



City of Westminster

HEALTH & SAFETY INFORMATION
MANAGEMENT OF STRESS POLICY

HEALTH AND SAFETY: MANAGEMENT OF STRESS POLICY

Statutory Requirements

- There are no specific regulations (only good practice management standards issued by the HSE) regarding the management of occupational stress. However the overarching principals of health and safety legislation must be observed, in outline these are:
 - Under section 2(1) of the Health & Safety at Work etc. Act 1974 every employer has a duty to ensure so far as reasonably practicable the health, safety and welfare of all its employees.
- Under regulation 3 of the Management of Health and Safety at Work Amendment Regulations 2006 employers are required to make suitable and sufficient assessments of the risks faced by their employees
- Under section 7 of the Health and Safety at Work etc. Act 1974 employees must co-operate with their employer to enable them to fulfil their health and safety responsibilities. This includes informing employers of shortcomings in the health and safety arrangements even when no immediate danger exists

OTHER REQUIREMENTS

- This policy should be read in conjunction with the Corporate Health & Safety Policy Statement
- Any serious incidents should be notified to the Group Unit Health & Safety Manager/Advisor
- Incidents that require medical attention should be reported to the Occupational Health Service on 1963

Procedures –Code of Safe Working Practice

- To fulfil the statutory obligation to assess occupational stress, two methods of risk assessments are in place. The methodology selected will depend upon whether an individual or group assessment is required.
- If unsure the managers should contact their Departmental Health & Safety Advisor/Manager for clarification.

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- Appendix 1 provides a copy of the risk assessment form that should be adopted when a group (generic) stress risk assessment is required. This can be used when it is considered that a group of staff is subject to similar stressors
- Appendix 2 provides a copy of the forms that should be used when carrying out an individual stress risk assessment.

Education Establishments

- In Community Schools, it is the duty of the Council as the employer, to ensure full compliance with the Health and Safety at Work etc. Act 1974 and all applicable supporting legislation. In order to achieve this, it is essential that the Governing Bodies and Head Teachers of Community Schools make all the necessary financial and management arrangements required to implement this policy and procedure in their establishments.
- In Voluntary Aided Schools, it is the Governing Bodies who are the employers; therefore they must also comply with the Health and Safety at Work etc. Act 1974 and all applicable supporting legislation. In order to achieve this they must either adopt this policy and procedure, or prepare their own which will achieve the same or better standards.

Code of safe working practice for managing occupational stress.

Introduction

There is greater awareness in society generally regarding the potential illnesses that can be caused by excessive levels of occupational stress.

In a well-run organisation the management of workloads and resources should, as far as possible, be planned in advanced, in particular managers should pre-empt periods of known high workload by assigning sufficient resources to meet agreed time scales.

This strategy will help prevent the risk of ill health due to occupational stress and should be reflected in the appropriate generic and individual risk assessments for both the individual members of staff and the groups of staff concerned.

Stress can also occur where skills and capabilities are under-utilised or poorly matched with the allocation of the work.

The harmful effect of stress can affect the operation of the service area and undermine the health of employees.

Stress is the reaction we have to excessive pressure, challenge or other types of demand placed upon us. Usually it is motivating and is an important benefit that most people get from work. However too much stimulation or demand can lead to harmful stress. It can have both physical and behavioural effects such as lowering our resistance to infection and our ability to deal calmly with everyday situations. However the main concern is with anxiety symptoms and the more serious illnesses such as coronary heart disease

We all have different tolerances to stress; situations that do not cause stress to you may have a different effect on others.

Stress can arise both in work and in personal situations. An employee who normally copes well at work may have more difficulty if they also have to deal with stressful situations in their private lives (e.g. bereavement, burglary, etc.)

In these circumstances, the employee is likely to need more support than normal to deal with the day-to-day pressures at work.

Examples of where occupational stress can occur are when:-

- employees feel a high degree of uncertainty about what is expected of them, or where there are conflicting demands placed upon them;
- employees feel uncertain about job security or the effects of re-organisation or changes in the organisation;

- work schedules are inflexible or over-demanding and employees feel trapped or unable to exert any control over demands placed upon them;
- there is on going conflict between individuals including sexual or racial harassment or bullying;
- there is a lack of understanding leadership from managers and supervisors;
- a conflict between the employee and their manager;
- the job, by its nature, places heavy emotional demands on employees, for example: jobs with continuous contact with or responsibility will vulnerable service groups.
- physical conditions at work can also be stressful, e.g. excessive noise, heat, humidity, fumes, and lack of space;
- role ambiguity;
- mismatch between perceived responsibility and authority;
- organisational structural problems e.g. senior management delegate a task to middle management but with inadequate resources

This is not an exhaustive list and is only designed to provide examples.

Legal Framework

Employers have a duty under the Health and Safety at Work, etc. Act 1974 and in particular the Management of Health and Safety Work Amendment Regulations (2006) to:

- Undertake suitable and sufficient risk assessments
- Provide a safe working environment and
- Provide safe systems of work.

Employees have a duty under Health and Safety at Work etc. Act 1974: -

- Not to place themselves or others at risk.
- To co-operate with the employer in discharging his duties under the Act.

Employees must inform their manager if they feel they experience symptoms of excessive occupational stress.

Health and Safety Executive guidance, on which this text is based, makes it very clear that stress is a psychological risk, for which suitable and sufficient risk assessments should be written.

Employers do not have a legal duty to prevent ill health due to circumstances outside work. However, external pressures may make the employee more vulnerable, which may affect their performance and judgement. Managers should consider external pressures on individuals where they are aware of them.

Further information can be found on listed web sites, HSE publications and other recognised source such as Mind

Implementing the stress risk assessment process.

The most effective way of preventing or reducing the risk of stress is to identify the underlying issues causing it. The complete elimination of stress is almost impossible and as already mentioned some stress can be a motivator. Good management and planning can reduce the risk of excessive stress considerably.

By identifying stressors of concern and by consulting with staff and recognised trade union health and safety representatives the ownership of the both the problems and the solutions may result.

Group/Unit should ensure that suitable and sufficient systems are in place to verify and confirm the results of the risk assessments.

Generic group risk assessments

Managers have responsibilities to systematically identify employees who may be at risk. They should carry out a generic group stress risk assessments focused on groups of staff that carry out similar tasks and have been exposed to similar stressors.

It is important that the managers carrying out the assessments have the appropriate skills. This includes understanding the causes of stress and the service area.

Managers should carry out generic group risk assessments and review them every 12 months or sooner of circumstances change.

The monitoring of the production of generic group risk assessments should be carried out by the Group Health & Safety Committee.

The manager completes the form and shares the findings of the assessment with all members of staff that the assessment applies to and should allow union reps to take copies upon request.. An opportunity must be provided for them to comment. Group/Unit can revise the form if necessary to make it more relevant to their service area and use other consultation mechanisms if preferred. However the main objectives of the generic risk assessment process must not be lost.

The results of the generic stress risk assessments will be displayed on the Intranet WIRE in risk profile format. If WIRE access is not available then hard copies should be made available.

The results of the risk assessment must be shared with all members of the team. This gives opportunity for individuals to request an individual assessment if required.

It is good practice for all the members of the team to sign the risk assessment to show that they have seen and understood the assessment. This is not an absolute requirement of this policy but is recognised as good practice.

The generic risk assessment must not allow the identification of individuals or individual issues.

A copy of the generic Group Risk Assessment form is attached as Annex 1. Manager should seek advice from their Group/ Unit Health & Safety Manager/Advisor with any queries.

Individual Stress Risk Assessment

- **Individual risk assessment**

Step 1: Stress risk assessment can be initiated by:

- A. The manager who may have noticed an individual displaying stress-like symptoms or a change in behaviour which causes concern
- B. The employee, by request
- C. The Occupational Health Service following a referral
- D. A trade union representative with the written permission of the individual concerned.
- E. By the manager if the employee has been away consistently and/or frequently with a stress related illness (this information will be taken from the GP's medical certificate). Further advice can be requested from the Occupational Health Service if required.
- F. When carrying out return to work interviews, stress should be discussed to highlight any potential stressors.

The corporate sickness absence policy should be referenced for the trigger points and support available.

If the individual does not want the manager to carry out the assessment as they consider that the manager is significantly contributing to their stress, then s/he must write to their Personnel Provider requesting they choose a suitable third party, detailing the reasons for the request.

The Personnel provider will decide who will be the most appropriate their party to complete the assessment, ensuring that the third party is suitably trained and has an understanding of the service area.

Assessors must be a suitably competent person who has had the necessary training or has the expertise to undertake the assessment.

Step 2: Arrange a date for the meeting to carry out the risk assessment.

The manager (or independent assessor) and the employee arrange a suitable time to meet within 10 working days of the original request.

If either party feels that circumstances exist where they would like another person present at the meeting, they should advise the other party as soon as possible. This person may be from Human Resources, Health and Safety, Occupational Health Service and/or a Trade Union representative.

Employees have a right to seek advice and to be accompanied by their trade union representative.

In the event that a third party manager undertakes the assessment the manager may be invited to still be present at the meetings if agreed by both parties.

IMPORTANT

- A) Prior to the agreed meeting date, both the manager and employee must complete their appropriate risk assessment forms.
- B) The date and time of the risk assessment meeting must be notified to the Group/Unit Health & Safety Advisor/Manager, this is for monitoring and statistical purposes. If by agreement the date is changed the Group/Unit Health & Safety Advisor/Manager must be kept informed.

Step 3: Preparation for the risk assessment meeting.

The manager (or assessor) must be competent to carry out the risk assessment.

There is a corporate Investment in Staff training course available entitled "Managing the Levels and Sources of Occupational Stress", which will cover this process.

Step 4: The risk assessment meeting.

The assessor, employee, and other invited parties meet, bringing with them their completed versions of the risk assessment forms. All issues of concern from either the manager's or the individual's risk assessment forms must be discussed. In essence a gap analysis is undertaken between the information contained on the two forms that have been completed independently.

An action plan must be agreed to address the issues raised, seeking advice from other professional where required. Issues that cannot be agreed must be referred to the Chair of the relevant Group Health & Safety Committee for resolution.

Step 5: Record the action plan

Both parties must agree action points that will prevent, reduce or control the stressors identified to the lowest reasonably practicable level. Points of disagreement should be noted and taken up through the normal machinery of the dispute procedure.

Each issue must be marked with a date by which each agreed action must be taken.

Issues requiring immediate action must be dealt with in 24 hours; those requiring urgent action within 5 working days, and those less urgent within 20 working days.

Longer time frames can be made with the agreement of both parties. A date to formally review the action plan formally should not be later than 25 working days following the risk assessment meeting.

Step 6: Take action

It is important that parties who are assigned responsibility in the action plan have the skill and resources to carry out the actions required.

All parties have a clear responsibility to ensure that they meet their particular target dates.

If one of the parties cannot meet his/her target date(s), then all parties must be advised and a review meeting called within 2 working days to review progress and to agree what interim measure may be needed.

The overriding principle is that delay for whatever reason should not place individuals at unacceptable risk.

Step 7: Review Meeting

A date for a review meeting not more than 20 working days later should have been agreed at the risk assessment meeting.

The review meeting therefore should take place not later than 20 working days after the risk assessment meeting.

The review meeting shall record what progress has been made. It should review what work has been done so far, and identify any problem areas or new issues that may have arisen in the intervening period as a result.

If matters are persistently unresolved, the matter must be referred to the Chair of the Group Health and Safety Committee for resolution.

It is the manager's responsibility to ensure that all records are sent to the Occupational Health Service to be added to the employee's individual Occupational Health file.

It should be noted that the Occupational Health Service will not make comment upon the contents of the forms at this time however they may use the information with the approval of the individual at any future occupational health referral relating to that individual.

Copies of the Individual Risk Assessment forms are attached as Appendix 2.

Additional Information

External Stressors.

The Councils risk assessment process focuses only on occupational elements of stress, not the private lives of individuals. It is important to recognise that problems in the personal life of an employee can have an impact at work.

When completing an assessment if it becomes evident that the employee is suffering stress due to external personal factors, e.g. bereavement, child care problem, divorce, etc. this should be managed using the advice contained within the HR Policy Framework. Detailed advice can be obtained through your Personnel Provider. Where appropriate the employees should be pointed towards the Employee Assistance Programme.

This policy should be read in conjunction with work life balance policies (flexible working arrangements leave, etc)

Employees are also entitled to contact their trade union representative if appropriate.

Possible action resulting from the generic or individual risk assessment.

The Job.

When recruiting staff, interviewers should be clear about the nature of the job, the demands that may be placed upon them and the skills required.

Job descriptions should be written ensuring that sufficient resources and training are available making no undue demands that may result in unacceptable occupational stress.

To prevent and reduce levels of occupational stress and to enable contractual obligations to be met, realistic time scales and resources should be agreed between the manager and the individual member of staff. Members of staff have the right to consult with their union rep prior to agreement.

Following a re-organisation or the loss of key staff from a service area, particular attention needs to be given to induction and training to ensure that remaining staff have the skills and confidence to do the job. As far as possible jobs should be matched to the abilities, skills and experience of the individual.

- **Management Style.**

Employees can accommodate most styles of management, but cannot easily cope with inconsistency, indifference or dual standards.

Managers are under increasing pressure in periods of change and may suffer stress themselves. If workloads vary in a cyclic or predictable manner, managers have a duty to manage the resources accordingly. Pre-emptive planning and good organisation, adequate resources and realistic time scales allow staff to perform to their best.

Managers should provide support to staff, particularly during times of change or where the job places heavy emotional demands on them.

Discrimination, bullying and harassment generate stress and can lead to stress related illnesses. This policy should be read in conjunction with the harassment and bullying policy. As with all HR policies these policies should be communicate to staff and made it clear that senior management fully support them.

- **Dealing with change.**

Change is inevitable, but should be kept to a minimum, as people cannot cope easily with prolonged periods of high uncertainty. Regularly providing information, even if the news is not good, can help staff deal with the situation.

It is essential that all employees are kept fully informed at all times, as this reduces anxiety and therefore stress.

Ensure that all employees receive copies of information bulletins issued corporately, as this keeps employees informed of what is happening across the council.

- Environment.

As detailed in corporate health and safety policies found in the HR Policy Framework and on the WIRE, managers should ensure that suitable and sufficient workplace assessments are undertaken. For the majority of staff in corporate buildings Corporate Property will carry out these assessments.

The Workplace Regulations 1992 and supporting Approved Code of Practice sets out in more detail the standards that must be achieved. A working environment where people have adequate space to work, good ventilation and lighting levels, and where noise and fumes are minimised can reduce levels of stress.

Managers are required to consult with safety representatives on all matters concerning the health and safety of their members. Managers should consider, in consultation with staff, whether a re-organisation of the layout would improve the environment. Good housekeeping reduces risk. A purge on housekeeping issues to minimise unnecessary litter and clutter on work sites can also help.

- Support.

When someone is absent from work due to a stress related illness, it is important to keep communication lines open, particularly during lengthy periods of absence. When the person is ready to return to work, it can be useful to agree a phased return to work. Gradually introducing the employee back to a full range of duties and hours can help the employee cope with the return. An agreement should be reached on the day of the return to work or ideally prior the person returns to work.

In cases where workplace adjustments need to be made these need to be in place prior to the employee returning to that particular workplace.

Tackling the root causes of stress and providing the support for employees are the most effective solutions. Managers should also agree with the employee any ongoing areas of support.

Managers should refer to the HR Policy Framework Sickness Absence policy for additional information.

- Staff Involvement.

Managers should identify opportunities for employees to contribute ideas, particularly in planning and organising their own jobs, especially during times of change. Staff involvement in the service planning process would assist in this.

- Other measures

During organisational reviews there needs to be staff empowerment to ensure that targets are met. If this is not achieved then issues can get unresolved in a system where no one is in charge.

Managers must ensure that structures are created where there are not too many direct reports to one individual.

Managers and staff must ensure that where signs of stress are found that early referral to the Occupational Health service is made. The Occupational Health service can *recommend* counselling or any workplace adjustment as required

As far as possible staff are empowered through training to identify symptoms of stress in themselves, their colleagues and their manager.

Feedback.

If you have any comments to make about this document, particularly relating to improvements for any future editions or if you have examples of good practice which you have found useful and wish to share with others, you can contact:

Corporate Health & Safety Section.
3rd floor, City Hall, Victoria Street, London, SW1E

Employee Relations Advisor,
3rd floor, City Hall, Victoria Street, London, SW1E

Unison Office
3 rd Floor City Hall, 64 Victoria Street, London, SW1E

NUT Office
Council House, Marylebone Road.

Generic Group Stress Risk Assessment Form

Date of Assessment:	
Name of Manager carrying out this assessment:	
Group being assessed:	
Number of staff in the group being assessed:	
Summary of work activity:	

1. DEMANDS

Yes/No

+ any relevant comments.

Includes issues like workload, work patterns and the work environment

1.1	Is there evidence of workload pressures either in terms of volume or complexity.		
1.2	Is the workload of the group subject to substantial variations in volume. If so, in times of higher workload are tasks prioritized in relation to resources available.		
1.3	Is there a balance of workloads between members of the group? If not, is the variation consistent and can this be modified?		
1.4	Is the workload governed by clearly defined business/performance objectives and targets or by ad hoc demands?		
1.5	Are there aspects of the working environment which might cause stress, (e.g. noise, extremes of temperature and lighting, work outdoors in all weathers, work space limitations). If yes, please rank in order		
1.6	Is the work dependent on machinery/technology, which determines work practices?		

Best Practice to reduce demand :

- The Council provides employees with adequate and achievable demands in relation to the agreed hours of work
- Peoples skills and abilities are matched to the job demands
- Jobs are designed to be within the capabilities of the employees
- Employees concerns about their work environment are addressed

2. CONTROL :

Includes how much say employees have in the way that jobs are carried out

2.1	To what extent can employees exercise control over the design of their work?		
2.2	Are there systems in place to allow managers and individuals to review and modify flexibly in times of workload pressure or other stress? Please specify :		
2.3	Are working practices subject to frequent change or to the introduction of new technology or working methods? If so, is training available to assist staff to adapt to changes and new methods/requirements.		
2.4	To what extent is the pace of work determined by deadlines or externally led requirements?		

Best Practice:

- Where possible, employees have control over their pace of work
- Employees are encouraged to use their skills and initiative to do their work
- Where possible, employees are encouraged to develop new skills to help them undertake new and challenging pieces of work
- The council encourages employees to develop their skills
- Employees may take breaks when desired
- Employees are consulted over their patterns of work

3. ROLE

Whether employees understand their role within the group and whether management ensures that employees do not have conflicting roles

3.1	Do individuals within the group have clearly defined performance objectives and targets?		
3.2	a) Do all individuals have job descriptions? b) Are individuals clear about their role in the unit and as part of the group?		
3.3	Do individuals receive an induction program me to acquaint them with the expectations of the job?		
3.4	Are the training needs of individuals assessed and reviewed on a regular basis and do individuals have annual training and development		

plans?		
3.5 Is there evidence that assessed training needs are a) met and b) evaluated? How is this done?		
3.6 Does the work regularly involve direct contact with people who are vulnerable or who have special needs?		

Best Practice :

- Management ensures that, as far as possible, the different requirements that are places upon employees are compatible
- Manager provides adequate information to enable employees to understand their roles and responsibilities
- Manager ensures that the requirements are clearly defined and
- Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they may have in their roles and responsibilities

4. SUPPORT

4.1 Is there evidence of conflicting priorities and demands within the group that puts a strain on group relationships? If yes can these priorities be harmonized?		
4.2 Do individuals receive regular feedback regarding performance against objectives? How?		
4.3 Is there a mechanism for using training needs to inform Group/Unit or corporate training priorities? Describe		
4.4 Is there scope for career progression for individuals?		
4.5 Is there any evidence that individual group members are exhibiting symptoms of stress? Please refer to the personnel policy - Managing stress at Work for details of symptoms. (Personnel Corporate Framework – Reference P-8-9) If so, what action is being taken?		
4.6 Have managers and supervisors within the group received appropriate training in the management of stress. Numbers.		
4.7 Are managers and supervisors within the group aware, and do they make use of, the Occupational Health Service for advice and support.		

4.8	Is there a culture of regular good communications and consultation within the group? give examples:		
4.9	Are regular team meetings held which provide a forum where staff can raise issues with managers, peers etc?		
4.10	Are systems in place for regular supervision and appraisal of staff? Specify.		
4.1.1	Are there systems in place to allow managers and individuals to review and modify work flexibly in times of workload pressure or other stress? Specify.		
4.1.2	Are managers and supervisors within the group aware of personnel policies and procedures relating to managing stress, sickness and absences?		

<p>Best Practice:</p> <ul style="list-style-type: none"> • The group has policies and procedures to adequately support employees • Systems are in place to enable and encourage managers to support their staff • Employees know what support is available • Employees receive regular and constructive feedback 		
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5. RELATIONSHIPS

This section involves promoting positive working to avoid conflict and dealing with unacceptable behavior

5.1	What percentage of the work involves direct contact with the public. Please Specify.		
5.2	Is there evidence of any individual being subject to bullying or harassment within the group or outside the group?		
5.3	Does the work regularly involve direct contact with people who are vulnerable or who have special needs?		
5.4	Does the work involve a risk of violence? If so how many violent incidents have been recorded in the last six months?		
5.5	Does the group/department have a local policy on handling assaults and violence at work?		

Best Practice: <ul style="list-style-type: none">• Managers promote positive behaviors at work to avoid conflict and ensure fairness• Employees share information relevant to their work• Council's Corporate Policy on Violence and aggression is implemented		
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6. CHANGE

This section involves issues around how organizational change is managed and communicated whether it is large or small.

		Yes/No	
6.1	Are there management systems in place to minimize excessive pressure during organizational change? Please specify :		
6.2	Are you able to make reasonable adjustments for staff a) who are pregnant or who are new mothers and b) for staff who have disabilities?		
6.3	Is the group characterized by:- b) job security; b) high staff turnover; c) prospects for career progression?		
Best Practice: <ul style="list-style-type: none">• Employees are given adequate training to support any changes in their job• Employees have access to relevant support during changes			

Definitions

Low: No immediate action needs to be taken, a review will be carried out in 12 months or when circumstances change.

Medium: There are a number of actions, none of which need to be addressed as a matter of urgency. The majority of actions need to be addressed within the next 6 months. The risk assessment will be reviewed in 6 months time.

High: Urgent action needs to be made; the risk assessment will be reviewed in 3 months time.

I have assessed the risk as: (please tick as appropriate) Low Medium High

ACTION PLAN

Paragraph Ref.	Action Required	Target Date

STRESS RISK ASSESSMENT – MANAGER/ASSESSOR

Appendix 2

The Health and Safety Executive defines work-related stress as “the adverse reaction people have to excessive pressures or other types of demand placed on them”. This is different from reasonable pressure and challenge, which can be stimulating and motivating. Work-related stress exists where people perceive they cannot cope with what is being asked of them at work.

It is important to remember that while work-related stress is not an illness, if it is prolonged or particularly intense, it can lead to increased problems with illness or other behaviours damaging to health, such as skipping meals, drinking too much caffeine or alcohol and smoking cigarettes.

This form will assist you to assess the level of stress being faced by an individual member of staff who has either complained of stress-related symptoms or appears to be suffering from stress. You will be required to answer a range of questions and may benefit from speaking to such contacts as ...The staff member should complete the Self Assessment form.

Date of Assessment:	
Name of Individual:	
Job Title:	
Section:	
Group/Unit:	
Your Name:	
Relationship to Individual:	Line Manager / Senior Manager / Independent Assessor
Brief description of individual's duties:	

Item		Y / N	If No, please provide more detail
Context	Demands: e.g. Workload, work patterns and work environment		
1	Is the volume of the individual's workload regular?		
2	Is there a balance of workloads between team members?		
4	Is the pace of the individual's workload determined by internal objectives rather than deadlines or externally led requirements?		
5	Is the individual's work free of regular direct contact with people who are vulnerable or have special needs?		
6	Does a large proportion of the individual's work involve direct contact with the public? If yes, what percentage?		
7	Is the individual's workload governed by ad hoc demands?		
8	Are you aware of any environmental issues that significantly contribute to higher levels of stress?		
Context	Control: e.g. How much say the person has in the way they do their work.		
9	Does the individual have the ability to work flexible hours?		
10	Does the work involve regular hours free of unsociable hours or		

	shift work?		
11	Does the individual have control over when breaks can be taken?		
12	Does the individual have input into the annual objectives and demands of the role?		
<i>Context</i>	Support: e.g. <i>Encouragement and resources provided by the organisation, line management and colleagues.</i>		
13	Is there a match between the work and available resources?		
14	Has a risk assessment relating to violence been carried out for the role?		
15	Is training available to assist staff to adapt to changes?		
16	Do <u>you</u> measure whether the individual's assessed training needs are being met and evaluated? How?		
17	Have <u>you</u> received training in the reduction of stress?		
18	Has the individual received training in the reduction of stress?		
19	Are <u>you</u> aware of the personnel policies and procedures relating to managing stress?		

20	Are systems in place for the regular support, supervision and appraisal of staff? Please specify.		
21	Does the team have a local policy on handling assaults and violence at work?		
22	Is there encouragement within the organisation for a healthy work-life balance?		
23	In your opinion is the individual free of any symptoms of stress? Please refer to the attached list for details of symptoms.		
24	Does the individual have the required skills and knowledge to fulfil the criteria of their role?		
25	Do you give the individual regular feedback on performance?		
Context	Relationships: e.g. Promoting positive working to avoid conflict and dealing with unacceptable behaviour.		
26	Has the individual indicated that they have been subject to unacceptable behaviour e.g. bullying/harassment/discrimination?		
27	If the answer to question 26 is “yes” are you aware of the relevant HR policy that addresses the issue?		
28	If the answer to questions 26 and 27 are “yes” have you provided this advice to the individual?		

Context	Role: e.g. Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles		
29	Does the individual have a current job description?		
30	Do clearly defined objectives and targets govern the individual's workload?		
Context	Change: e.g. How organisational change (large or small) is managed and communicated in the organisation		
31	Does the individual have job security and prospects for career progression?		
32	Are work practices consistent and free from frequent change (e.g.: introduction of new technology or working methods)?		
Context	Other		
33	Please list any other factors that you know may be contributing to the individual's level of stress.		

Potential Symptoms of Stress

The following information is intended as a guide only. Any of the symptoms listed may be present for causes unrelated to stress. However, attention should be paid to staff exhibiting multiple or unusual symptoms.

Physical signs

- | | | |
|--------------------------------------|---|--|
| <input type="checkbox"/> headaches | <input type="checkbox"/> skin irritation or rashes | <input type="checkbox"/> breathlessness |
| <input type="checkbox"/> crying | <input type="checkbox"/> susceptibility to allergies | <input type="checkbox"/> nausea |
| <input type="checkbox"/> tension | <input type="checkbox"/> excessive sweating | <input type="checkbox"/> constipation or diarrhoea |
| <input type="checkbox"/> tiredness | <input type="checkbox"/> clenched fists or jaw | <input type="checkbox"/> rapid weight gain or loss |
| <input type="checkbox"/> indigestion | <input type="checkbox"/> frequent colds, flu or other minor | <input type="checkbox"/> fainting |
| <input type="checkbox"/> infections | <input type="checkbox"/> palpitations | |

Intellectual signs

- | | | |
|---|---|---|
| <input type="checkbox"/> difficulty in making decisions | <input type="checkbox"/> muddled thinking | <input type="checkbox"/> bad dreams or nightmares |
| <input type="checkbox"/> memory lapses or errors | <input type="checkbox"/> making mistakes | <input type="checkbox"/> short-term rather than long-term |
| <input type="checkbox"/> inability to concentrate, easily | <input type="checkbox"/> less intuitive | <input type="checkbox"/> thinking |
| <input type="checkbox"/> distracted | <input type="checkbox"/> persistent negative thoughts | <input type="checkbox"/> hasty decisions |
| <input type="checkbox"/> tunnel vision | <input type="checkbox"/> impaired judgement | <input type="checkbox"/> worrying |

Emotional signs

- | | | |
|---|--|--|
| <input type="checkbox"/> anger or irritability | <input type="checkbox"/> drained, no enthusiasm | <input type="checkbox"/> suspicious |
| <input type="checkbox"/> anxiety or insecurity, feeling | <input type="checkbox"/> cynical, inappropriate humour | <input type="checkbox"/> gloomy, depressed |

- | | | |
|---|---|---|
| <input type="checkbox"/> nervous, apprehensive | <input type="checkbox"/> alienated | <input type="checkbox"/> low satisfaction in life |
| <input type="checkbox"/> moodiness | <input type="checkbox"/> feeling of pointlessness | <input type="checkbox"/> no motivation |
| <input type="checkbox"/> sensitivity to criticism | <input type="checkbox"/> loss of confidence | <input type="checkbox"/> job dissatisfaction |
| <input type="checkbox"/> fussy | <input type="checkbox"/> reduced self-esteem | <input type="checkbox"/> feeling tense |

Behavioural changes

- | | | |
|---|--|---|
| <input type="checkbox"/> unsociability | <input type="checkbox"/> antisocial behaviour | <input type="checkbox"/> taking more work home |
| <input type="checkbox"/> restlessness | <input type="checkbox"/> unable to unwind | <input type="checkbox"/> too busy to relax |
| <input type="checkbox"/> loss of appetite or overeating | <input type="checkbox"/> low productivity | <input type="checkbox"/> voice tremor |
| <input type="checkbox"/> disturbed sleep or insomnia | <input type="checkbox"/> accident prone | <input type="checkbox"/> withdrawing from |
| <input type="checkbox"/> drinking more alcohol | <input type="checkbox"/> reckless driving | <input type="checkbox"/> relationships |
| <input type="checkbox"/> smoking more | <input type="checkbox"/> impaired speech eg stammering | <input type="checkbox"/> lying to cover up mistakes |
| <input type="checkbox"/> neglecting self | | |

STRESS RISK ASSESSMENT - SELF ASSESSMENT.

What is work-related stress?

The Health and Safety Executive defines work-related stress as “the adverse reaction people have to excessive pressures or other types of demand placed on them”. This is different from reasonable pressure and challenge, which can be stimulating and motivating. There are many factors that can affect stress levels such as working environment, workload, availability of training, etc.

It is important to remember that work-related stress is not an illness, but if it is prolonged or particularly intense, it can lead to increased problems with illness or other behaviours damaging to your health, such as skipping meals, drinking too much caffeine or alcohol and smoking cigarettes.

By completing this form, you will help your manager to assess the need for any changes or modifications which will help you carry out your duties successfully. Your manager or an independent assessor will complete a similar form for a fuller picture. This information will be held on your personal Occupational Health file and used for no other purpose than those described above.

Date of Assessment:		Date of Last Assessment (if applicable):	
Name of Individual:			
Job Title:			
Section:			
Group/Unit:			
Line Manager:			
Brief description of duties:			

		Y / N	If No, please provide more detail
<i>Context</i>	Demands: e.g. Workload, work patterns and work environment		
1	Is your volume of workload regular?		
2	Is there a balance of workloads between team members?		
4	Is the pace of the your workload determined by internal objectives rather than deadlines or externally led requirements?		
5	Is your work free of regular direct contact with people who are vulnerable or have special needs?		
6	Does a large proportion of your work involve direct contact with the public? If yes, what percentage?		
7	Is your workload governed by ad hoc demands?		
8	Are you aware of any environmental issues that significantly contribute to higher levels of stress?		
<i>Context</i>	Control: e.g. How much say the person has in the way they do their work.		
9	Do you have the ability to work flexible hours?		

10	Does the work involve regular hours free of unsociable hours or shift work?		
11	Do you have control over when breaks can be taken?		
12	Do you have input into the annual objectives and demands of the role?		
<i>Context</i>	Support: e.g. <i>Encouragement and resources provided by the organisation, line management and colleagues.</i>		
13	Is there a match between your work and available resources?		
14	Has a risk assessment relating to violence been carried out for your role?		
15	Is training available to assist you to adapt to changes?		
16	Does your manager measure whether your assessed training needs are being met and evaluated? How?		
17	Have your manager received training in the reduction of stress?		
18	Have you received training in the reduction of stress?		
19	Is your manager aware of the personnel policies and procedures relating to managing stress?		

20	Are systems in place for you to receive regular support, supervision and appraisal? Please specify.		
21	Does the team where you work have a local policy on handling assaults and violence at work?		
22	Is there encouragement within the organisation for a healthy work-life balance?		
23	In your opinion what are your symptoms of stress? Please refer to the attached list for details of symptoms.		
24	Do you consider you have the required skills and knowledge to fulfil the criteria of your role?		
25	Do you give receive regular feedback on performance?		
Context	Relationships: e.g. Promoting positive working to avoid conflict and dealing with unacceptable behaviour.		
26	Have you been subject to unacceptable behaviour e.g. bullying/harassment/discrimination?		
27	If the answer to question 26 is “yes” are you aware of the relevant HR policy that addresses the issue?		
28	If the answer to questions 26 and 27 are “yes” have you been provided with advice?		

Context	Role: e.g. Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles		
29	Do you have a current job description?		
30	Do you have clearly defined objectives and targets that govern your workload?		
Context	Change: e.g. How organisational change (large or small) is managed and communicated in the organisation		
31	Do you consider that you have job security and prospects for career progression?		
32	Do you consider that you have work practices consistent and free from frequent change (e.g.: introduction of new technology or working methods)?		
Context	Other		
33	Please list any other factors that you know may be contributing to your levels of stress (both occupational and outside of work)		

Thank you for completing this form. Bring it with you to your Action Plan meeting with your manager (and your assessor if this is not your manager).

Potential Symptoms of Stress

The following information is intended as a guide only. Any of the symptoms listed may be present for causes unrelated to stress. However, attention should be paid to staff exhibiting multiple or unusual symptoms.

Physical signs

- | | | |
|--------------------------------------|---|--|
| <input type="checkbox"/> headaches | <input type="checkbox"/> skin irritation or rashes | <input type="checkbox"/> breathlessness |
| <input type="checkbox"/> crying | <input type="checkbox"/> susceptibility to allergies | <input type="checkbox"/> nausea |
| <input type="checkbox"/> tension | <input type="checkbox"/> excessive sweating | <input type="checkbox"/> constipation or diarrhoea |
| <input type="checkbox"/> tiredness | <input type="checkbox"/> clenched fists or jaw | <input type="checkbox"/> rapid weight gain or loss |
| <input type="checkbox"/> indigestion | <input type="checkbox"/> frequent colds, flu or other minor | <input type="checkbox"/> fainting |
| <input type="checkbox"/> infections | palpitations | |

Intellectual signs

- | | | |
|---|---|---|
| <input type="checkbox"/> difficulty in making decisions | <input type="checkbox"/> muddled thinking | <input type="checkbox"/> bad dreams or nightmares |
| <input type="checkbox"/> memory lapses or errors | <input type="checkbox"/> making mistakes | <input type="checkbox"/> short-term rather than long-term |

- inability to concentrate, easily distracted
- tunnel vision

- less intuitive
- persistent negative thoughts
- impaired judgement

- thinking hasty decisions
- worrying

Emotional signs

- anger or irritability
- anxiety or insecurity, feeling nervous, apprehensive
- moodiness
- sensitivity to criticism
- fussy

- drained, no enthusiasm
- cynical, inappropriate humour
- alienated
- feeling of pointlessness
- loss of confidence
- reduced self-esteem

- suspicious
- gloomy, depressed
- low satisfaction in life
- no motivation
- job dissatisfaction
- feeling tense

Behavioural changes

- unsociability
- restlessness
- loss of appetite or overeating
- disturbed sleep or insomnia
- drinking more alcohol
- smoking more
- neglecting self

- antisocial behaviour
- unable to unwind
- low productivity
- accident prone
- reckless driving
- impaired speech eg stammering

- taking more work home
- too busy to relax
- voice tremor
- withdrawing from relationships
- lying to cover up mistakes

STRESS RISK ASSESSMENT – ACTION PLAN

The manager and employee should complete the action plan together. Now that the issues concerning each party have been identified, this is an opportunity to discuss how these can be resolved. It is also a chance to observe the different way each of you view the same situation.

Take each of the items from the Manager and Individual Assessment forms which required more detail. Mark the number of the item in the first column, then discuss together what action is needed to resolve the matter. For example, if the volume of work has been identified as an issue by one side, after discussion you may consider shifting duties, further training, more efficient ways of doing things, etc.

Finally, make a date by which the action should be taken. Immediate issues should be addressed in 24 hours, urgent ones in 7 days and less urgent ones in no more than 20 working days. The action plan is a living document and should be reviewed on a regular basis, to ensure progress is being made.

Date of Action Plan:	
Name of Individual:	
Job Title:	
Section:	
Unit:	
Manager's Name:	
Date of Review:	

