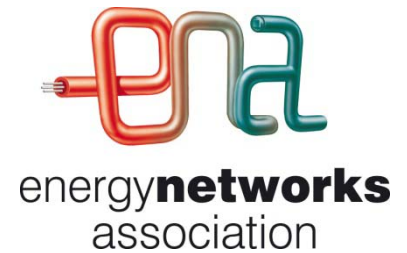


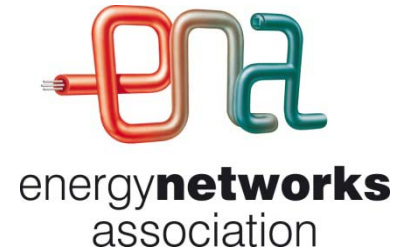
Managing Stress



International Symposium on
Electrical Safety, April 2010

Peter Coyle
Director of Operations
Energy Networks Association

Managing Stress



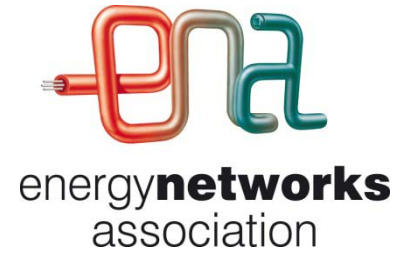
- Introduction
- Work of ENA Occupational Health Committee
- What is stress?
- HSE stress management standards
- Case studies
- Discussion

Managing Stress

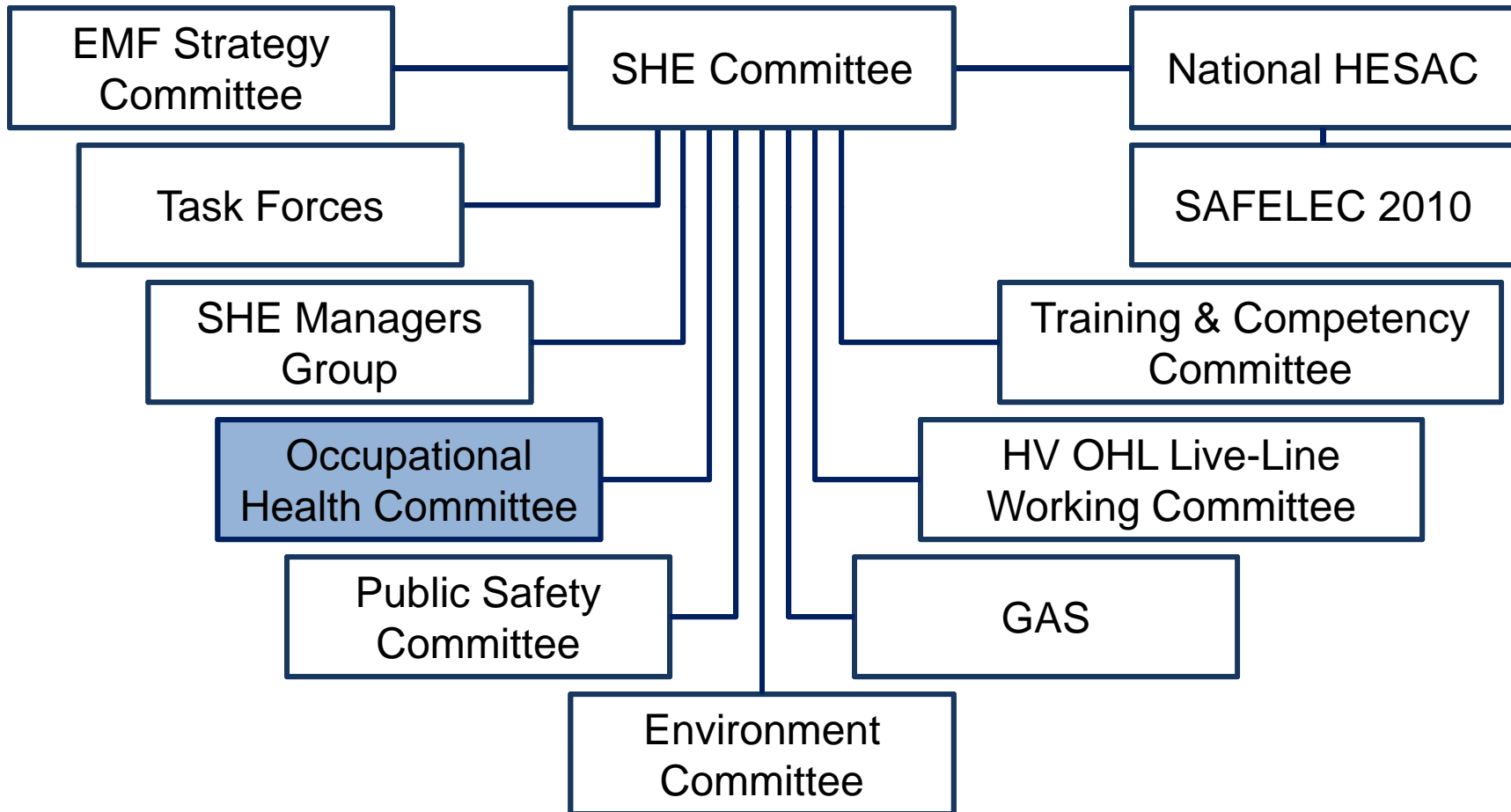


ENA – Industry Body for the UK Energy (electricity and gas) transmission and distribution license holders

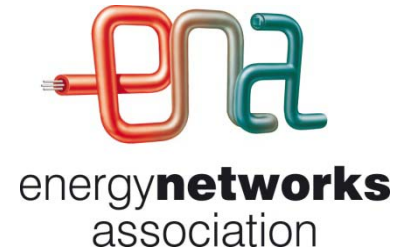




Managing Stress



Managing Stress



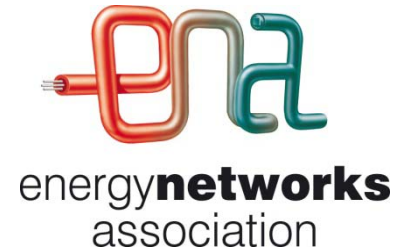
ENA Occupational Health Committee



Objective:

Protect and improve the health and wellbeing of the ENA Member Companies' employees and influence conditions for indirect workers in our supply chains and contractors

Managing Stress

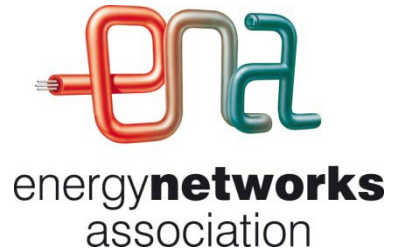


What is stress?

Pressure V stress

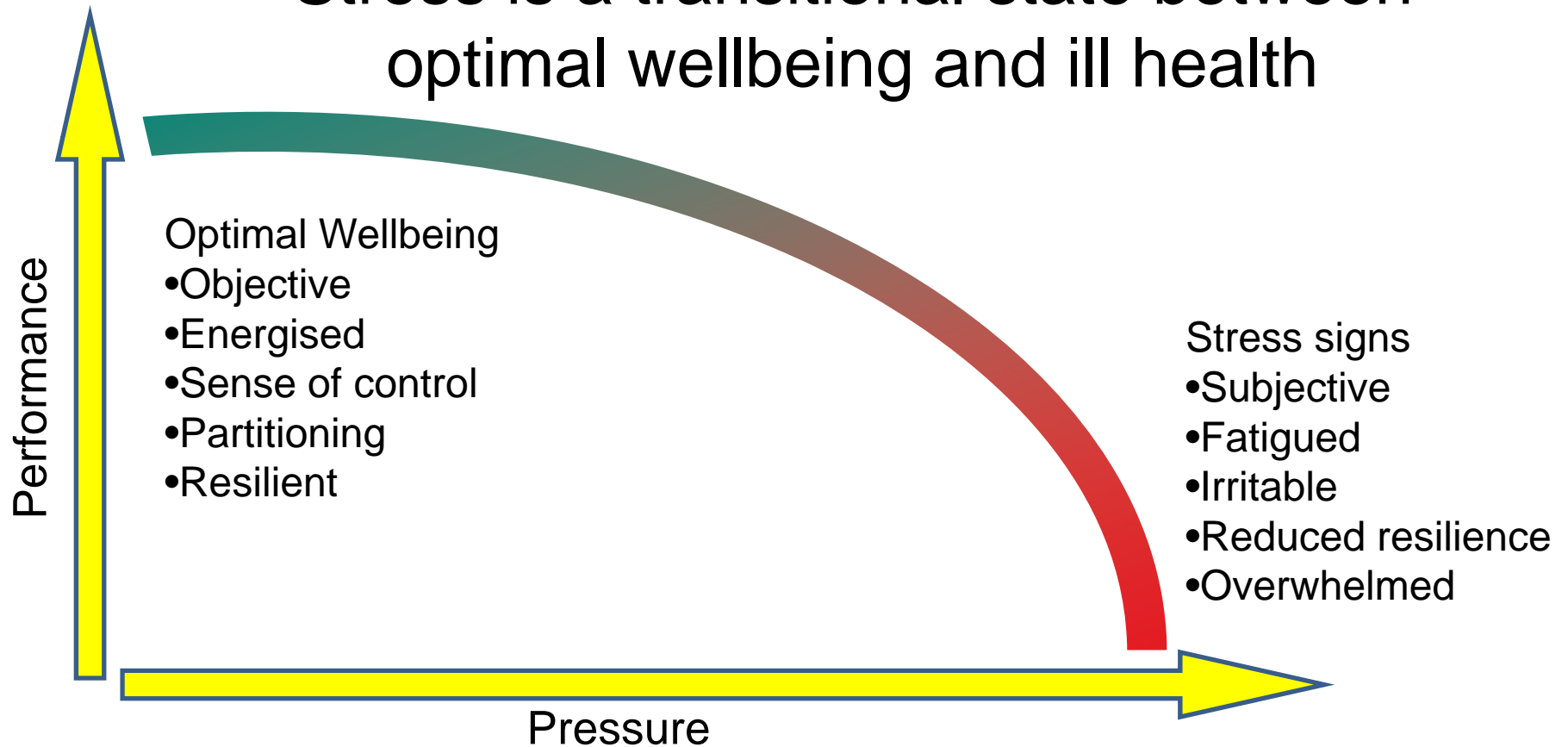
Stress is the adverse reaction people have to excessive pressures or other types of demands placed on them

Work V domestic

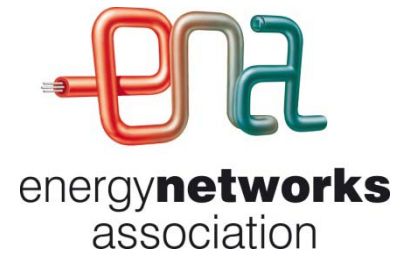


Managing Stress

Stress is a transitional state between optimal wellbeing and ill health

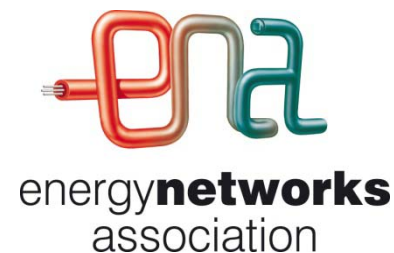


Managing Stress



Why is work related stress an issue in the UK? (2007/8 Figures):

- **237000 new cases of work related stress, depression or anxiety reported in the previous 12 months;**
- **Nearly half a million people (442,000) in Britain report work related stress at a level they believe is making them ill;**
- **Each case of stress related ill health leads to an average of 30 days off work;**
- **A total of thirteen and a half million working days are lost in Britain each year to work related stress.**



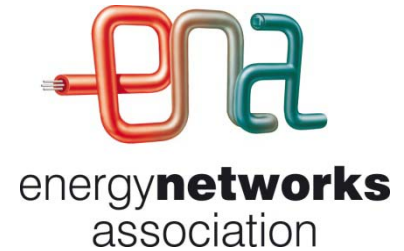
Managing Stress

SAFELEC 2010 – Stress Targets

To reduce the number of working days lost per 100,000 workers due to work-related stress by 30% by 2010

	2000	2001	2002	2003	2004	2005	2006	2007	2008
Working days lost per 100,000 workers			116410	104433	119220	107235	136101	77788	154706
Employees			16045	32729	37196	34326	32986	21876	35136

Managing Stress



HSE Stress Management Standards

- Demands - Workload, work patterns, work environment
- Control - How much say a person has in the way they do their work
- Support - Encouragement and resources provided by the organisation, management and colleagues

Managing Stress



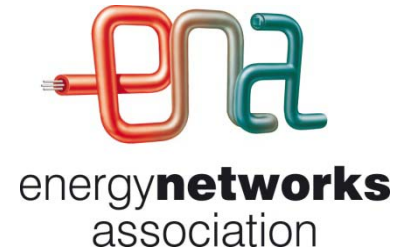
HSE Stress Management Standards (cont'd)

Relationships - Promoting positive working to avoid conflict and dealing with unacceptable behaviour

Role - Whether people understand their role within the organisation and whether the organisation ensure that they do not have conflicting roles

Change - How organisational change (large or small) is managed and communicated

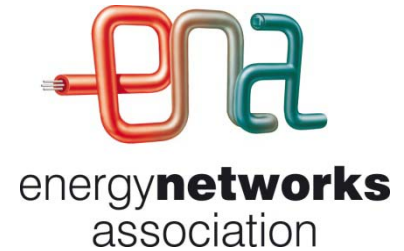
Managing Stress



Employers should be concerned about stress because:

- they have a legal and morale duty to ensure that their workers and others are not injured or made ill because of the work they do.
- Staff absence and loss of productivity has a financial impact on their business
- Certain elements of poor work design have been shown to have a real impact on staff performance and reliability, even before an individual takes time off.
- It has an adverse impact on staff retention and recruitment
- Indemnity Insurance premiums may increase and there may (in severe cases, be litigation)

Managing Stress



How to manage stress (1)

Step 1. Identify the risks

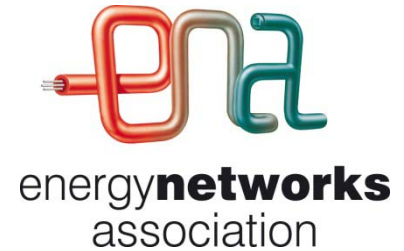
understand the 6 HSE management standards

Step 2. Who might be harmed and how?

Gather data:

- Staff Surveys
- Sickness absence data
- Staff turnover rates
- Exit interviews
- Referrals to occupational health

Managing Stress



How to manage stress (2)

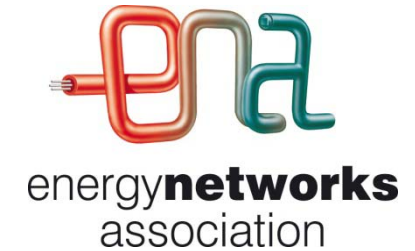
Step 3. Evaluate the risks

- Explore “hot spots” and priority areas identified
- Work with employees and their representatives to develop solutions (e.g. focus groups)

Step 4. Record findings

- Develop and implement action plans
Team – Department – Division
- Pilots?
- Communicate

Managing Stress

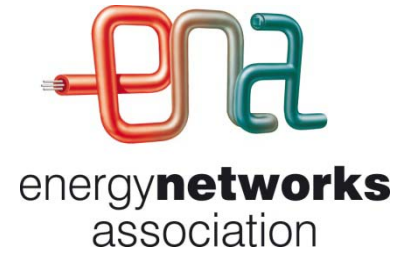


How to manage stress (3)

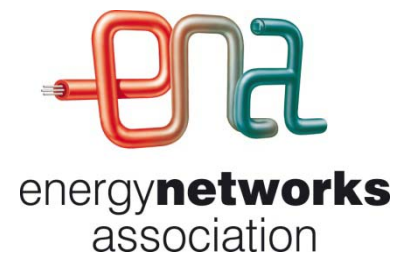
Step 5. Monitor and Review

ESSENTIAL ROLE OF LINE MANAGERS

Managing Stress



How do ENA Member Companies manage stress?



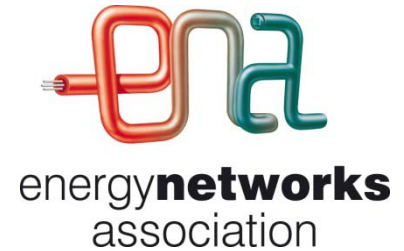
Managing Stress

SAFELEC 2010 – Stress Targets

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Managing Stress



E.ON UK (1)

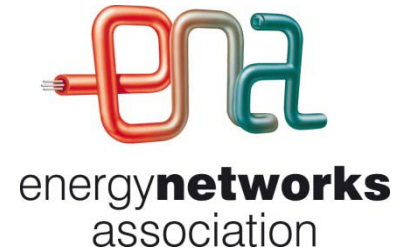
Employee Assistance Programme

- Available to all 16,500 employees and families;
- Confidential 24 hour service to address personal issues whether work or home-related;
- Face to face appointments with counsellors;

Health and Safety Benefits

- Quarterly data provided by E.ON occupational health department (to allow analysis of themes and trends)
- Reduction in behavioural health (stress) problems

Managing Stress

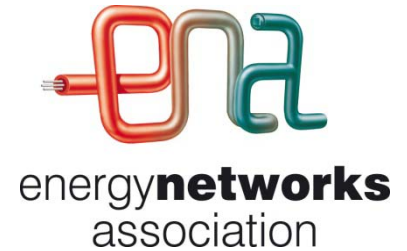


E.ON UK (2)

Business Benefits

- Increased employee retention
- Reduced insurance premiums
- Increased productivity
- Reduced absence due to stress.

Managing Stress

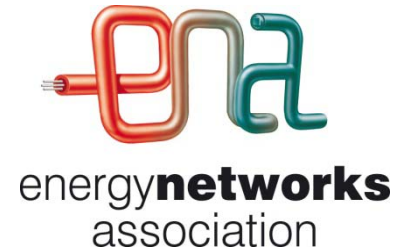


United Utilities (1)

Two-Phase Approach:

1. UU worked with external consultant to design 1 day course for line managers to recognise stress in their employees (500 managers trained)

Managing Stress

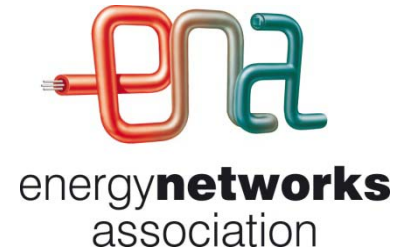


United Utilities (2)

Two-Phase Approach (cont'd):

2. Produced (with TU support) on-line “pressure management” tool accessible by all employees
 - 50 question self-assessment questionnaire
 - Immediate feedback re “pressure profile”
 - Confidential
 - Helps employee focus attention on any needs for personal change
 - Results for each team anonymised and aggregated to produce group report identifying key action areas.
 - Face to face appointments with counsellors;

Managing Stress

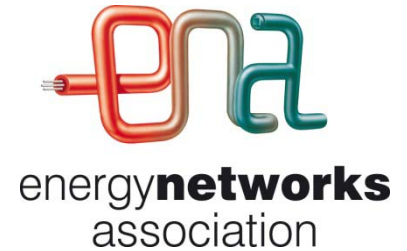


United Utilities (3)

Benefits

- Targeted solutions
- Proactive
- Helps line managers return team workers back to work earlier
- Reduces absence

Managing Stress



EDF Energy (1)

Upstream Occupational Health

Prevention (H & S risk management)

Employee engagement

Employee support programme

Strong Trade Union support

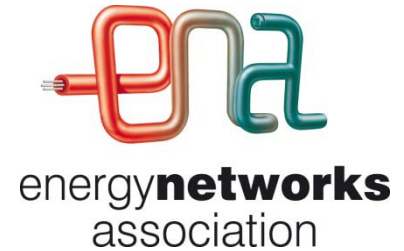
Downstream Occupational Health

Treatment

Rehabilitation

Ill health retirement

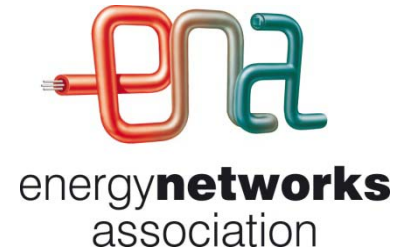
Managing Stress



EDF Energy (2)

Employee Support Programme access to cognitive Behavioural Therapy

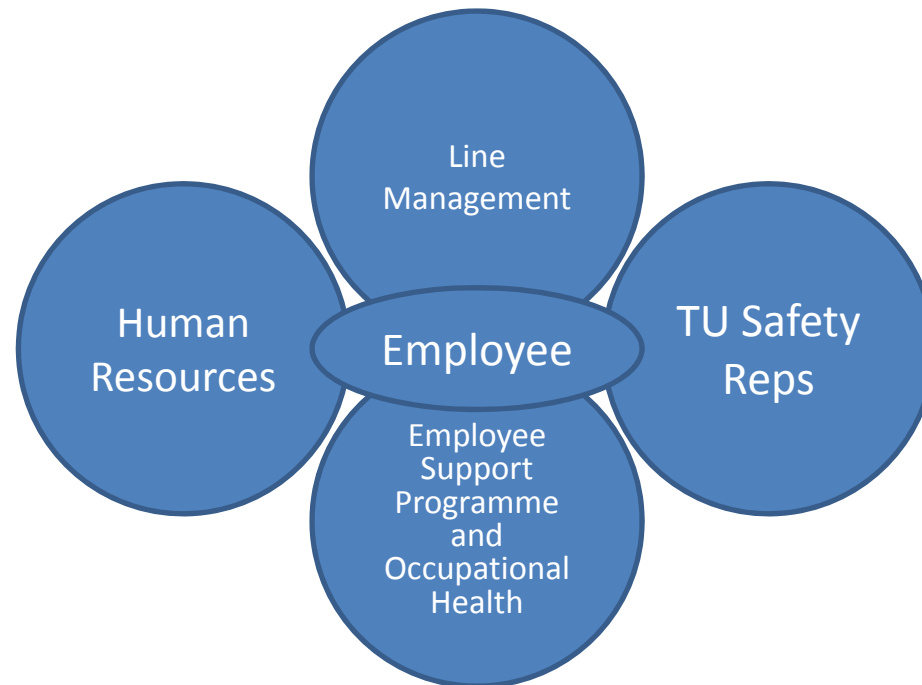
- Confidential self referral and OH referral
- Available to all employees
- 3 treatment sessions – confidential
- Further sessions on request through OH
- Feedback to OH on referrals
- Close supervision and liaison on case management



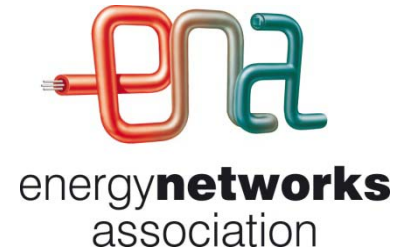
Managing Stress

EDF Energy (3)

Partnership Approach to tackling stress



Managing Stress



Discussion

peter.coyle@energynetworks.org