

A strategy to embed psychological health and wellbeing at work

Psychological health and wellbeing is one aspect of health and wellbeing at work. The other is physical health. The two aspects are related closely. Some physical events are caused by psychological events, such as accidents. Un- treated psychological distress can lead to severe physical illness.

The impact of both on performance is dramatic, most obviously shown by sickness and absence. The unseen impact is the loss of performance due to the diversion of attention away from work to the focus on the causes of stress.



Preventing Psychological distress and promoting psychological health and wellbeing at work

Purpose of this strategy:

This strategy aims to prevent stress from occurring in the first place, and to promote psychological health and wellbeing at work

Check list for promoting psychological health and wellbeing at work

Check your organisation against the following list of items that lead to commitment, trust and engagement between employees and their employing organisation that results in the reduction and elimination of psychological distress at work.

Purpose

Clarity of purpose

Architecture

Flat as possible

Rules

- Career development
- Change at work
- Commitment and trust at work
- Conflict, bullying and harassment at work
- Dignity at work
- Diversity and equality at work
- Employee engagement
- Growth and expansion at work
- Manager-employee relationships
- Management encouragement
- Management performance
- Mergers
- Organisational design
- Organisational citizenship
- Recruitment
- Redundancy
- Staff turnover
- Staff retention
- Stress at work
- Team working
- Training and development
- The psychological contract
- Work life balance

How to play the game

Leadership training

Leadership

- Self and understanding others
- Understanding situations and the environment
- The power of emerging leaders
- Leading followers and team working
- Styles of leaders and their appropriate application
- Criteria for judging successful leadership

Leadership and psychological health and wellbeing

- Understanding commitment, trust and employee engagement
 - How to achieve commitment and trust at work
 - Understanding the psychological contract
 - How to create and sustain a strong psychological contract at work
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Leadership behaviour

- Leadership competencies that reduce risk of stress
- A selection of competency frameworks for the public and private sectors
- Leadership behaviours that produce trust, commitment, employee engagement and a strong psychological contract

Leadership interaction

- Communication skills and leadership demeanour
- Interaction skills and managerial seduction
- Negotiation skills, positive interaction and assertiveness
- Presentation skills and public speaking

Leading in adverse situations (preventing secondary and tertiary determinants of psychological distress)

- Change, adverse life events, mergers, acquisitions, growth and expansion, downsizing and collapse, uncertainty.
- Harassment, bullying, intimidation, insecurity, fear, unexpected events, loss and bereavement, isolation and excessive demands.

Management training

- What is stress?
- The difference between stress and pressure
- The principal determinants of stress at work
- Recognising the signs and symptoms of stress at work
- The reasons for taking stress seriously
- The legal position
- The insurance position
- The hemorrhaging of money
- The misery for individuals
- The impact of stress on employers
- The impact of stress on employees
- The 'iceberg effect'.
- Stress risk management and policy development
- Strategy for managing stress at work
- Policy
- Assessment of risk
- HSE Management Standards
- Taking action
- Monitoring risks
- Managing individuals
- Support services
- Supporting staff at work
- Helping people back to work
- Helping those with long term illness
- Building and sustaining psychological health and wellbeing at work
- Building a culture of psychological health and wellbeing
- Sustaining a culture of psychological health and wellbeing
- Coping with stress at work

Preventing deterioration – secondary prevention – supporting people at work

Purpose of this strategy:

Once someone is identified as suffering from the symptoms of psychological distress, the purpose is to ensure the individual does not deteriorate any further.

It's necessary to draw a distinction between pressure, strain and psychological distress in all policies and procedures.

Services:

Policies and procedures

- Career development
- Change at work
- Commitment and trust at work
- Conflict, bullying and harassment at work
- Dignity at work
- Diversity and equality at work
- Employee engagement
- Growth and expansion at work
- Manager-employee relationships
- Management encouragement
- Management performance
- Mergers
- Organisational design
- Organisational citizenship
- Recruitment
- Redundancy
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- Team working
- Training and development
- The psychological contract
- Work life balance

Audit

- Stress risks assessment
- Staff wellbeing survey
- Organisation Health questionnaire
- General health questionnaire

Support

- Occupational health services
- Employee assistance programmes
- Absence management systems
- Occupational Safety services
- Health and Safety services
- Counselling
- Organisation Health Psychology
- Investigation and conflict resolution service
- Mediation service
- Legal service

Awareness training

- Recognising stress
- Managing stress
- Bullying and harassment
- Building resilience
- Developing a stress strategy
- Conflict resolution

Restoring the individual back to work

Purpose of this strategy:

This strategy aims to return absent staff back to work as quickly as possible.

Services:

Policies

- Policies for gradual and effective return to work
- Absence management policies

Services

- Occupational Health service
- Absence Management system
- Capacity to assess ability to return to work
- Job risk assessment service
- Career counseling and training

Long term stress – return to work

Purpose of this strategy:

This strategy is concerned with the wellbeing of people on long term sick leave and the need to ensure they return to some kind of work rather than remain at home.

Services:

Policies

- Policy in relation to job shadowing, voluntary work and career development for those on long term sick leave.
- Policy on legal advice and support

Services

- Training and development
- Medical services support
- Counselling
- Absence Management system
- Legal services

Sustainability

Purpose:

Once a positive culture is embedded in the organisation a strategy is needed to ensure the positive culture is sustained.

Services:

- Continuous appraisal of the organisation and services in place as primary prevention and secondary prevention services against stress at work.

Policies and procedures

- Career development
- Change at work
- Commitment and trust at work
- Conflict, bullying and harassment at work
- Dignity at work
- Diversity and equality at work
- Employee engagement
- Growth and expansion at work
- Manager-employee relationships
- Management encouragement
- Management performance
- Mergers
- Organisational design
- Organisational citizenship
- Recruitment
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- Staff turnover
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- Training and development
- The psychological contract
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Support

- Occupational health services
- Employee assistance programmes
- Absence management systems
- Occupational Safety services
- Health and Safety services
- Counselling
- Organisation Health Psychology
- Investigation and conflict resolution service
- Mediation service
- Legal service

Audit

- Stress risks assessment
- Staff wellbeing survey
- OrganisationHealth questionnaire
- General health questionnaire

Awareness training

- Recognising stress
- Managing stress
- Bullying and harassment
- Building resilience
- Developing a stress strategy
- Conflict resolution

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