



OFFICE OF RAIL REGULATION

Managing work related stress in the rail industry

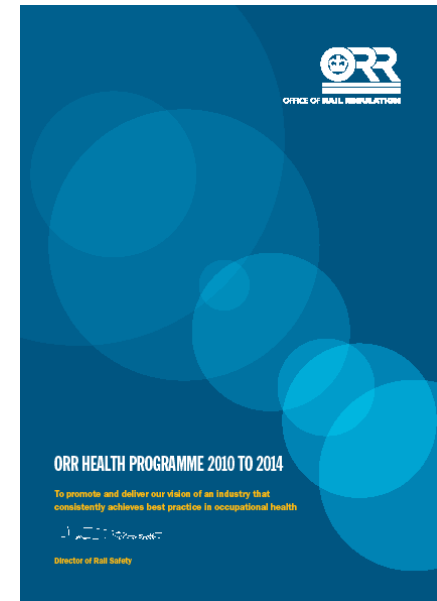
Sharon Mawhood

RIAC meeting 16 October 2012

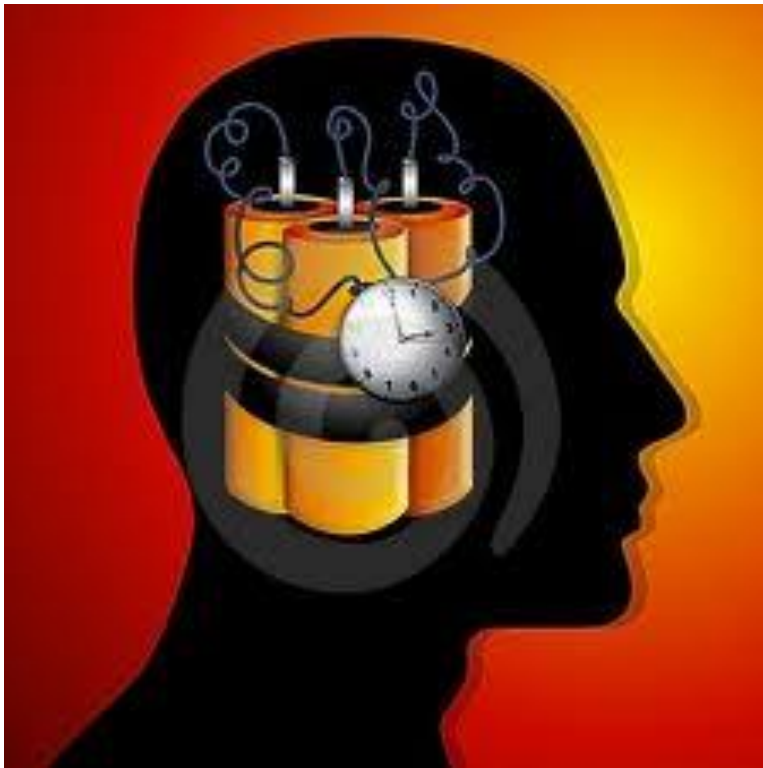
Aim to cover

Work related stress in the rail industry....

- What's the size of the problem?
- Reasons to act
- Where is the rail industry now?
- Where do we want it to be?
- What is ORR doing to get it there?



Where's the problem.....ticking time bomb?



Professor Cary Cooper
'A perfect storm is raging....with fewer people doing more work, working longer hours, feeling less secure and being more micromanaged'
(SHP October 2012)

How much of a problem is it?

- HSE self reported illness data 2010/11
- Work-related stress, depression or anxiety accounted for an estimated **10.8 million lost working days**
- Stress accounts for **over a third** of all diagnosed cases of work-related ill-health
- On average, affected workers took **27 days off work**

CIPD Absence management survey 2012

Annual survey report 2012



- Stress is main cause of long term sickness absence for second year running
- 50% employers report increase in stress absence
- Workload is an increasing problem – 57% employers list in in top 3 causes of stress



OFFICE OF RAIL REGULATION

How much of a problem in the rail industry?

- No reliable industry data sets on stress
- Many rail companies do not measure work related sickness absence at all
- TUC biennial survey 2010 – stress ranked 1st in health hazards across transport sector
- RSSB 2005 research – stress ranked 2nd from key health problems in rail
- **Not measured, not costed.... not a priority?**

Extent of work related stress in rail ...some indicators?

- ▶ Network Rail published Annual Return 2012
 - ▶ Referrals to BUPA for stress – 738 with 20% (150) with work related element
- ▶ Transport for London 2011 health and safety report
 - ▶ Absence due to mental ill health equates to 1.4 days per employee across TfL

Costs to business – what *might* stress be costing rail companies?

- ▶ NR Annual Return 2012 figures – HSE cost model on average costs to employers of each ill health case
 - ▶ **£4000 per case x 738 referrals in 2011/12 = £2.95 million**
- ▶ TfL 2011 figures – CIPD 2012 estimate for median costs of sickness absence @ £600 per day
 - ▶ 1.4 days x 20,800 employees = 29 120 days lost in 2010/11
 - ▶ 29 120 days x £600 = **£17.47 million**
- ▶ Most these absences will not be work related – end result for the business is the same

Indirect costs to business

- Reduced productivity due to '**presenteeism**' accounts **1.5 more lost time** than absenteeism (as more common among higher paid staff)
- **Employee loyalty** and goodwill
 - Lower morale and poorer engagement
 - Lower retention and problems recruitment
- **Customer/shareholder loyalty** and goodwill
- **Insurance premiums**

Reasons to act... personal harm to individuals

- Stress has proven links with
 - **mental ill health** (e.g. anxiety, depression)
 - **physical illness** (e.g. back pain, cardiovascular disease, gastrointestinal disorders)
 - **harmful behaviours** (e.g. drugs, alcohol and diet)
- Common traits for depression –
 - **diligence, conscientious, perfectionist, high expectations**
 - **your most valuable staff/colleagues?**

Reasons to act.... legal duties

- Duties under health and safety law to assess and reduce risk of work related stress, so far as reasonably practicable
- Employment tribunal for breach of contract – constructive dismissal
- Employers' duties under Equality Act 2010
- Negligence claims for stress - some evidence that Courts' position is evolving (lowering of the hurdles to claims?)
- Dickins v O2 Plc 2008
 - **Counselling alone unlikely to meet duty of care – managerial intervention**

Where is the rail industry now – ORR view?

- **Rail employers generally good at**
 - **Secondary interventions – building ability to deal with stress by resilience training, employee assistance, lifestyle promotion**
 - **Tertiary interventions – post incident trauma support, counselling and support services**
- **Rail employers not as good at primary intervention - prevention**
 - CIPD 2012 Absence Management survey – 60% use stress risk assessment/stress audit with 30% using HSE Management Standards approach



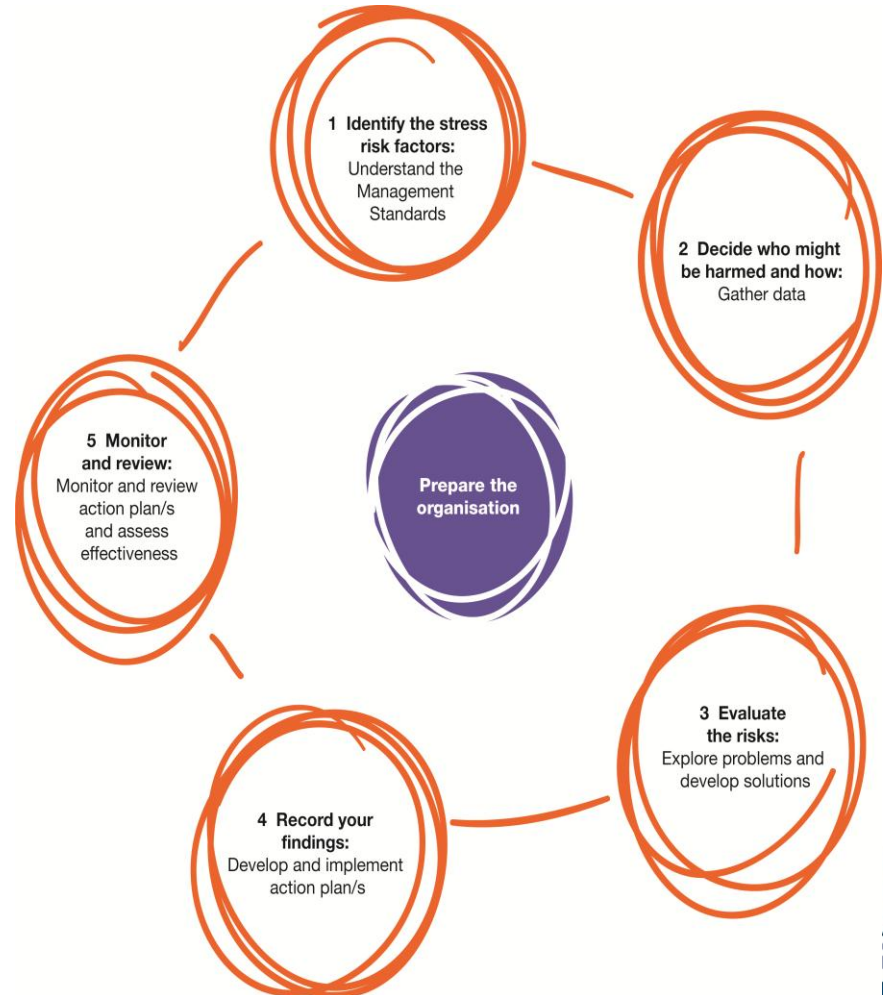
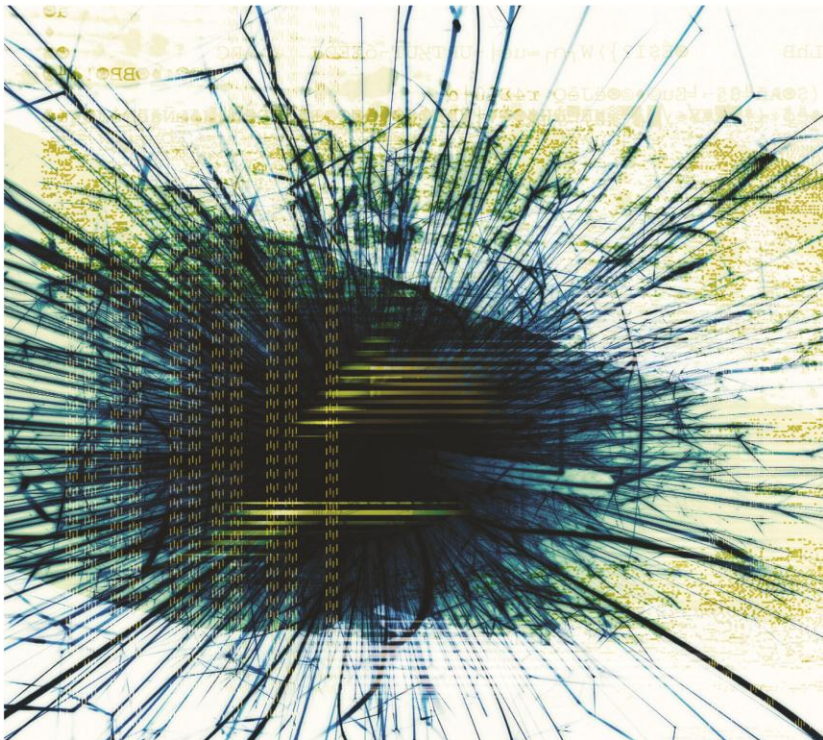
What does good practice look like?



Health and Safety
Executive

Managing the causes of work-related stress

A step-by-step approach using the Management Standards



What is ORR doing to drive this change?

- Focus our efforts on shift in approach towards preventive, collective stress management
- Incentivise the industry - emphasise the business and efficiency benefits, share good practice, and encourage participation
- Leadership - support willing volunteers in taking forward this approach – buddies outside rail and case studies

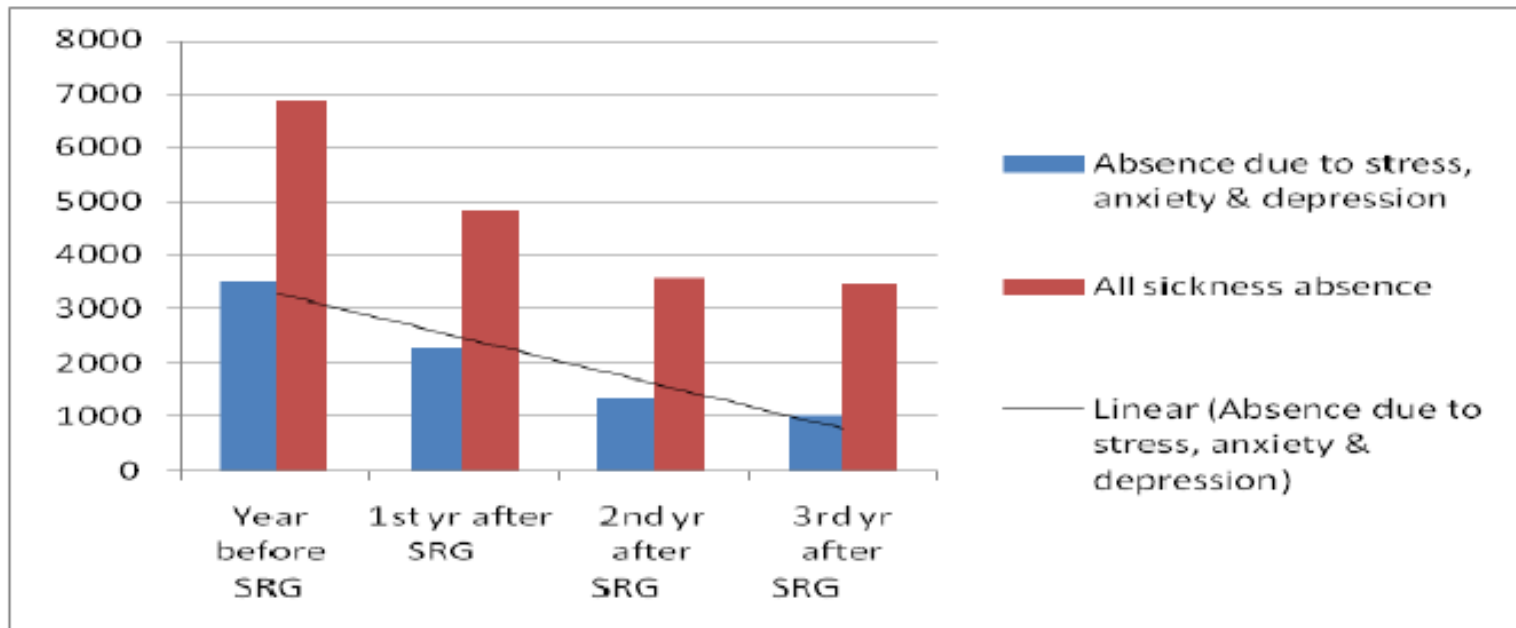
How are we doing this...raising awareness

- ORR stress strategy 2011-14 on ORR web site
- ORR stress web pages – new guidance for managers, employees, and HR on managing work related stress and sources of help
- Quarterly updates for industry on ORR's Health Programme – stress featured in three editions
- Press articles
- Industry events
- Work with companies to share good practice across the industry – case studies on ORR website



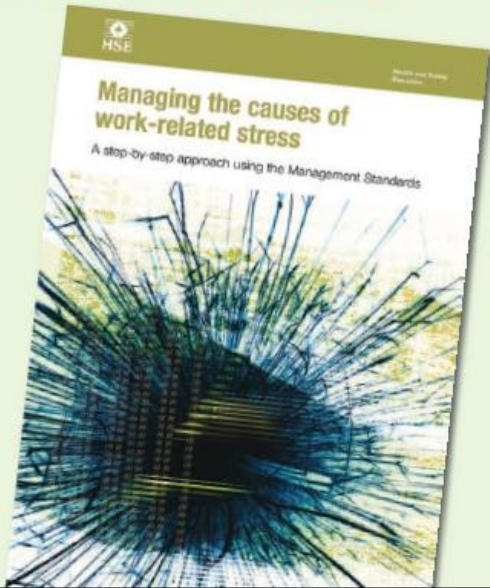
TfL case study – reductions in absence following introduction stress reduction groups

Reduction in lost time from 3000 days to 1000 resulted in savings of £400,000



A BETTER APPROACH TO STRESS MANAGEMENT

Office of Rail Regulation's deputy chief inspector for railway operations, Caroline Wake, looks at dealing with stress in the rail industry



ORR occupational health programme update

July 2012

ORR strategy for 2011-14 on work related stress in the rail industry

Introduction

This quarterly brief aims to bring you up-to-date on progress with some of the work under the ORR [Occupational Health programme 2010-14](#), to help inform discussions on health at routine liaison meetings with ORR inspectors. We have identified key messages for rail duty holders and would welcome [feedback](#).

This issue focuses on:

- Developing front line manager competence on occupational health - new ORR good practice guidance
- Recent changes to the law on management of asbestos, and ORR inspection
- Sharing good practice in occupational health management – more case studies show the business benefits of a proactive approach

1. ORR guidance on developing rail manager competence on occupational health

One of the aims of ORR's [Health Programme 2010-14](#) is to encourage excellence in health risk management by helping the industry to improve its managers' competence on health. Many rail managers and supervisors are on the front line in identifying and managing risk to workers' health, and they need the right level of skills and knowledge to do this. As well as helping to comply with health and safety law, ensuring that front line managers have the right occupational health training can deliver real business benefits by increasing productivity, reducing sickness absence and costly insurance claims, and can help rail companies to get the most from specialist occupational health services.

[New ORR guidance](#) seeks to help the rail industry to bridge the gaps in rail manager competence on occupational health by providing clear practical advice on what good practice looks like and how to achieve it. We provide good practice guidance on what rail managers need to know on occupational health, and advice on how to achieve this. We suggest a number of free training resources for smaller rail companies, as well as training support for larger rail businesses. As part of this work we have looked to source a syllabus for occupational health training for rail managers.

Issued by the Office of Rail Regulation.
For further information ring our switchboard: 0207 282 2000
Visit us online at www.rail-reg.gov.uk

How are we doing this...direct engagement

- ▶ Presentations to key industry groups and duty holders – stressing the moral, legal and business case to manage work related stress
- ▶ Engagement with trade unions at national and local level
- ▶ Working with willing volunteers to adopt preventive approach to stress management – beacons for rest industry
 - ▶ Alstom UK group, with HSE support
 - ▶ Bridgeway Consulting
- ▶ Building stress management into RM3, for use by ORR and/or self assessment by duty holders



Is anything changing?

- Emerging evidence of real progress in occupational health management
- Wider recognition of business benefits and willingness to learn from others
- More company action plans and strategic thinking on health, including stress prevention
- Leadership - RSSB projects to deliver better intelligence, and share good practice.
- Still some way to go to achieve real cultural shift on managing stress



OFFICE OF **RAIL REGULATION**

Thank you
Any questions?