

# Institutional Strategies to Identify and Combat Occupational Stress- *among frontline Judiciary*

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@ the National Judicial Academy  
Bhopal , 24<sup>th</sup> Sept, 2017

# Agenda

- Introduction
  - Causes of Stress
    - India
    - International
- What does the Corporate Sector do ?
- What can we do?
  - Framework for Group discussion
  - Presentations & discussion
- Wrap up

Do you  
remember  
this?



# Common causes of Stress - a summary

- Work Load and long hours
- Antiquated ,inefficient procedures
- Multiple adjournment requests
- Undue pressure from superiors
- Media glare
- Compassion fatigue
- Turning down of one's decision in the superior court
- Poor office infrastructure
- Unruly Public and concerns for safety
- Inefficient and entitlement minded staff
- Too many administrative duties
- Need to stay aloof and isolated

# US Perspective

Source :  
MANAGING JUDICIAL STRESS IN  
CHANGING NEW WORLD ORDER  
by  
Benjamin Cardozo,  
The Nature of The Judicial Process (1921)

New Ohio judges were asked :"What do you find stressful about your new position as a judge? Here are the answers:

- "The shift from a position of advocacy to one that is impartial and unbiased";
- "Living in the public 'fish bowl';"
- "Emphasis on being reasonable and prudent;"
- "Maintaining the judicial image;"
- "Suppressing feelings and exemplifying judicial temperament;"
- "Making many decisions quickly, efficiently, and wisely every day;"
- "Sense of isolation, especially from my previous colleagues;"
- "Others expect me to be 'all knowing' and wise;"
- "Concerns about security for me and my family, at work and at home."

# Australian Perspective

Source :

Judicial Stress

Speech by

The Hon Justice Michael Kirby  
, Supreme Court of New South  
Wales (02 June 1995)

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- **Event:** Annual Conference of the Local Courts of NSW
- **AN UNMENTIONABLE TOPIC**
- When I first talked on judicial stress at the Inaugural Judicial Orientation Program of the Judicial Commission a year ago, I could see that the very mention of the topic caused stress in some of my audience.
- Judicial officers have been in a traditionally stress denying profession.
- Magistrates have a very high level of stress, both because of the pressure of their work and its high component of crime. I hope that this contribution will help bring stress out of the judicial closet.
- Life in the courts can be a stressful business. Yet stress is a subject which neither judge nor advocate is supposed to admit - still less write about.
- They are members of learned professions subject to the cultural inhibitions inherited from the English tradition of the Bench and Bar.
- The time has come to break the silence. Bringing stress out into the open will be good for us all.

# Romanian perspective

## Source

Implications of levels of stress factors in the magistrate's activity,

Romanian Biotechnological Letters Vol. 15, No.3, 2010, University of Bucharest

By : MONICA SILVIA CIOCOIU, MIRELA

COJOCARU, S. V. CIOCOIU

May 25, 2010

The stressors declared by more than 25% of the magistrates, with possible adverse effects over health

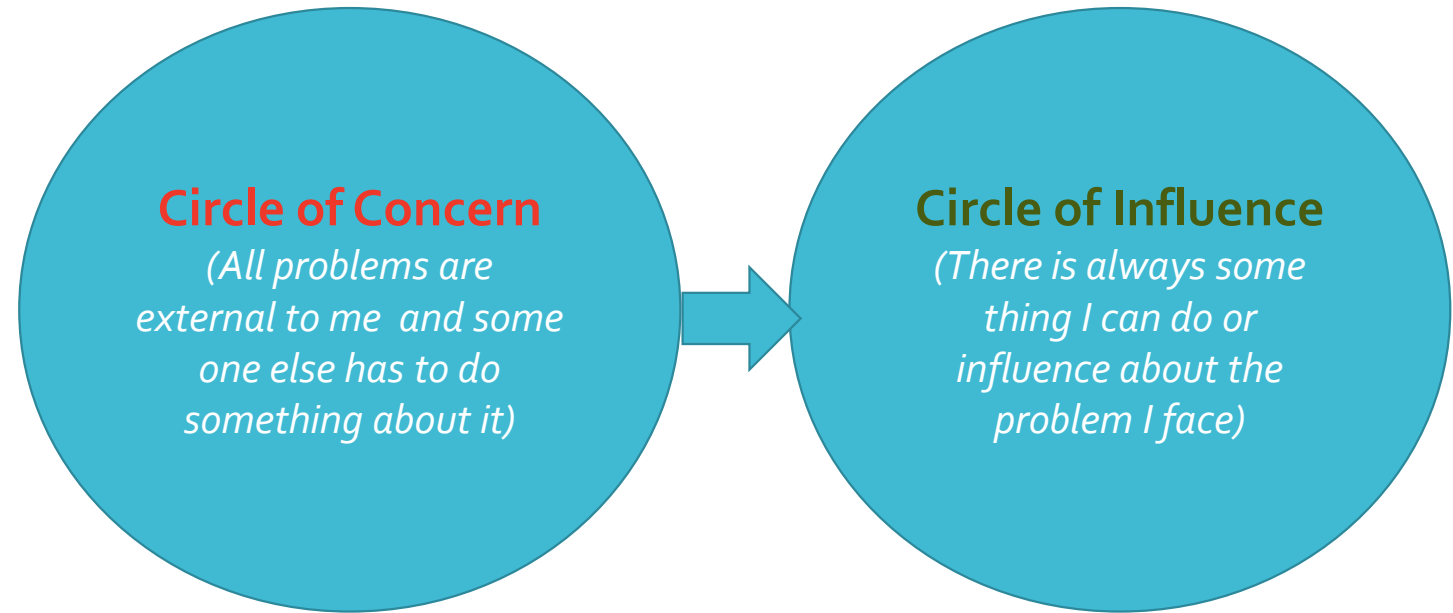
- Workload
- Higher information and documentation requirements
- Awareness of the potential effects of judicial errors, inadequate lighting
- Awareness of high responsibility
- Awareness of self insecurity due to the role and function held, time pressure
- High demands on quality of work
- Insufficient technical and material equipment
- The required pace of work, insufficient work spaces

# Typical Corporate Stress Management Framework





Reactive Vs.  
Proactive  
Self  
management  
*(ref: Stephen Covey :  
7 habits of  
successful people*



You could be  
this?

# PERSONALITY

## TYPE A

- A chronic sense of urgency.
- A excessive competitive drive.
- (6) Characteristics:
  - Always moving
  - Impatient
  - Strive to do more things
  - Unable to appreciate leisure time.
  - Success is measured in terms of how much of everything they acquire.
  - Easily aroused when feel that self-esteem is threatened- in dealing with challenging tasks.



Or,  
You could be  
this?

# PERSONALITY

## TYPE B

- Desire to do more than one task but at his own pace.
- Participate actively – take it professionally.
- (4) Characteristics:
  - Never suffer from a sense of urgency.
  - Does not discuss either their achievements
  - Play for fun and relaxation
  - Can relax without guilt.



Template for  
summarizing  
Group  
conclusions  
30 minutes  
including GL  
summarizing

Cause/Stressor	Key Action to mitigate	What system wide support needed	What can we do locally on our own?



Workplace Wellbeing: Best Practice Guidelines for Legal Professionals, Australia

## My Recommendation....Start a journey and build the following across Judiciary



1. Organisational culture: **there is trust honesty and fairness**
2. Psychological and social support: **supported and able to get help when needed**
3. Clear leadership and expectations: **they know what to do in their work as well as how their efforts contribute to the overall goals of the organisation.**
4. Civility and respect: **they are treated with respect and courtesy**
5. Psychological competencies and requirements: **they have a good job fit**
6. Growth and development: **they are encouraged and supported to develop personally and professionally**
7. Recognition and reward: **they are acknowledged appropriately in a timely manner and appreciated appropriately for the work they do**
8. Good involvement and influence by staff: **they are included in discussions about their work and are able to participate in how decisions are made.**
9. Workload management: **they are given the time and resources necessary to complete their work successfully**
10. Engagement : **their work is meaningful**
11. Balance: **they have choices and opportunities for flexible working arrangements to accommodate their work, family and personal priorities.**
12. Psychological protection: **it is safe to speak up and that appropriate action will be taken and protection provided**
13. Protection of physical safety: **their physical safety is protected**

# Some Corporate Benefits

- Massage chairs
- Flexi times
- Nap hours
- Food Courts
- Lounge type office space
- Gyms and sports facilities
- Happy Hours
- Fun Fridays
- Counsellors
- Hardship allowances
- Paid holidays
- Yoga & Meditation at work
- Work simplification
- Mindfulness training

