



*Emerging approaches to workplace
stress*

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Stress

- Identified as an epidemic by NIOSH
- One of the 10 leading causes of workplace death (NIOSH)
- Estimated to cost CANADIAN economy \$16 billion/year (maybe up to \$33 billion)



One firm's experience

- 8500 employees
- Absenteeism rate is 10-12 days/year per employee (estimated that at least 40% is stress-related)
- LTD claims increased 90% in last year
- Health benefit claims from \$4.8 million to \$6.4 million
- Main costs are drugs for cardiovascular conditions (e.g., beta blockers) and anti-depressants.



Effects of work stress

- Psychological – affect (depression) & cognition (cognitive failures)
- Physical – minor symptoms, CHD, immune suppression
- Behavioral – substance use, lifestyle factors, family factors
- Organizational – absenteeism, presenteeism, turnover, job performance, safety, interpersonal relations

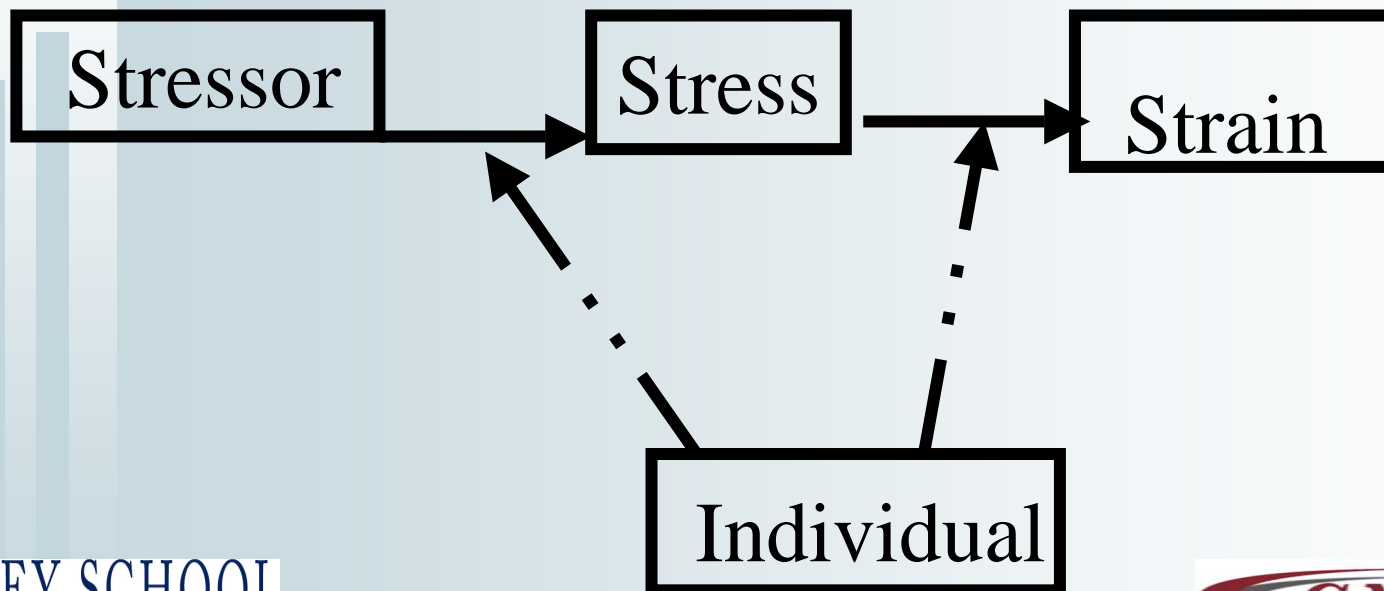


Sources

- **TRADITIONAL (NIOSH)**
- Work Load and Pace
- Role Stressors
- Career Issues
- Work Scheduling
- Interpersonal
- Job Content
- Control
- Work-Family Balance
- **NEW (HANDBOOK)**
- Cyber-stressors
- Terrorism
- Change
- Workplace Violence
- Leadership
- Industrial Relations
- Disasters



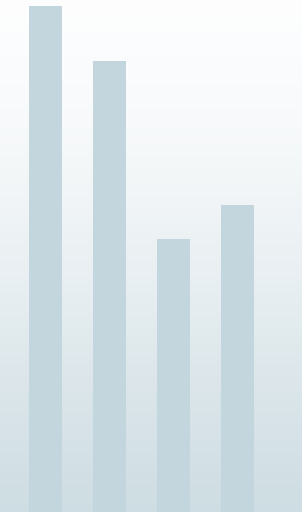
A Basic Model





How Do We Deal With Workplace Stress?

Some Models





The US Model : Public Health (NIOSH)

- Stressor → Stress → Strain
- Primary Prevention
- Secondary Prevention
- Tertiary Prevention
- Stress as a compensable condition in some jurisdictions
- *“We are not aware of any epidemic in the course of human history that has been eliminated through treatment”*



The UK Model: Stress as a Hazard (HSE)

- Control/eliminate the hazard at source
- Protect individuals from exposure- reduce the effects of exposure (PPE)
- Provide care for the injured
- Stress as a compensable condition

- All are needed – which is most effective?



The Canadian Model ?





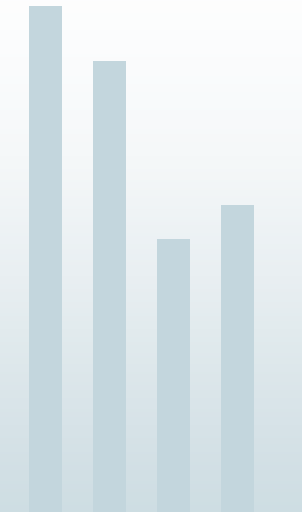
Common features

- FOCUS
- Emphasis on prevention (hazard recognition and control)
- Need to Understand stress and how to deal with it in organizations
- IMPLICATION
- Need for regular assessment – benchmarks/standards
- Need for training for organizational members
- Need for professional education in work stress
- Need for evaluation



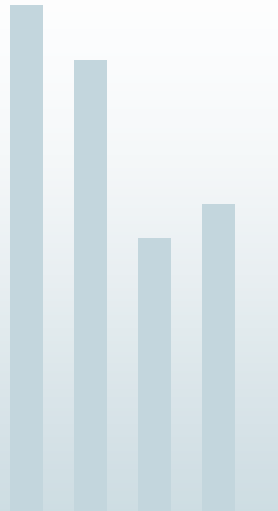
Beyond Stress: Toward Healthy Organizations

Lack of stress \neq health





*YOU CANNOT UNDERSTAND
HEALTH BY STUDYING
SICKNESS.*



You do not get healthy, happy
employees by focusing on
stressors in the workplace



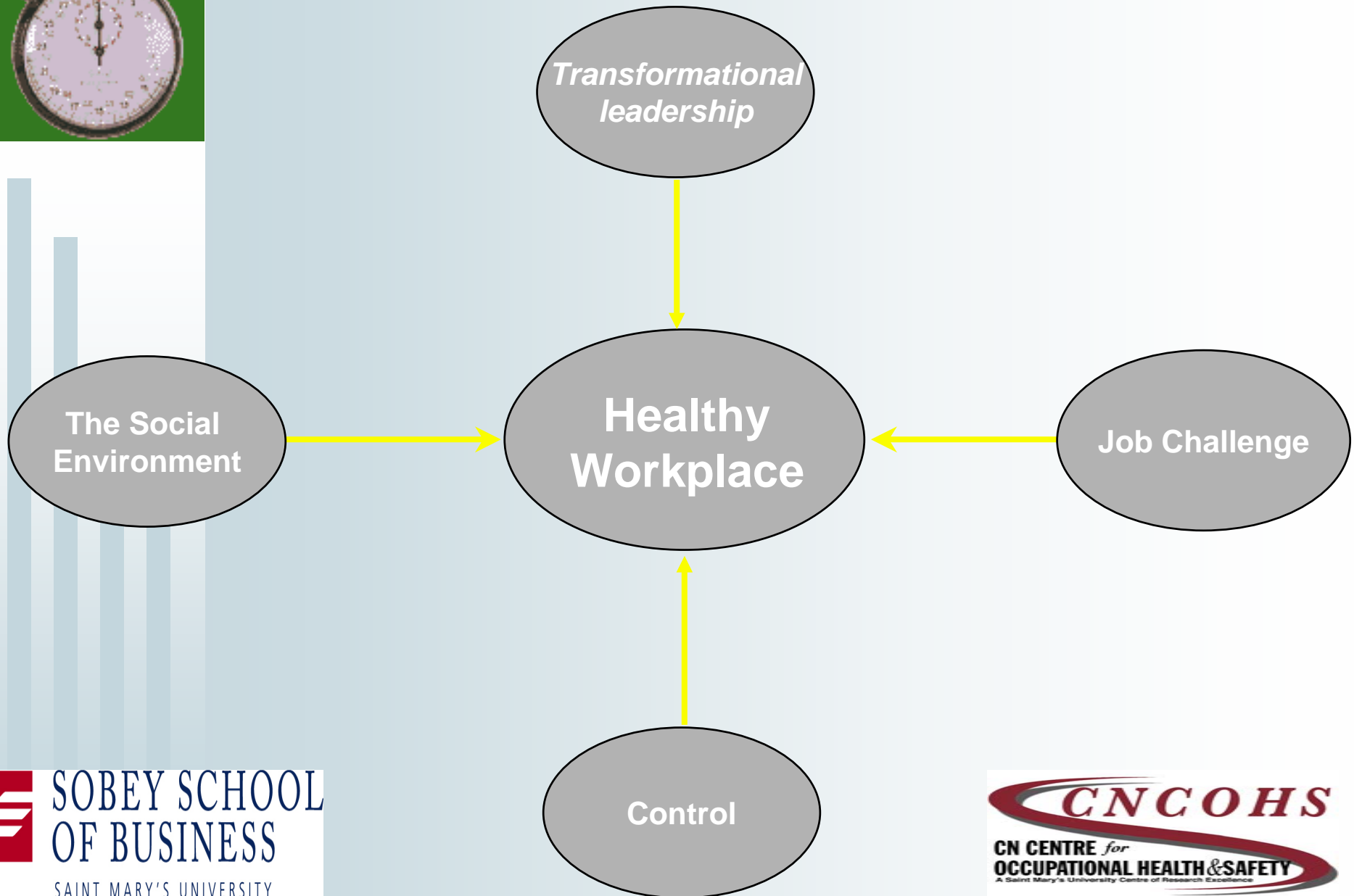
Some examples of a positive focus:

- *Gallup studies* – employee engagement is linked to productivity, customer loyalty, firm profitability, turnover and safety
- *VanKatwyk, Spector, Fox & Kelloway* New focus in job attitudes – affect and arousal – we don't want satisfied employees, we want employees that are motivated, energized, excited.
- *Barling, Kelloway & Francis* - Employees that LOVE their jobs (COMMITMENT TO ORGANIZATION; PASSION FOR THE WORK; CLOSE RELATIONSHIPS WITH THE PEOPLE)



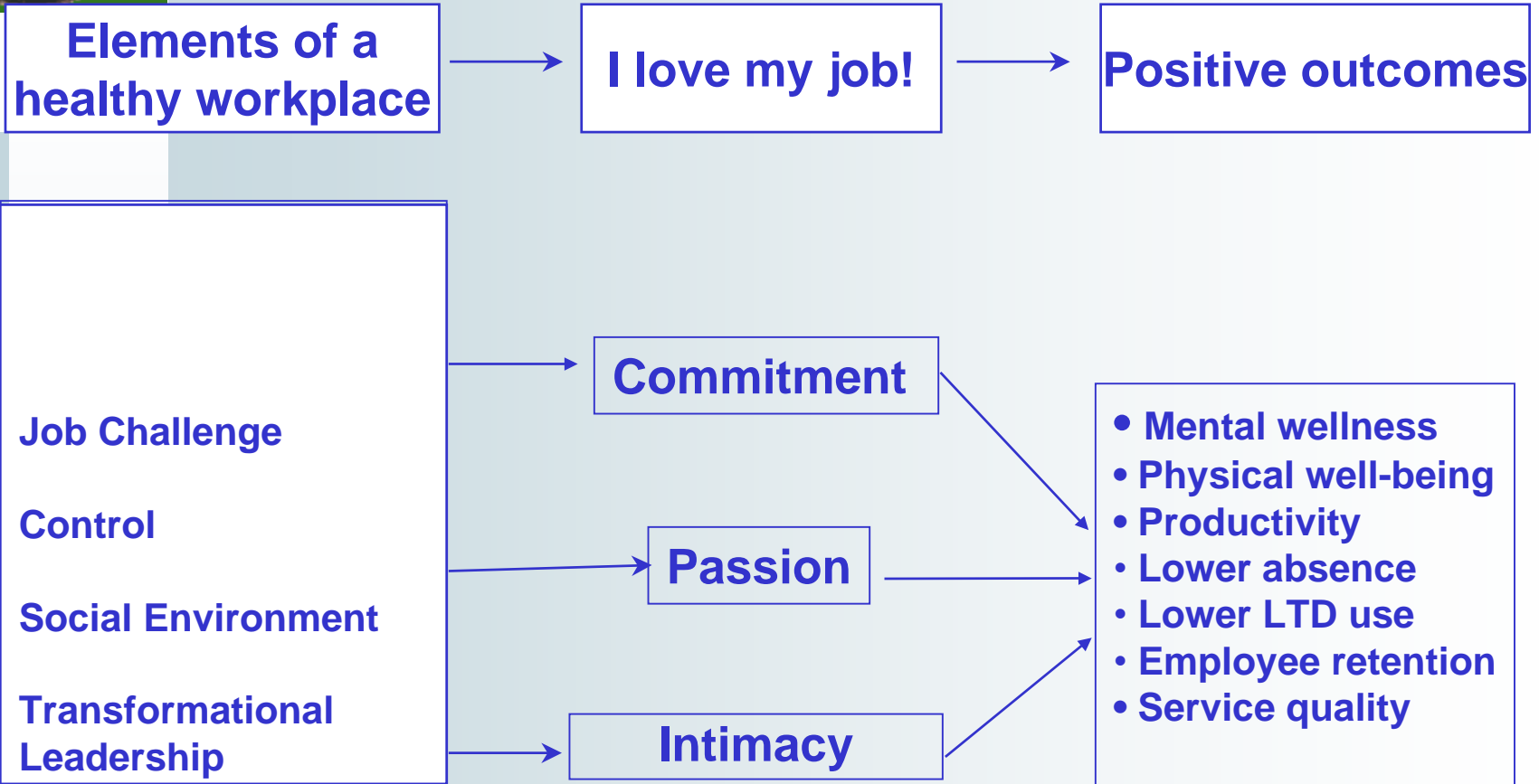
How do we get there?

A MODEL OF HEALTHY WORK





How do the elements exert their effects?





Thank you!