

Demands

Includes issues like work load, work patterns and the work environment
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The Management Standard is that:

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| <ul style="list-style-type: none">• employees indicate that they are able to cope with the demands of their job; and• systems are in place locally to respond to any individual concerns. |
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- Ensure there are sufficient resources to do the work allocated. If there are insufficient resources seek guidance from management about priorities. If adequate resources are not available ensure you give guidance to staff as to the priorities at an early stage.
- Prioritise tasks, cut out unnecessary work, let staff know what jobs are urgent and what are not urgent.
- Ensure individuals' skills are matched to the jobs.
- Provide training for those who need it.
- Use the skills of staff fully.
- Assess and consider adjustment of priorities or where possible arrange workload cover during periods of staff absence.
- Develop personal work plans to ensure staff know exactly what their job involves.
- Talk to your team regularly about what needs to be done because this can
 - help you understand the challenges the team are currently facing and any pressures they are under; and
 - find ways of sharing out the work sensibly and agreeing the way forward with your team.
- Put in place effective procedures to safeguard those engaged in lone working.

Control

How much say the person has in the way they do their work

The Management Standard is that:

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| <ul style="list-style-type: none">• employees indicate that they are able to have a say about the way they do their work; and• systems are in place locally to respond to any individual concerns. |
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- Agree systems that enable staff to have a say over the way their work is organised and undertaken e.g. through project meetings, one to ones, performance reviews etc.
- Hold regular discussion forums during the planning stage of projects to talk about the anticipated output and methods of working. Provide opportunities for discussion and input.
- Talk about the way decisions are made – is there scope for more involvement?

- Talk about the skills people have and if they believe they are able to use these to good effect. How else would they like to use their skills?
- Encourage staff to participate in decision making.

Relationships

Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour

The Management Standard is that:

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| <ul style="list-style-type: none"> • employees indicate that they are not subjected to unacceptable behaviours e.g. bullying; and • systems are in place locally to respond to any individual concerns. |
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- Encourage good honest and open communication at all levels of your team.
- Provide opportunities for social interactions among workers.
- Provide support for staff who work in isolation.
- Create a culture where colleagues trust and encourage each other.
- Agree which behaviours are unacceptable and ensure that all staff are aware of these.
- Agree and implement procedures to prevent, or quickly resolve, conflict at work and communicate this to all staff.
- Encourage good communication and provide appropriate training to aid skill development e.g. listening skills, confidence building etc.
- Identify ways to celebrate success.
- Give staff recognition and reward when they have done a job well.

Change

How organisational change (large & small) is managed and communicated in the organisation

The Management Standard is that:

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| <ul style="list-style-type: none"> • employees indicate that the organisation engages them frequently when undergoing an organisational change, and • systems are in place locally to respond to any individual concerns. |
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- Consult with staff at an early stage and throughout the change process.
- Where possible ensure staff are aware of why change is happening.
- Define and explain the key steps of the change.
- Give support where needed.
- Establish a system to communicate new developments quickly.
- Ensure that staff are aware of the impact of the change on their jobs.
- Provide a system to enable staff to comment and ask questions before, during and after the change.
- Have an 'open door' policy to help staff who want to talk to you about their concerns.

- Involve staff in discussions about how jobs might be developed and changed.
- Review unit and individual work plans after the change to ensure unit and individual objectives are clear.

Role

Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles

The Management Standard is that:

- employees indicate that they understand their role and responsibilities; and
- systems are in place locally to respond to any individual concerns.

- Ensure that employees have a clear job description.
- Display team/department targets and objectives to help clarify unity and individual role.
- Define work structures clearly so that all team members know who is doing what and why.
- Give all new members of staff a thorough induction to your organisation – make sure all members of the team understand the role and responsibilities of the new recruit.
- Define work objectives.
- Hold regular one-to-one meetings to ensure that individuals are clear about their role and know what is planned for the coming months.
- Hold team meetings to enable members of staff to clarify their role and to discuss any possible role conflicts.

Support

Includes the encouragement, sponsorship and resources provided by the organisations, line management and colleagues.

The Management Standard is that:

- employees indicate that they receive adequate information and support from their colleagues and superiors/managers; and
- systems are in place locally to respond to any individual concerns.

- Deal sensitively with staff experiencing problems at work.
- Deal sensitively with staff experiencing problems outside work.
- Ensure that staff receive sufficient training to undertake the core functions of their job.
- Provide constructive and supportive advice.
- Provide flexibility in work schedules where possible.
- Allow phased return to work after long-term sickness absence.
- Hold regular liaison/team meetings.
- Provide opportunities for career development.