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# Costs in billions (\$)

	ALCOHOL	DRUG ABUSE	MENTAL ILLNESS
DECREASED PRODUCTIVITY	51	26	3
LOST EMPLOYMENT	4	1	19

**National Council of Compensation Insurance reports that stress at work now represents 11% of all occupational disease claims, and is increasing - and at a time when the other claims are declining.**

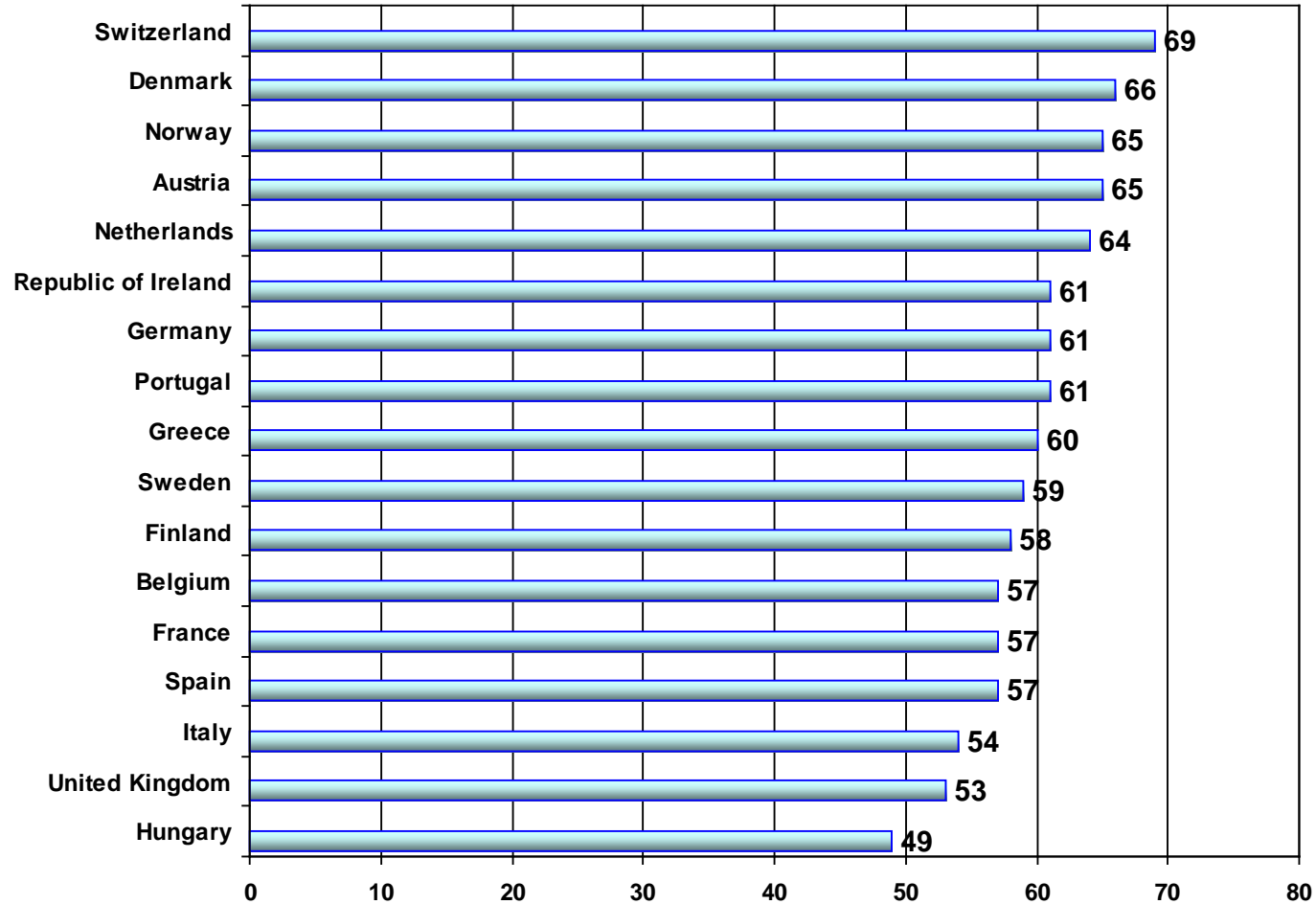
**Social Security Administration found that stress or psychological disorders is the 3rd most disabling condition in terms of disability allowances.**

**Psychotherapeutic agents among most common prescription drugs, with  $\frac{1}{4}$  of all out patients prescriptions.**

**Epidemiologic Catchment Study (NIMH) of 17,000 residents in 5 regions of the country found that between 17 and 23% of residents were suffering from at least one major psychological disorder.**

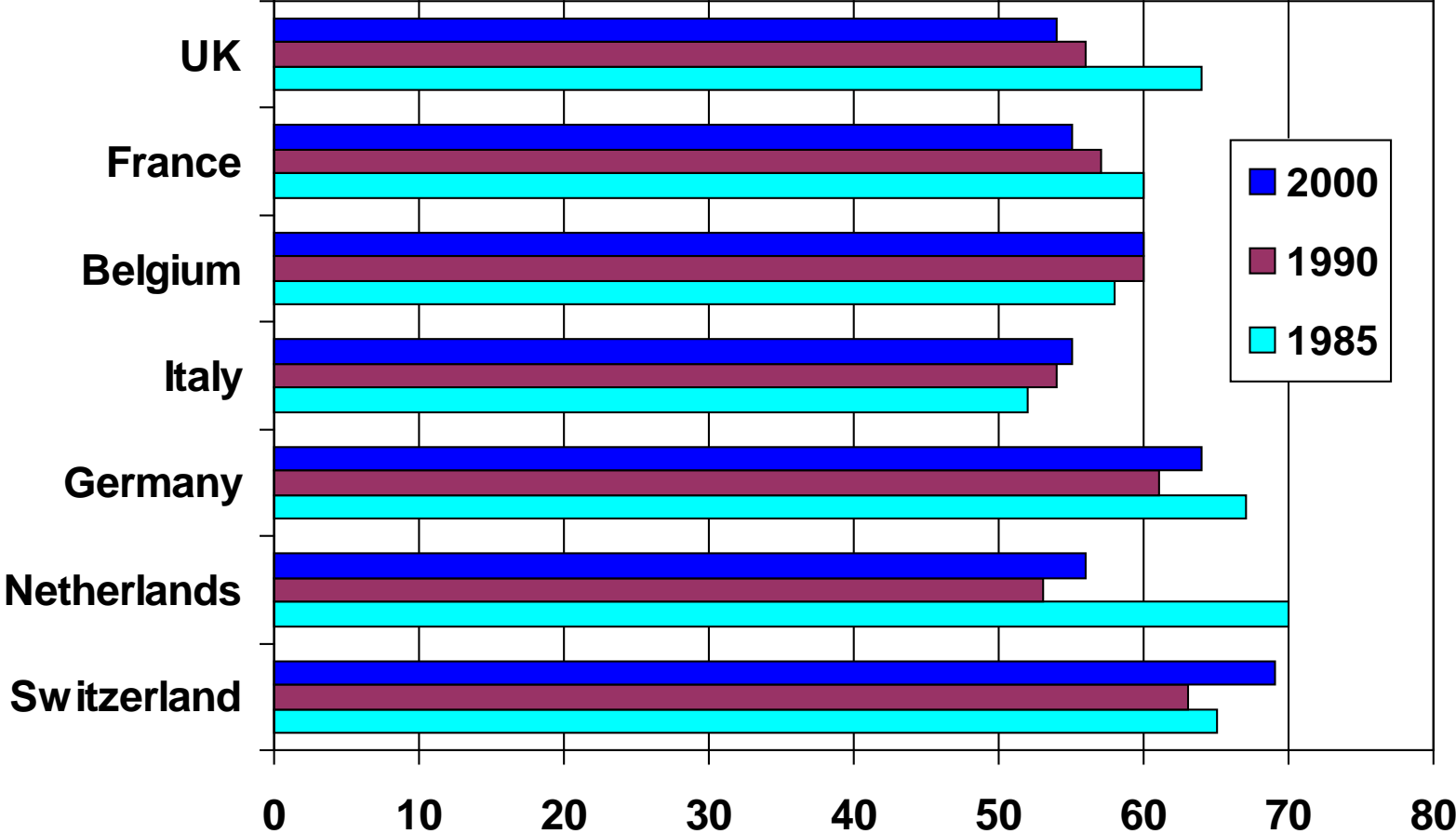
# Employee Satisfaction

Country Profile: 1995  
% Favourable Response 1995



# Employee Satisfaction - 1985 vs 1990 vs 2000

% Favourable Response 1995 vs 1985



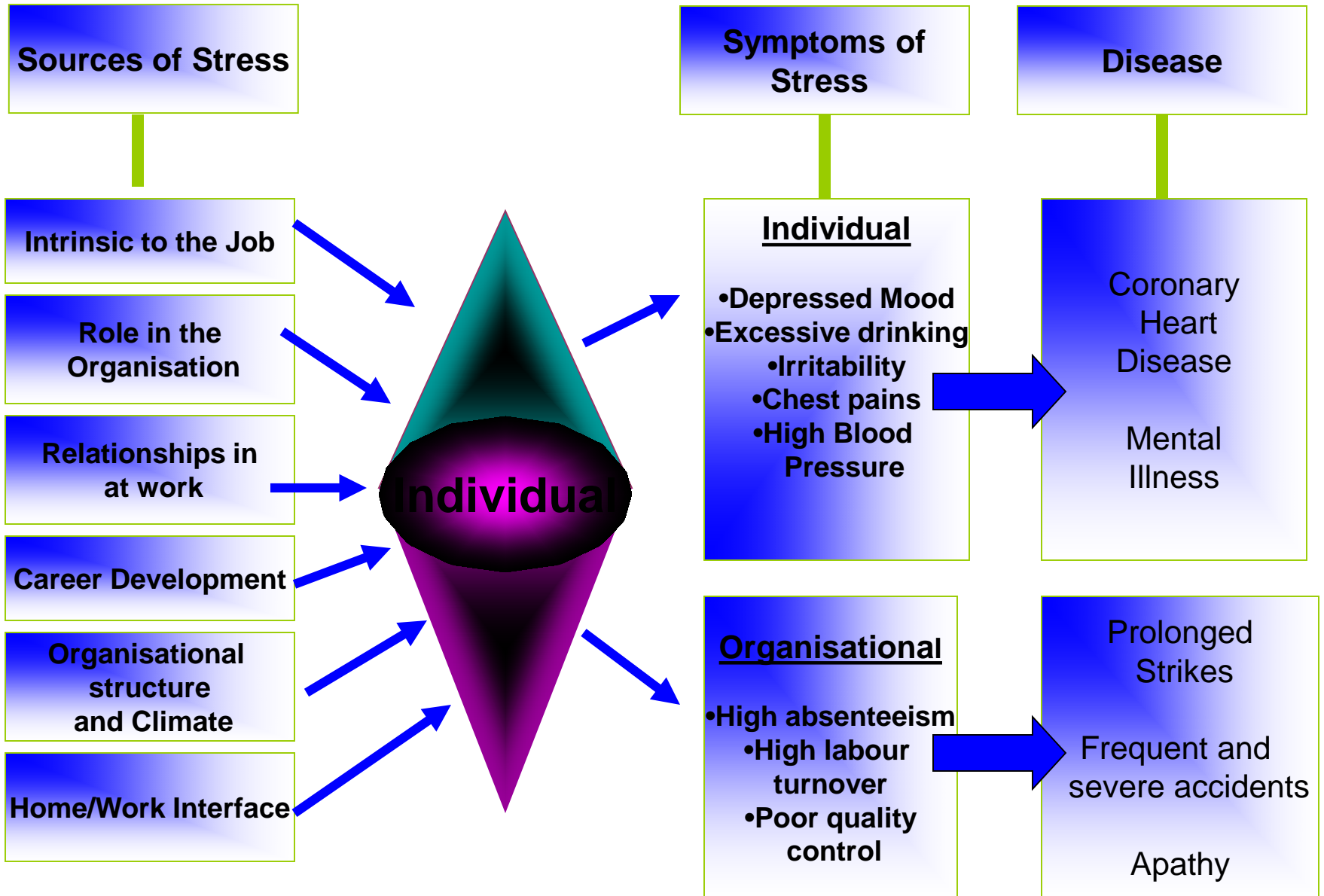
# Causes of Long-Term Absence –Non- Manual Workers CIPD 2004

Percentage of respondents citing this reason  
as leading cause

	All	Manufacturing and Production	Private Services	Public Services	Non- Profit
<b>Stress</b>	<b>42</b>	<b>30</b>	<b>45</b>	<b>56</b>	<b>47</b>
Mental health	23	14	28	28	33
Acute medical conditions	19	25	19	10	17
Operations and recovery	11	14	9	10	14
Recurring medical conditions	8	11	6	5	3
Back pain	5	3	6	6	-
Musculo-skeletal injuries	5	4	4	7	6
Minor Illness	3	4	3	2	-
Injuries/accidents not related to work	3	5	3	2	3
Home/family responsibilities	1	1	1	-	-

# What health problems affect your employees?

	%
Stress	76
Back problem	63
Depression	57
Long term/chronic illness	46
Heart problems	29
RSI	24
Alcohol and drug problems	20
None of these	8
<b>Source: Norwich Union Healthcare Survey, June 2006</b>	





# Nature and Form of Organizational Change: 2000 - 2006

Type of Change Percentage Reporting	Private Limited Company		PLC		Public Sector	
	2000	2006	2000	2006	2000	2006
Cost reduction programme	44	54	47	69	52	79
Use of short-term contract staff	32	44	54	64	40	67
Culture change programme	37	40	58	59	57	72
Redundancies	37	34	58	49	37	34
Outsourcing	20	22	39	38	28	26

# Impact of Change on Factors: 2000 - 2006

<b>Outcome of Change (Percentages)</b>	<b>2000</b>	<b>2006</b>	<b>2006 Increase</b>
Motivation has decreased	53	51	18
Loyalty has decreased	49	47	9
Morale has decreased	64	61	15
Perceptions of job security have decreased	60	66	11
Employee well-being has decreased	n/a	48	12

## Key Areas of Managers' Lives Affected by Long Hours

Effect of working over contract hours on -	% Agreeing or strongly agreeing
Your social life	64
Your relationship with your spouse/partner	59
Your health	56
Your relationship with your children	54
Your productivity	46
Your morale	37
Your relationship with your colleagues	36

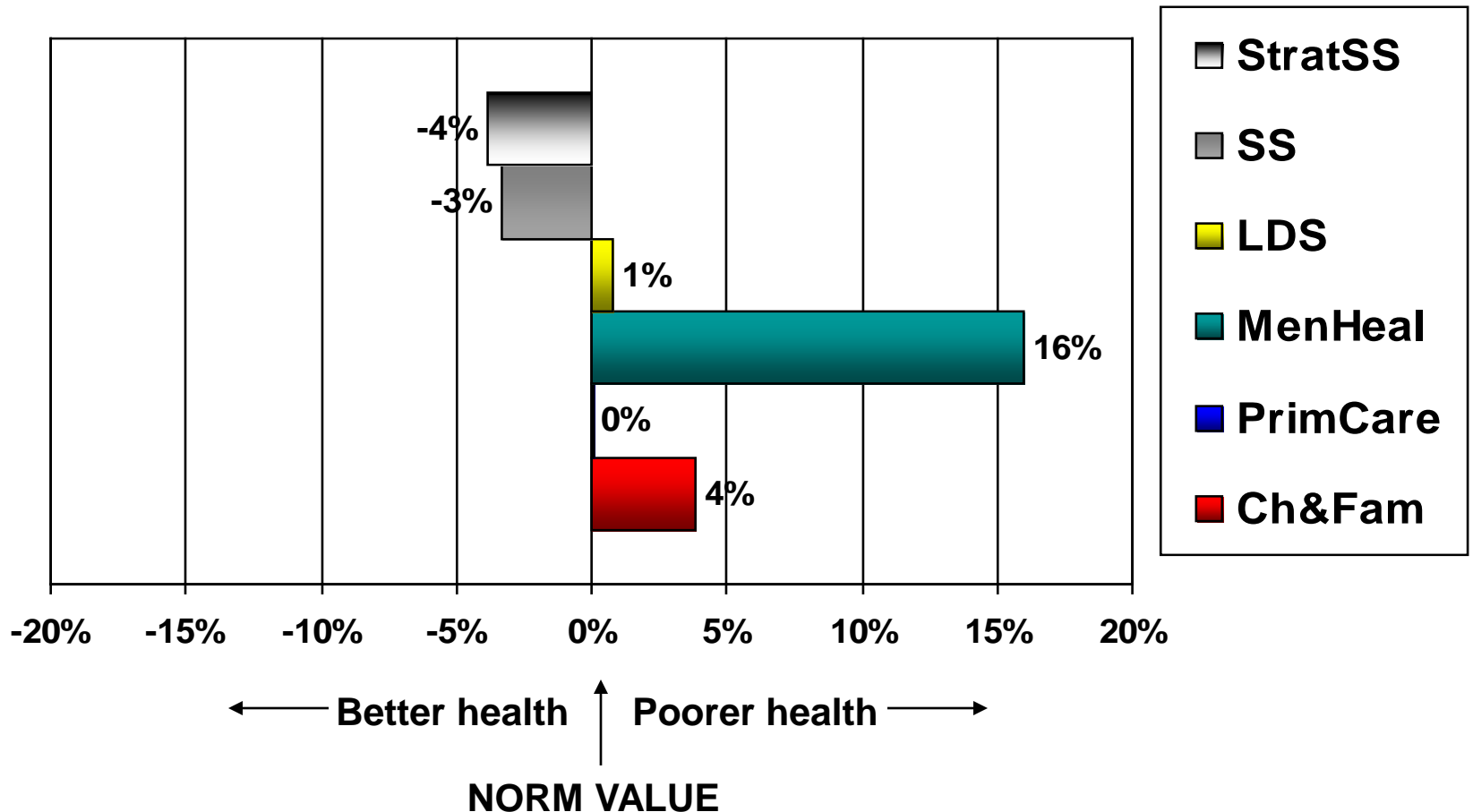
# Comprehensive Programme

## Interventions

- Primary – Dealing with the stressors**
  - Selection policies & induction
  - Workflow planning  
(task allocation, matching resource to work flow demand, etc)
  - Work Life Balance initiatives
  - Management Development Programmes
- Secondary – Helping people to cope**
  - Resilience training
  - Annual reviews & appraisals and personal development plans
  - Healthy Lifestyle & Well-being programmes
- Tertiary – Picking people back up**
  - Employee Assistance Programmes

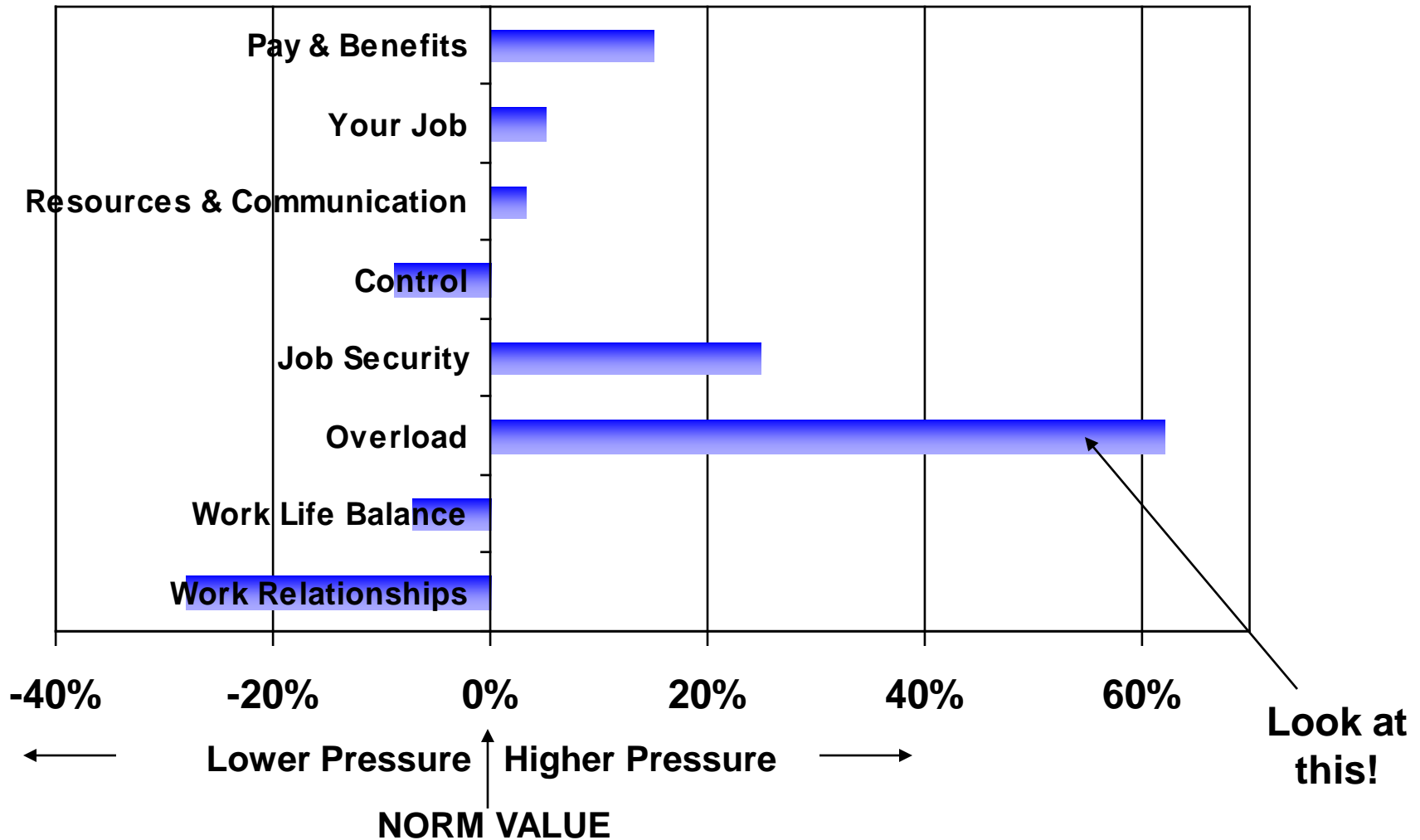
# Somerset County Council - ASSET Audit

## Mental Health Outcomes



# ASSET Sources of Pressure

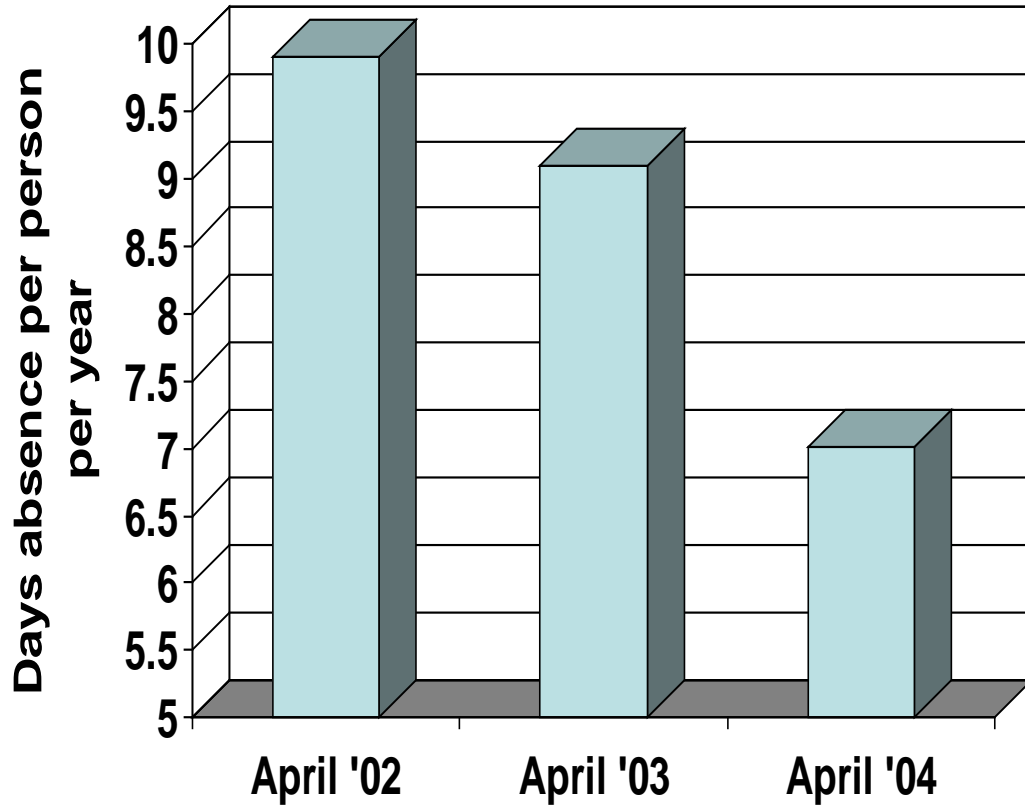
## Senior Social Workers in Adult Mental Health and Children and Families



# Somerset CC: Corporate Action Plan (resulting from ASSET Audit)

Problem Identified	Response Action
Senior social workers at highest risk from unmanageable workloads	Appointment of 22 social workers at senior level to support and mentor other social workers
	In-house fieldwork agency to manage locum social workers
	Employment of peripatetic SW
	Stress Management Courses Free independent counseling service for all through EAP programme

# Somerset County Council



Absence

- Paybill = £10m
- Every day saved on absence is worth £800k
- Over 2 years 2.38 days saved
- Worth £1.9m  
Costs:  
approximately  
£0.5m