



Putting the theory into practice : Managing Psychosocial Risk in small enterprises

Peter Kelly
HSE.

Visit the Management Standards website at: www.hse.gov.uk/stress

Troubled Times for SME



Troubled Times

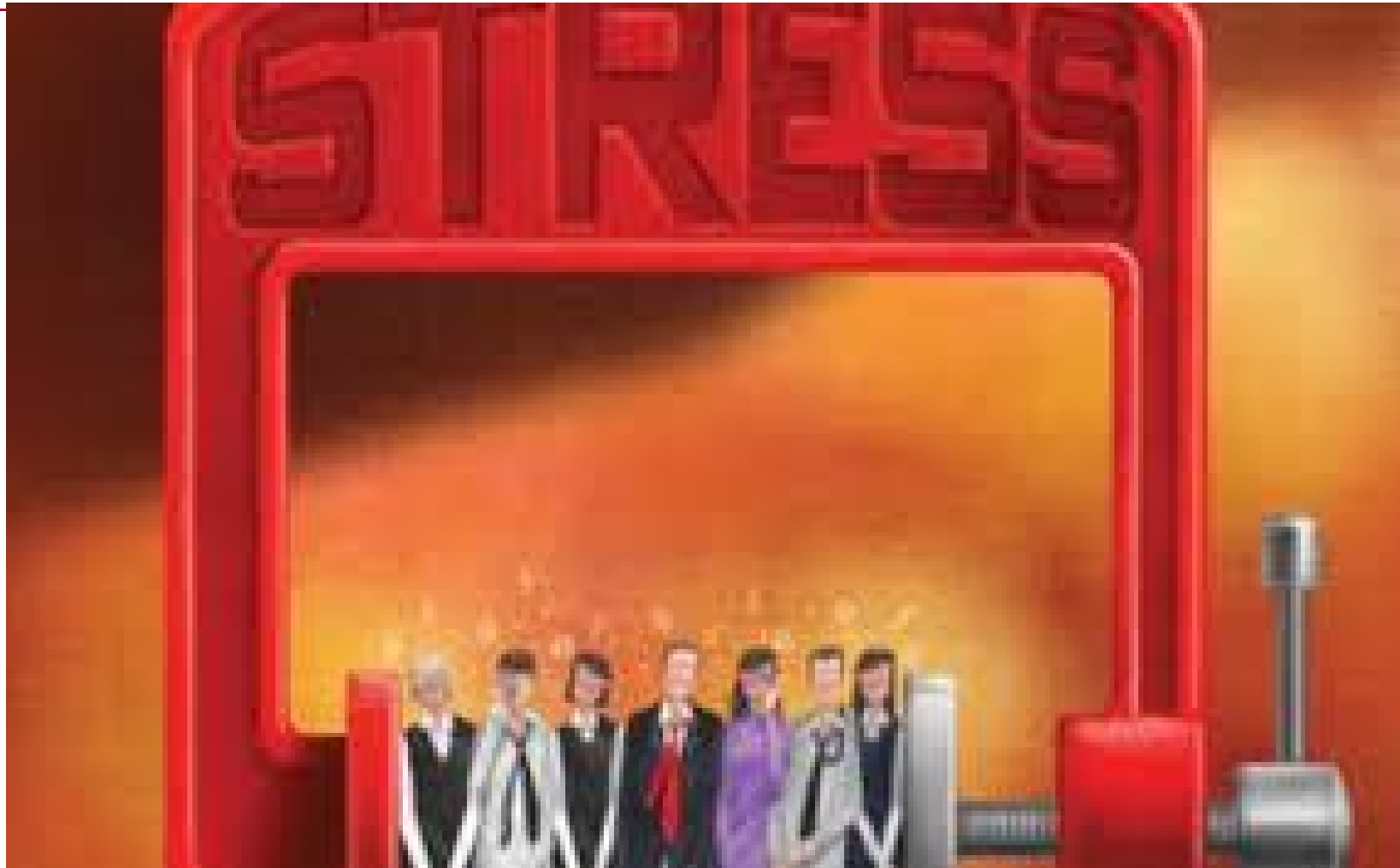


Troubled Times

Troubled Times



Troubled Times



BILLSHRINK

CARPOOL PARKING PRICE \$16	KENTUCKY AVENUE PRICE \$23	CHANCE PRICE \$23	FORECLOSED INDIANA AVENUE PRICE \$23	EVICTED ILLINOIS AVENUE PRICE \$23	CHEVROLET PRICE \$20	ATLANTIC AVENUE PRICE \$20	VENINOR AVENUE PRICE \$20	SOLAR WATER HEATING REBATE PRICE \$20	SHORE SALE GARDENS PRICE \$20	GO TO COLLECTIONS
NEW YORK AVENUE PRICE \$16	BANK OWNED TENNESSEE AVENUE PRICE \$16	COMMUNITY CHEST FOLLOW INSTRUCTIONS ON TOP CARD PRICE \$16	ST. JAMES PLACE PRICE \$16	PONTIAC PRICE \$15	VIRGINIA AVENUE PRICE \$15	EVICTED STATES AVENUE PRICE \$14	SMART GRID TECHNOLOGIES INITIATIVE PRICE \$14	ST. CHARLES PLACE PRICE \$14	CHANCE PRICE \$30	PACIFIC AVENUE PRICE \$30
DEBTOR'S PRISON JUST VISITING PRICE \$12	FORECLOSED CONNECTICUT AVENUE PRICE \$12	VERMONT AVENUE PRICE \$10	CHANCE PRICE \$10	ORIENTAL AVENUE PRICE \$10	HUMMER PRICE \$6	FIRST TIME HOME BUYER TAX CREDIT 10% OR \$8000 PRICE \$6	EVICTED BALTIC AVENUE PRICE \$6	COMMUNITY CHEST FOLLOW INSTRUCTIONS ON TOP CARD PRICE \$6	MEDITERRANEAN AVENUE PRICE \$6	GO TO UNEMPLOYMENT AS YOU PASS PRICE \$40

MONOPOLY

RECESSION EDITION

What we know about the Current Situation and SME's



- The Current business climate offers some challenges and unique opportunities for the management of psychosocial risk in SME's
- Changes to the way people work due to the economic downturn are having implications on how we tackle traditional issues within SME's

SME and Europe

- 20 million SME in the EU represent 99% of businesses, They are key drivers for economic growth, innovation, employment and social integration
- The main factors determining whether a company is an SME are: Company category ,Employees, Turnover or Balance sheet total

Medium-sized = 250people € 50 m turnover , balance sheet € 43m

Small = 50 people, € 10 m turnover , balance sheet €10m

Micro< 10 people, € 2 m turnover , balance sheet ≤ € 2 m

The current position of SME and stress



-
- Report after Report indicates that there is a problem with psychosocial work environments within SME and larger organisations.
 - Its possible that stats are a under estimate of psychosocial risk : is there a SME Iceberg ?

State of Theory and SME's



- Conceptual models exist around psychosocial risk but not always perceived always to be relevant to SME's
- There is significant research on describing psychosocial issues less so on practical interventions
- Psychosocial SME research is poor and sparse

Conceptual framework for public health guidance: Mental wellbeing and work

Nice Guidance PH22



Type of work & organisational systems
-physical, psychological and social conditions
pose risks (stressors) and/or opportunities for health

Healthy organisations more productive
-business case for investment in health

Cumulative experience of work & exposure to stressors influences vulnerability/resilience

Purpose of work is wealth creation-employee key to productivity/competitiveness

Economic trends influence employment rates, job security, wages

Legislation safeguard rights protect health & safety

Work determinant of income -major process of social stratification

Ethnicity, gender, age sources of discrimination

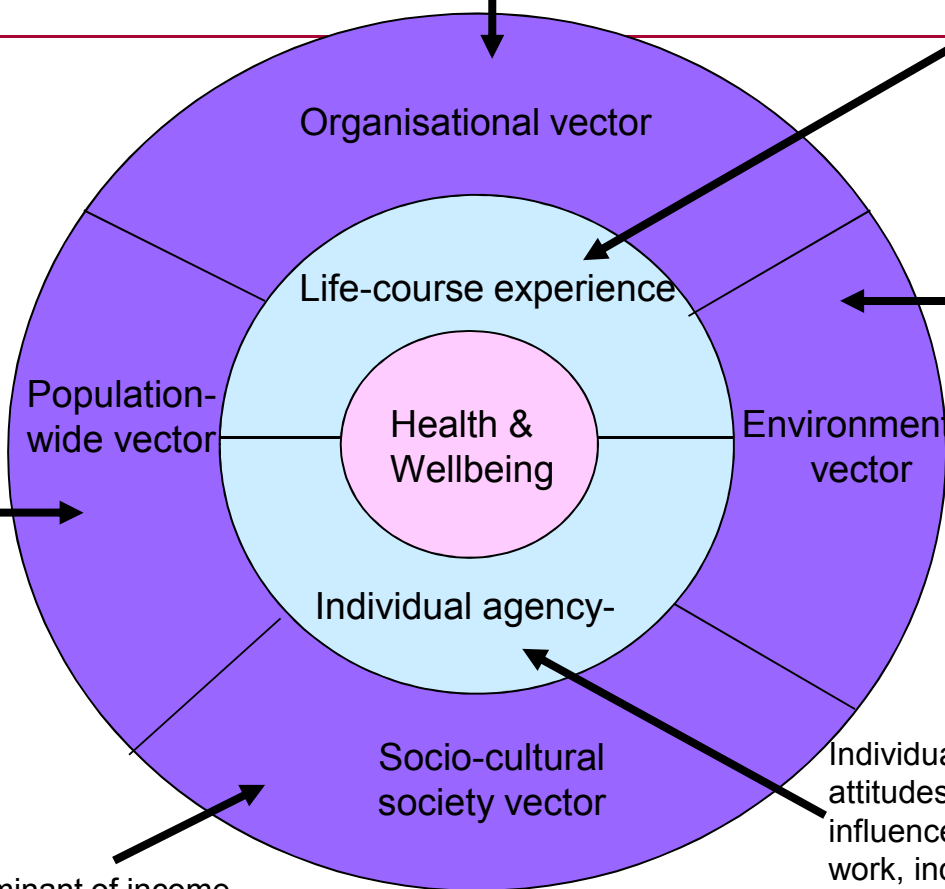
Changing social attitudes and aspiration towards work

Physical, biological, chemical agents pose Work hazards (eg dust, noise)

Exploitation of natural resources-create jobs

Individual beliefs, attitudes & capacities influence response to work, including perception of risks (stressors) & opportunities

Experience of 'stressors' effects nervous system & 'coping' /resilience including health-related behaviour & long term health & wellbeing



Practical Lesson learnt from employers on managing psychosocial risk

Best Practice: Getting the intervention accepted in the workplace



- Don't be tempted to take a top-down approach in SME's
- Make the outcomes of the interventions transparent to all employees
- Train-up competent users within the organisation; who can be a point of contact for questions
- Don't over complicate the intervention

Best Practice : Getting the Intervention accepted in the workplace



-
- Make sure it passes the mother test
 - Identify champions for the process
 - Cover organisational issues and make sure you address individual concerns
 - Keep on talking and tailoring the intervention

Best Practice : Sustaining the intervention at a organisational level



- Embed opportunities for staff to discuss issues of concern in the organisation – not just for stress – but to give staff a voice
- Giving departments the responsibility for their own action plans flowing out the action points of the intervention is vital
- Rolling programme of implementation – **Not all at Once**

Summary

- Make it real!!! Other wise SME's just want run with it
- Allow the workers to be at the centre of implementing the intervention
- Keep the language simply – don't use jargon
- Work in partnership with management and workers – Pivotal