damage it can cause by helping them to recognise the signs of stress and take steps to avoid it, as well as dispelling myths and reinforcing the importance of reporting problems to managers. It is common for stress training to also include relaxation methods and other practical help in reducing the risk of stress related illness.

Training should be provided for all managers and for staff or teams where there is a possible problem. It can also be very helpful as part of preparation for a major change or particularly busy time. For advice on training, contact the Safety Health and Wellbeing team (SHaW)t.

## **9. ASSISTANCE FOR PEOPLE EXPERIENCING STRESS SYMPTOMS**

**Counselling and Employee Assistance Services** - Offering help and support to staff that are affected by pressures and stress is extremely beneficial if it comes in conjunction with proactive measures to reduce the causes of stress. Managers should urge employees suffering from stress symptoms to contact the council's Employee Assistance service. The service is available to all staff with the exception of those working in schools.

**Contact: 0800 716 017 for access to the service**

**Return to Work after Absence** – Whilst it is sometimes necessary for an employee to take time off work when the symptoms of stress are acute and extreme, it is better for people's general health to be at work than off sick, and we should strive to get people back to work as soon as possible. When a person has been off sick with stress related illness, managers should plan carefully for their return to work. A person who has been absent due to stress may be ready to return to some aspects of their job but not others and efforts must be made to adjust work responsibilities to allow them to gradually move back into work. Alternatively, it might be possible for them to work reduced hours as a phased return. Whichever option is chosen, managers must consult with the employee concerned and with the Occupational Health service at an early stage.

After the employee returns to work, their manager should continue to meet with them to discuss their recovery and the factors which may have contributed to the stress. This will provide an opportunity to rectify any problems. More frequent meetings may be required early on, when progress has to be more closely supervised. If the employee is still finding difficulties coping then the manager could attempt to redesign the job temporarily or consider transfer of the employee to another post, with advice from HR and the Occupational Health Service. Any alternative working arrangements should be temporary and reviewed after three months, and if need be, formal redeployment options may need to be considered.

Most importantly, there should be communication with the employee from an early stage.

## **10. MONITORING WORK PLACE STRESS**

**Appraisals** - At staff appraisals and reviews the opportunity should be taken to encourage staff to raise any problems arising from work which may be creating unnecessary pressure such as conflicting priorities, excessive work load, lack of job satisfaction, training needs and discuss ways of resolving these. Information about appraisal is contained in HR procedures.

Staff who receive formal supervision should also use this procedure as an opportunity to raise problems. Regular appraisals, reviews and supervision are all features of good management, and can prevent the negative impact of work pressures.

**Absence Monitoring** - Line managers are responsible for the monitoring of employees' absence. When an employee returns from a period of absence a manager should inquire as to the illness, ensure the employee is fit to return for work and that the notification procedure under the sickness scheme is complied with. Where the absence is long term, the manager, whilst adopting a sensitive and sympathetic approach, should contact the employee. If stress is identified as a factor for the employee's absence, local stress risk assessments may need to be reviewed and the employee should be referred to the Occupational Health Unit so that confirmation of fitness can be made. The procedure for dealing with employee ill health is outlined in HR Procedures.

**Referrals to Occupational Health** - The Occupational Health and counselling services produce quarterly statistics on the number of employees referred for

psychological reasons, whilst maintaining the medical confidentiality of the individuals concerned. Where a trend or potential problem is noted, the appropriate service will be informed and action can be taken.

**Leavers** - An exit interview and/or a leaver's questionnaire will be given to all Barnet leavers. These results should be monitored by Human Resources as part of their corporate role and also by management teams as they indicate what has influenced the individual's decision to leave and how they felt about working in Barnet. If this reveals a problem, the manager should carry out an assessment to discover whether appropriate steps were taken to manage work-related stress.

**Notification of stress** - Managers can discover that a member of staff is experiencing extreme pressures or stress either in writing, by a verbal report (for example an employee's comments in an appraisal), or from monitoring. In any case the manager must carry out and implement a risk assessment to establish what the problem is and whether improvements can be made.

## **11. FURTHER INFORMATION**

The Council has a number of policies and arrangements that contribute to the process of preventing stress and managing it if it occurs. Where these are mentioned in this arrangement, hyperlinks have been inserted, and the policies can be accessed by clicking on them. For general advice, visit the following links on the intranet for HR and Health and Safety procedures. For employees without intranet access, managers must remember to pass information or make it available for them.

HR Procedures  
H&S Policy

*The Health and Safety Executive has published comprehensive guidance on its website, including examples of policies, risk assessments and research. For more information, visit <http://www.hse.gov.uk/stress/index.htm>.*

## Appendix 1 – Corporate Stress Risk Assessment

What are the hazards?	Who might be harmed and how?	What are we already doing?	What further action is necessary?
<b>Demands</b>	<p>Any staff member regardless of age, status, gender Ethnicity or disability.</p> <p>Anxiety, depression Heart disease, back pain, gastrointestinal disturbances and various minor illnesses</p>	Staff appraisal scheme and management meetings allow for monitoring of workload	Introduce more stringent monitoring systems to ensure appraisals take place. Keep under review, according to good practice
<b>Control</b>		Staff appraisal scheme and one-to-ones encourages on-going communication on issues such as work practices and services offered	Keep under review, according to good practice
<b>Support</b>		Access is available to the employee counselling service, occupational health service and the Employee Assistance Officer. Advice is also provided in the Preventing Stress Policy for local support networks.	Ensure effective promotion of counselling service. Keep under review, according to good practice.
<b>Relationships</b>		Complaints and grievance procedures are in place to deal with these issues if they arise	Ensure all staff aware of procedures through induction and the intranet. Keep under review, according to good practice
<b>Role</b>		Managing Stress Policy contains advice about recruitment and job design. Recruitment and induction procedures contain guidance about informing employees about the nature and pressures of the job. Role profiles are produced to explain the nature of the jobs.	Keep under review, according to good practice
<b>Change</b>		HR procedures include policy on managing change, which includes guidance on consultation.	Ensure all managers are aware of procedures through induction and the intranet. Keep under review, according to good practice
<b>Training:</b> Ensure training in managing stress is available for managers and managing individual stress course to all staff.			

## **Appendix 2 - Running a Stress Focus Group and Management Standards**

### **Introduction**

The Health and Safety Executive (HSE) has identified six factors that can contribute to stress. These are linked to a set of **management standards**, which represent conditions that reflect high levels of health, wellbeing and organisational performance. Making use of the management standards will help to identify if there is a gap between current performance and these conditions. It will also help develop our own solutions to close any gap that is identified.

### **Purpose of the group**

This will be to formulate a stress management action plan, by developing an understanding of the management standards, gathering information from participants' work, and working to identify any areas where improvement is needed. The action plan will be used to drive improvement in management standards across the service. There will be 6 meetings, one a month, the subject of which will be as outlined below.

### **Membership of the group**

The Stress Focus Group should be chaired by the DU Safety Champion or another suitable senior manager, and the group will be comprised of senior managers from around the DU. On occasions, it may be appropriate to invite other employees, if it appears to a group member that they will have a meaningful contribution to make. In the interests of consistency, members of the group will be expected to attend all the meetings. It is advisable to include relevant Trade Unions in the meetings, as they can contribute to the process from the employees' point of view.

### **The meetings**

**Meeting 1** – Discussion of the management standards, setting the agenda for the meetings, and a group exercise to rank the management standards in terms of priority (this may be different for different service areas).

**Meetings 2 to 4** – examination of six HSE management standards (2 per meeting); how the service is performing, what areas exist for improvement, short and medium term actions.

**Meeting 5** – re-cap of the meetings, summary of short and medium term actions, and identification of long-term actions and

**Meeting 6** – feedback of action taken to improve stress management across the service.



## THE STRESS MANAGEMENT STANDARDS

Issue	The standard is that:	States to be achieved:
<p><b>Demands</b> - issues like workload, work patterns, and the work environment</p>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• The organisation provides employees with adequate and achievable demands in relation to the agreed hours of work</li> <li>• People's skills and abilities are matched to the job demands;</li> <li>• Jobs are designed to be within the capabilities of employees;</li> <li>• Employees' concerns about their work environment are addressed.</li> </ul>
<p><b>Control</b> - How much say the person has in the way they do their work.</p>	<ul style="list-style-type: none"> <li>• Employees indicate that they are able to have a say about the way they do their work;</li> <li>• Systems are in place locally to respond to any individual concerns.</li> </ul>	<ul style="list-style-type: none"> <li>• Where possible, employees have control over their pace of work;</li> <li>• Employees are encouraged to use their skills and initiative to do their work;</li> <li>• Where possible, employees are encouraged to develop new skills to help them undertake new and challenging pieces of work;</li> <li>• The organisation encourages employees to develop their skills;</li> <li>• Employees have a say over when breaks can be taken;</li> <li>• Employees are consulted over their work patterns.</li> </ul>
<p><b>Support</b> - the encouragement, sponsorship and resources provided by the organisation, line management and colleagues.</p>	<ul style="list-style-type: none"> <li>• Employees indicate that they receive adequate information and support from their colleagues and superiors;</li> <li>• Systems are in place locally to respond to any individual concerns.</li> </ul>	<ul style="list-style-type: none"> <li>• The organisation has policies and procedures to adequately support employees;</li> <li>• Systems are in place to enable and encourage managers to support their staff</li> <li>• Systems are in place to enable and encourage employees to support their colleagues;</li> <li>• Employees know what support is available and how and when to access it;</li> <li>• Employees know how to access the required resources to do their job;</li> <li>• Employees receive regular and constructive feedback.</li> </ul>

Issue	The standard is that:	States to be achieved:
<b>Relationship</b> - promoting positive working to avoid conflict and dealing with unacceptable behaviour	<ul style="list-style-type: none"> <li>• Employees indicate that they are not subjected to unacceptable behaviours, e.g. bullying at work;</li> <li>• Systems are in place locally to respond to any individual concerns.</li> </ul>	<ul style="list-style-type: none"> <li>• The organisation promotes positive behaviours at work to avoid conflict and ensure fairness;</li> <li>• Employees share information relevant to their work;</li> <li>• The organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour;</li> <li>• Systems are in place to enable and encourage managers to deal with unacceptable behaviour;</li> <li>• Systems are in place to enable and encourage employees to report unacceptable behaviour.</li> </ul>
<b>Role</b> - Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles	<ul style="list-style-type: none"> <li>• Employees indicate that they understand their role and responsibilities;</li> <li>• Systems are in place locally to respond to any individual concerns.</li> </ul>	<ul style="list-style-type: none"> <li>• The organisation ensures that, as far as possible, the different requirements it places upon employees are compatible;</li> <li>• The organisation provides information to enable employees to understand their role and responsibilities;</li> <li>• The organisation ensures that, as far as possible, the requirements it places upon employees are clear;</li> <li>• Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities.</li> </ul>
<b>Change</b> - How organisational change is managed and communicated.	<ul style="list-style-type: none"> <li>• Employees indicate that the organisation engages them frequently when undergoing an organisational change;</li> <li>• Systems are in place locally to respond to any individual concerns.</li> </ul>	<ul style="list-style-type: none"> <li>• The organisation provides employees with timely information to enable them to understand the reasons for proposed changes;</li> <li>• The organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals;</li> <li>• 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;</li> <li>• Employees are aware of timetables for changes;</li> <li>• Employees have access to relevant support during changes.</li> </ul>