

Safety Management Standard

Work Related Stress

Document Control

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Consultation with: Strategic Health Safety & Wellbeing Group
Trust Joint Partnership Forum

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Date of Approval: February 2022

Review Date: February 2025

Available from: Trust Intranet
Health and Safety Team

TRUST GUIDANCE FOR MANAGING WORK RELATED STRESS

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1. Introduction

University Hospitals of Derby and Burton NHS Foundation Trust (UHDB) has a legal duty to provide a healthy and safe working environment for all its employees and acknowledges its duty of care which extends to emotional and physical wellbeing.

The Trust recognises that our employees are our most valuable asset and is committed to promoting a positive workplace culture that includes improving the environment through effective and consistent management systems, enabling individuals to cope successfully with the demands and pressures of work, and providing support for those employees whose health and wellbeing may be affected by stress.

Pressures can arise from an individual's personal life as well as from work and people vary in their capacity and ability to cope with different kinds of pressure. Some individuals will recognise that their health is affected and will seek help and support. Others will not recognise or acknowledge that they are stressed, although it may be apparent to others. Stress is not an illness; it is a state. However, if stress becomes too excessive and prolonged, mental, and physical illness may develop and this guidance document is designed to provide an overview of the measures individuals and managers may take to support in this instance.

2. Purpose and Outcomes

2.1 Purpose

This SMS underpins the Health and Attendance Policy which outlines the Trusts overall aim to improve the health and wellbeing of our workforce. The Trust aims to ensure that our employees maintain good health and encourages and supports regular attendance whilst ensuring that absence due to sickness is minimised.

This SMS can be applied by all Trust employees and its purpose is to support a culture and working environment where employees can maintain a healthy balance between the pressures of their job and their home life and provide practical guidance and support to manage those pressures.

This document aims to provide effective advice and guidance which is proactive, including carrying out timely risk assessments and audits to identify workplace stressors, preventing stressful situations developing or deteriorating and identifying appropriate support processes for employees who experience stress.

In addition to providing the appropriate support for employees, the HSE assert that a proactive approach should be undertaken to tackle work-related stress. Therefore, this document should not be used in isolation, rather a focus should be on stress prevention by assessing and subsequently removing hazards.

Qualitative assessment methods to find out whether work-related stress is a problem should include performance appraisals, informal discussions with staff, focus groups and return to work interviews. Quantitative methods should include productivity data, sickness absence data, staff turnover and questionnaires.

The Trust will use the framework recommended by the HSE, which is referred to as the “Management Standards”.

The Management Standards cover six key areas of work design that, if not properly managed, are associated with poor health and wellbeing, lower productivity, and increased sickness absence. In other words, the Management Standards cover the primary sources of stress at work. These are:

Demands – this includes issues such as workload, work patterns and the work environment

Control – how much say the person has in the way they do their work

Support – this includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues

Relationships – this includes promoting positive working to avoid conflict and dealing with unacceptable behaviour

Role – whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles

Change – how organisational change (large or small) is managed and communicated in the organisation

In order to identify where the Trust is in relation to the HSE management standards, the Trust will be implementing a 5-step approach recommended by the HSE:

- Identify the risk
- Who can be harmed and how?
- Evaluate the risks

- Record your findings
- Monitor and review

2.2 Outcomes

The intended outcome of this guidance is that all employees will understand the role they play in managing workplace stress, understand the support that is available when stress is present in the workplace, and have access to appropriate information to take proactive steps to manage stress through organisational, division/departmental and individual processes.

3. Monitoring and Effectiveness

The effectiveness of the organisation to support the management standards outlined above will be measured annually via the Stress Audit process conducted by the Health and Safety team. Findings will be monitored in a composite report presented through our Monitoring Report Template:

Monitoring Requirement:	Monitoring compliance with the requirements for: <ul style="list-style-type: none"> ▪ The process for identifying workplace stressors. ▪ The requirement to undertake appropriate risk assessments for the prevention and management of work-related stress.
Monitoring Method:	<p>The Trust’s guidance describes key responsibilities and the process for identifying workplace stressors. It also provides guidance on methods of reducing the impact of workplace stress.</p> <p>To monitor the process across all staff groups, follow up sampling will take place to retrospectively review the processes followed by managers to identify stressors prior to a problem occurring and the risk assessment undertaken as the problem became apparent.</p> <p>Review of Trust Health Safety and Environment Audit Question 38 relating to assessment of potential workplace stress</p> <p>The following anonymised data sources will be used to identify ‘hotspots and measure improvement:</p> <ul style="list-style-type: none"> ▪ Sickness absence data– clusters, trends, irregular attendance, diagnosis of stress.

	<ul style="list-style-type: none"> ▪ Ill health retirements –reasons, clusters. ▪ Staff turnover. ▪ Grievance and harassment cases. ▪ Occupational Health referrals including a percentage of work-related referrals. ▪ Accidents / incidents at work (IR1s). ▪ Exit interviews. ▪ Individual and team risk assessments ▪ Recommendations and action plans will be developed from the analysis and will be part of the reporting mechanism
Report Prepared by:	Occupational Health Lead/ Head of Health & Safety
Presented to:	Strategic Health Safety and Wellbeing Group
Frequency of Report:	Six Monthly

4. Intended Users

Everyone in the trust (regardless of position, grade, or role) has a role to play in ensuring that the working environment is safe and healthy. All staff should be able to feel valued and contribute in the workplace, and this guidance will support to that end.

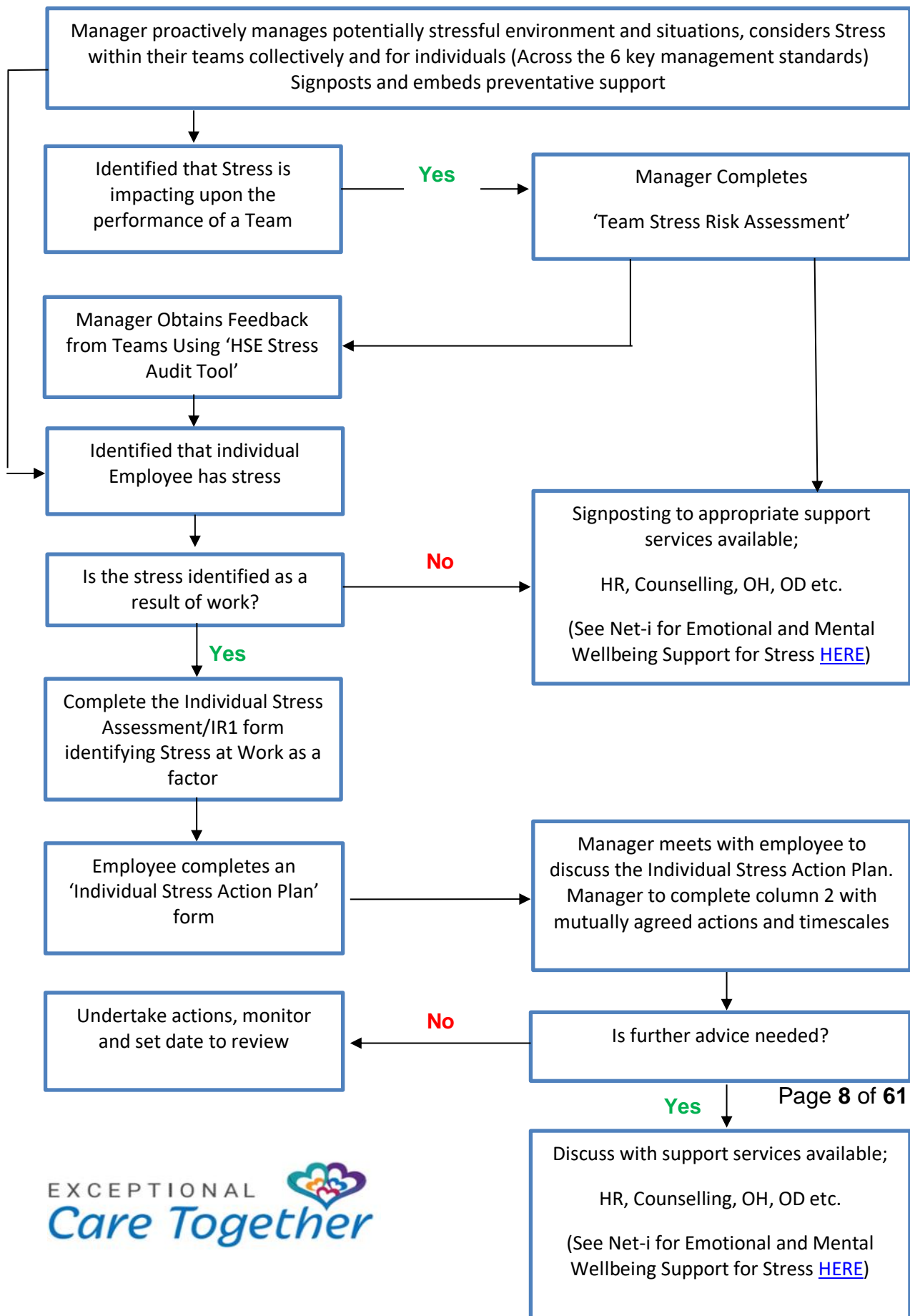
4.1 The Trusts role

Ultimate accountability lies with the Chief Executive. There is no specific legislation aimed at controlling stress at work, however the Health and Safety at Work Act 1974 places a duty on employers to ensure, so far as is reasonably practicable, the health and safety of their employees at work. This includes taking reasonable steps to make sure employees do not suffer work-related stress. The Act also places a duty on every employee to look after themselves and others in the workplace.

The Trust is committed to improving the quality of working life for all staff, whilst offering assistance or support where possible by:

- Endorsing a positive culture.
- Encouraging the use of flexible working practices and employee friendly arrangements.
- Ensuring counselling support is available and well publicised.

5. Process for Managing Workplace Stress



6. Stress Reporting Tool – IR1/Datix

For use by individual members of staff – should not be used as a management tool.

On completion of an IR1 the report will be sent directly to the Occupational Health Team and Health & Safety Team only and will trigger direct contact and support.

Contents of this report will only be shared with the consent of the individual concerned.

7. Management Responsibilities and Guidance

All managers have an important role to play in preventing staff from experiencing stress at work.

Managers should oversee the implementation of the flowchart guidance (section 5) and work through the Team and Individual Stress Risk Assessments (appendix 1 and 2) as appropriate.

Managers should:

- Identify key opportunities to minimise the risk of stress, facilitate a compassionate working relationship between them and their teams, and highlight opportunities for support where required as commonplace.
- Not use the Stress Risk Assessment as a replacement for common-sense – speak to their staff and implement practical solutions to minimise and eradicate stress where possible.
- Work through the stress risk assessments and action subsequent problem-solving sessions with their teams as appropriate.
- Implement recommendations of any risk assessments within their areas of responsibility relating to workplace stressors and manage the implementation of action plans and specific interventions
- Monitor potential areas of stress at work such as workload, distressing incidents, the availability of training and support, poor relationships, and organisational change on an ongoing basis.
- Be aware of the signs and symptoms of stress in yourself and others
- Manage absence due to work related stress and plan return to work programmes accordingly.
- Monitor their own behaviour and that of any managers they are responsible for. Managers can have a huge impact on the work-related stress of their employees, the Health & Safety Executive point out that for more than 60% of workers, dealing with their manager is the most stressful part of their job.

- Create a culture whereby employees are open and honest about stress which helps to reduce the perceived stigma and improve communication.
- Provide clear roles and meaningful development opportunities for their staff.
- Make information/training available for employees on stress awareness so they are better equipped to handle any pressure they may encounter, allowing them to recognise stress when it occurs.
- Ensure they keep individuals up to date with key issues that affect their jobs and enable individuals to provide feedback and be actively involved in decisions that affect them.
- Attend training as requested in good management practice and health and safety.
- Ensure all members of staff have adequate training to enable them to undertake their jobs safely and effectively.
- Encourage employees to attend training as requested in good management practice and health and safety
- Monitor workloads to ensure that people are not overloaded.
- Monitor working hours and overtime to ensure that staff are not working excessive hours.
- Ensure all staff take their full entitlement of annual leave.
- Reinforce the message that bullying, and harassment will not be tolerated.
- Communicate with staff, where there are organisational and procedural changes or other emerging issues.
- Be vigilant and offer additional support to any member of staff who is experiencing stress outside work e.g. bereavement or separation.
- Acknowledge when they may be part of the perceived stressor and assign an appropriate manager (not necessarily their own) to support the employee through the stress management process if appropriate.
- Ensure appropriate reporting of incidents using the IR1 process and where individual stress action plans are completed, and workplace stressors are identified that this information is reported using the same process.
- Send a copy of the monitoring sheet of all Individual Stress assessments to the Occupational Health Department, whether a referral is required to enable confidential data to be reported.
- Send a copy of the individual stress action plan to the Occupational Health Department where a referral has been made

- Undertake return to work interviews with members of staff following sickness absence and refer members of staff to the Occupational Health Service where appropriate (in accordance with the Health and Attendance Policy).
- Signpost employees to the counselling service or Employee Assistance Programme when stress has been identified
- Notify their line managers of any difficulties, which arise from the implementation of this guidance and seek appropriate advice on its implementation as required.

8. Employees Responsibilities and Guidance

All employees have a responsibility to seek appropriate advice and support and to advise their line manager or a more senior member of staff on duty if they feel they are experiencing the negative impact of stress or have identified a potentially stressful situation. Employees should keep themselves abreast of support available and take proactive steps towards supporting their own wellbeing.

Employees Should:

- Take reasonable care of their own health and safety and that of other people who may be affected by their work under the Health and Safety at Work, etc. Act 1974;
- Inform their employer of any danger to health and safety posed by a work activity under The Management of Health and Safety at Work Regulations 1999 (MHSWR).
- Inform their employer of any shortcomings in the employer's protection arrangements under MHSWR.
- Co-operate with their employer's health and safety arrangements under the MHSWR.
- Notify their manager of any situation within their workplace, which they perceive as being unduly stressful.
- Seek help and advice when they become concerned that stress is adversely affecting their own behaviour or performance. (employees can self-refer to Occupational health for support and advice)
- Take all reasonable steps to ensure their actions do not cause unnecessary stress to others.
- Identify measures to improve and maintain their physical and mental health and wellbeing.
- Ensure they comply with measures instigated by management to reduce workplace stressors.

- Complete and discuss “Individual Stress Risk Assessment”
- Attend the Occupational Health Service when reasonable following a discussion and agreement with their manager in accordance with the Health and Attendance Policy. In some cases, such a referral may be required to advise the manager of any additional adjustments that will support the employee in remaining at or returning to work.
- Attend any appointments and accept opportunities for counselling where recommended and if advised through the support functions accessed.
- Are expected to engage in discussions with their manager on how they can overcome work related stress and gain access to support services
- Undertake any training provided which is aimed at raising awareness of stress related issues
- Participate in any training provided which will help them to undertake their job safely and effectively.

9. Guidance on Undertaking an Individual Work Stress Risk Assessment

In appendix 1 is the format for undertaking an individual work stress risk assessment. This should be undertaken when it has been identified that a person may be experiencing stress, whether this is due to home life pressures, work pressures or both. Please remember, different people will have different abilities to manage pressure and a person may change their ability to manage pressure over time. That is, they may typically be able to manage pressure and then something changes that reduces their ability to manage pressure, which could then become stress. Also remember that most times, people can manage pressure in work if their home life is stable and manage home pressures when they work life is stable. It is often when pressure occurs in both home life and work life that people begin to experience stress. Therefore, it is good to get an understanding of both home and work pressures to understand an individual’s stress levels and ability to manage stress.

Once stress has been identified as a difficulty for a person, give the person Appendix 1: the Individual Stress Assessment document and ask them to complete Column 2 under each of the Health and Safety Executive Management Standards for stress. Encourage them to detail any home life pressures/stress also. Once the person has completed their thoughts in Column 2, arrange to meet with them to discuss steps that can be taken to resolve the stress or minimise the stress. Together, you can complete column 3. Remember, you don’t have to come up with all the answers; this should be a joint meeting, with the colleague bringing forward ideas as well as to how to minimise or relieve the stress/pressure.

Once you have a plan, detailed in column 3 as to how to address the pressure/stress, ensure that each person knows what their responsibilities are in undertaking items in column 3 and set a review date. Sometimes, it can be a matter of trying out solutions to see if they work. At

the review meeting, check out what worked and what areas of stress/pressure remain. If stress is still present, review the action plan (column 3), make changes if needed and set a further date for review. Continue this process until the stress/pressure has been minimised and has returned to manageable levels. If the action plan has included significant changes to the employee's working arrangements, this may need support/guidance from either occupational health and/or Human Resources to understand if this results in a permanent adjustment to a person's work role, which may need changes to their working contract. Ensure if time limited adjustments are ended on time to support equitable working for team members.

When a person has largely identified home life pressures, it may be appropriate to offer adjustments to working arrangements to support the person to bring the home life pressures back under control. An example of this may be when a person finds their home relationship has ended and they may need some temporary adjustments to their working time to support them to make arrangements for childcare and things like school drop-off times. Always support people to discuss home life pressures when they are experiencing stress.

Remember, a person might need additional support from other agencies to help them manage the impact of stress. This can be through their GP, the employee

assistance programme, occupational health and through wellbeing discussions. A work stress risk assessment is one link in a chain of support for people.

Appendix 1: Part A Individual Stress Assessment - Monitoring Sheet

Section 1: About the individual (demographic information for monitoring)

Division:		Department:		Job Title (if unique leave blank)	
Band:	Gender:	Ethnicity:		Age:	

General Description of stressors (workplace / Personal or both)

Has the person been referred to occupational health? Please circle **YES** or **NO** If yes please send copy of the completed work stress risk assessment with the referral

Reason for non-referral to occupational health

Additional support offered:

If workplace stressor (s) identified has an IR1 been completed Yes <input type="checkbox"/> No <input type="checkbox"/>	Date completed and Reference Number:
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Date of Assessment:	Name of employee:
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Managers name: Managers signature: Date:	Employees name: Employees Signature: Date:
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Appendix 1: PART B Individual Stress Assessment - Action Plan

Risk Factor/Stressor (Column 1)	Issues/Problems Identified (Column 2)	Minimisation or Resolution Plan (Column 3)	Timescale (Column 4)
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<p>1. Demands and Environment</p> <p>Includes issues like workload, work patterns and the work environment E.g. -</p> <ul style="list-style-type: none">• Shifts• Amount of work i.e. too much (overload) or too little (underload)• Achievable demands in relation to the agreed hours of work• Employees' concerns about their work environment e.g. temperature, noise, smell, leaks, damp, ventilation and exposure to dusts and fumes• Structural environment i.e. the building itself or the layout of the workplace• Staff facilities (Workplace Welfare Regulations)			
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Actions Discussed:

Risk Factor/Stressor (Column 1)	Issues/Problems Identified (Column 2)	Plan (Column 3)	Timescale (Column 4)
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<p>2. Control</p> <p>How much say the person has in the way they do their work</p> <p>E.g.</p> <ul style="list-style-type: none">• Able to have a say about the way they do their work• Encouraged to use skills and initiative to do your work• Where possible encouraged to develop new skills to help you undertake new and challenging pieces of work;• Able to have a say over when breaks can be taken; are taken• Consulted over changes to work patterns			
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Actions discussed not agreed

Risk Factor/Stressor (Column 1)	Issues/Problems Identified (Column 2)	Minimisation or Resolution Plan (Column 3)	Timescale (Column 4)

<p>3. Support</p> <p>Including the encouragement and resources provided by the organisation, line management and colleagues</p> <p>E.g.</p> <ul style="list-style-type: none">• Has adequate info and support from colleagues and superiors• Individual concerns have been responded too• Policies and procedures applied fairly• Support is available and know how and when to access it• Receive regular and constructive feedback and appraisal			
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Actions discussed not agreed

Risk Factor/Stressor (Column 1)	Issues/Problems Identified (Column 2)	Action and Responsibility (Column 3)	Timescale (Column 4)
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<p>4. Relationships</p> <p>Includes promoting positive working to avoid conflict and dealing with behaviour that can impact on positive working relationships</p> <p>E.g.</p> <ul style="list-style-type: none">• Not subjected to behaviours that can heighten stress – e.g. bullying at work• Information shared relevant to individuals work• Relationship with colleagues/ managers effective• Feeling treated fairly when compared to peers who may have other protected characteristics. That is, work is free from discrimination			
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Actions discussed not agreed

Risk Factor/Stressor (Column 1)	Issues/Problems Identified (Column 2)	Minimisation and resolution plan (Column 3)	Timescale (Column 4)
<p>5. Change</p> <p>How organisational change is managed and communicated in the organisation effectively and efficiently</p> <p>E.g.</p> <ul style="list-style-type: none"> • The organisation has provided employees with timely information to enable them to understand the reasons for proposed changes • The organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals including timetables • Aware of the probable impact of any changes to their jobs. Redundancy situations (mergers and integration) 			

Actions discussed not agreed

Risk Factor/Stressor (Column 1)	Issues/Problems Identified (Column 2)	Minimisation and resolution plan (Column 3)	Timescale (Column 4)
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<p>6. Role</p> <p>Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles</p> <p>E.g.</p> <ul style="list-style-type: none">• Roles and responsibilities understood• Different requirements of the role are compatible• Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities			
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Actions discussed not agreed

Risk Factor/Stressor (Column 1)	Issues/Problems Identified (Column 2)	Minimisation and resolution plan (Column 3) Consider if any work adjustments could support the person to manage these pressures	Timescale (Column 4)
<p>Contributory personal /domestic factors “7-Ds”</p> <ul style="list-style-type: none"> • Divorce/separation or breakdown of relationships. • Death and bereavement. • Debts i.e. financial difficulties. • Drugs i.e. coping with substance abuse in self or close relatives. • Drink i.e. alcohol abuse in self or close relatives. • Diseases especially terminal illnesses in friends or close relatives. • Disasters i.e. tragic accidents, floods, mishaps, infernos, etc. 			

Employee Name:

Signature:

Date:

Managers Name:

Signature:

Date:

Appendix 2: Team Risk Assessment (can be used for Division, Department, Business Unit etc.)

This risk assessment is intended to help people who have responsibility for teams or groups of people, to assess whether or not current working conditions are likely to lead to significant stressors on people within their area.

Note: This document is not intended to risk assess the stress of an individual. Where an individual is felt, or reports to be at risk from increased stress, the manager should refer to the **Individual Stress Action Plan**.

Criteria for use: This Stress Risk assessment should be used when;

The Manager responsible has been made aware of, or feels that there may be issues with regard to stress impacting upon the performance of the team or group of people.

Indications of this may be:

- Increased levels of sickness absence
- Concerns regarding diminishing performance
- Increased interpersonal conflict
- Unusually high number of grievances
- High turnover of staff
- Individuals come forward to report team stress

The team is about to or has experienced significant changes to the structure of their work. This may be in relation to:

- A restructure of the team/department/Organisation
- Changes to roles within the team
- Increased demands placed upon the team
- A change of working environment

Completing the 'Divisional/Department/Team Stress Risk Assessment' Form

There are times when teams undergo periods of high pressure and/or stress. As a team or Departmental leader/Manager, it is important to recognise then this may be happening and to gain understanding from the team(s) as to what these pressures/stress issues are, so the team can be supported back to good functioning and maintain good health. Identifying pressure and/or stress early can have a good positive outcome for individuals, team wellbeing and team performance. As a leader or team manager, if you are struggling with team stress, please speak to your senior or colleagues in the Organisational Development (OD) team. There is lots on offer to help you. The term 'manager' refers to persons with responsibility for people working together to achieve the team's goal.

To gain an understanding of team or departmental stressors a number of stages have been devised. In Section 1, gaining feedback as to how approachable you are to hearing about team pressures and/or stress. We can all appreciate it can be hard to receive feedback on how approachable we may be within work. You might want to ask a few trusted colleagues to answer these questions with you and to gain their feedback on the answers as to how things could change. Try to choose people who you trust, even if you are worried, they may not give positive feedback. As a manager, your stress levels are important too.

Please complete **Section 1: Arrangements**, answering both questions. If the answers are negative, then you could gain guidance from your manager as to what support there is to enable improvements in this area.

Then complete **Section 2: Performance** on each Stressor answering Yes or No to each of the questions in the table.

If you answer no to any of the primary questions **in bold** in each section, then it would be important to identify actions that can support improvements in this area. The other questions in each section should help identify appropriate actions. So, although team members may not feel they have much say over the way they do their work (Low control over their work), it may be that collectively, the team are aware of the high demands for their service and can manage the stress of this through other ways, like having peer support time, time for case discussions or team members can ensure that workload is equally divided, so the work within the team is undertaken fairly. Therefore, an issue with workload pressure that can't be changed is supported to ensure it does not become work stress through promoting other areas of control or peer support.

If you answer No to any of the other questions, then you either indicate actions to be taken or at least comment on why the current situation is acceptable. Remember, you don't have to come up with all the answers here. You can gain ideas from the team, from your peers, from your seniors and from trust wide services, like Organisational Development (OD) or the Wellbeing team.

Then complete Section 3: Summary at the front of the assessment, including your estimate of the risk to your team members from stressors on the following basis:

Low Risk - If your response to each primary question (in **BOLD** from Section 2) was Yes. Current methods for controlling risk to health are adequate. Unlikely to cause harm to team members Set a date for yourself to review this. Staying on top of work pressure is the key to ensuring work stress does not become an issue in your team.

Medium Risk - If you responded No to a primary question (in **BOLD** from Section 2) especially if your answers to other questions also No. Current methods for was controlling risk to health need your input to ensure team members do not experience the health and wellbeing consequences of stress. Time to act and gain guidance and support to address the team pressure/stress issues.

High Risk - If your responses to more than one primary question (from section 2) was No. Current methods are likely to result in risk to health and improvements must be made as quickly as possible. Significant risk to members of staff is possible. Where there is high risk of harm to team members, it can be useful to ask each person in the team to complete the Health and Safety Executive Stress Audit Tool in Confidence. This can help to assess the impact of any work stress overall for team members. The Stress Audit tool can be inputted electronically to give a score for the team workload is equally divided, so the work within the team is undertaken fairly. Therefore, an issue with workload pressure that can't be changed is supported to ensure it does not become work stress through promoting other areas of control or peer support.

If you answer No to any of the other questions, then you either indicate actions to be taken or at least comment on why the current situation is acceptable. Remember, you don't have to come up with all the answers here. You can gain ideas from the team, from your peers, from your seniors and from trust wide services, like Organisational Development (OD) or the Wellbeing team.

Then complete **Section 3: Summary** at the front of the assessment, including your estimate of the risk to your team members from stressors on the following basis:

Low Risk - If your response to each primary question (in **BOLD** from Section 2) was **Yes**. Current methods for controlling risk to health are adequate. Unlikely to cause harm to team members Set a date for yourself to review this. Staying on top of work pressure is the key to ensuring work stress does not become an issue in your team.

Medium Risk - If you responded **No** to a primary question (in **BOLD** from Section 2) especially if your answers to other questions was also No. Current methods for controlling risk to health need your input to ensure team members do not experience the health and wellbeing consequences of stress. Time to take action and gain guidance and support to address the team pressure/stress issues.

High Risk - If your responses to more than one primary question (from section 2) was No. Current methods are likely to result in risk to health and improvements must be made as quickly as possible. Significant risk to members of staff is possible. Where there is high risk of harm to team members, it can be useful to ask each person in the team to complete the Health and Safety Executive Stress Audit Tool in Confidence. This can help to assess the impact of any work stress overall for team members. The Stress Audit tool can be inputted electronically to give a score for the team

Section 1: Arrangements	
<p>With regard to the following stressors...</p> <ul style="list-style-type: none"> How do you get feedback from your team members? What arrangements are in place for your team members to inform you of any concerns? 	<p>Comments / Actions</p>

Stressors:

Demands – Workload, work pattern and work environment, including exposure to physical hazards.

Control – how much say the person has in the way they do their work.

Support – whether people feel equipped with the necessary skills, information and support to carry out their jobs effectively.

Relationships – includes promoting positive behaviours to avoid conflict and dealing with unacceptable behaviour;

Change – how organizational change is managed and communicated.

Role – how well people understand their role in the organization and whether they have conflicting roles

Section 2: Performance on Each Stressor

Demands: Includes issues like workload, work pattern and work environment, including exposure to physical hazards:

This is about developing a style of management and communication, which takes individuals and their needs into consideration

Stressor	Yes/No	Comment/Action
Do team members indicate that they are able to cope with the demands of their job;		
Do you provide team members with adequate and achievable demands in relation to the agreed hours of work;		
Are the skills and abilities of your team matched to the demands of the job;		
Are jobs designed to be within the capabilities of colleagues;		
Do you address team member's concerns about their work environment;		
Control: How much say the person has in the way they do their work: <i>This requires effective two-way communication and consultation with team members. This should be readily achievable through existing channels such as informed discussions with</i>		

supervisors/line managers, individual performance development reviews, open-door policies, team meetings, wellbeing conversations, etc.

Stressor	Yes/No	Comment/Action
Do your team members indicate that they are able to have a say about the way they do their work;		
Do your team have control over their pace of work, where possible,		
Do you encourage your team members to use their skills and initiative to do their work;		
Do you encourage your team members to develop their skills;		
Do you encourage your team members, where possible, to develop new skills to help them undertake new and challenging pieces of work;		

Do your team members have a say over when breaks can be taken;		
Do you consult your team members over their work patterns?		
<p>Support: Whether people are equipped with the necessary skills, information, and support to carry out their jobs effectively:</p> <p><i>This requires managers to ensure that people are equipped with the necessary skills and information to carry out their jobs effectively. Personal development plans could be one method of approach.</i></p>		
Stressor	Yes/No	Comment/Action
Do your team members indicate that they receive adequate information and support		
Do you encourage your team to support their colleagues;		

Do your team know what support is available and how and when to access it;		
Do your team know how to access the required resources to do their job;		
Do your team receive regular and constructive feedback from you and other people for whom they carry out work? This could include feedback on the things people do well and areas where improvements could take place.		
<p>Relationships: Includes promoting positive behaviours to avoid conflict, and dealing with behaviour:</p> <p><i>You should bring policies and procedures for dealing with behaviour at work that can impact on positive working relationships to the attention of all team members as part of raising awareness.</i></p>		
Stressor	Yes/No	Comment/Action
Do your team members indicate that they are treated fairly, with		

respect from you and their colleagues and discussions occur regularly about behaviour that can impact negatively on good working relationships		
Do you promote positive behaviours at work to avoid conflict and ensure fairness;		
Do your team members share information relevant to their work;		
Do you understand the systems that the Trust has in place to enable and encourage managers to deal with behaviour that can hinder good working relationships;		
Do you inform team members of procedures they should follow to report any behaviour that can hinder good working relationships.		

Change: How organisational change (large or small) is managed and communicated in the organisation:

You may need to review your procedures for consulting with team members prior to implementing any significant changes that impact upon individuals.

Stressor	Yes/No	Comment/Action
Do your team members indicate that the organisation engages them frequently when undergoing an organisational change;		
Are your team provided with timely information to enable them to understand the reasons for proposed changes;		
Are your team consulted on changes and provided with opportunities to influence proposals;		
Are your team members aware of the probable impact of any changes to their jobs. If necessary, are they given		

training to support any changes in their jobs;		
Are your team aware of timetables for changes;		
Do your team have access to relevant support during changes.		
<p>Role: Whether people understand their role within the organisation and whether they have conflicting roles</p> <p><i>You may need to encourage your team members to make you aware of any issues in this area.</i></p>		
Stressor	Yes/No	Comment/Action
Do your team indicate that they understand their role and responsibilities;		
Do you ensure that, as far as possible, the different requirements placed upon different people are compatible;		

Have your team members been provided with information to understand their role and responsibilities;		
Do you ensure that, as far as possible, the requirements placed upon your team and individuals in the team are clear;		
Are your team members aware of the procedure to follow to raise concerns about any uncertainties or conflicts they have in their role and responsibilities.		

Section 3: Details	
Division/Department/Team:	Manager:
Trigger for completion of assessment:	
Using Information on this form is the Risk: Low / Medium / High (circle relevant category)	
Summary / additional Comments:	

Date of Assessment:		Target date for implementation of measures:
Date for review of Assessment:		Signature of Manager:
Section 3: Performance On Each Stressor		
<p>Demands: Includes issues like workload, work pattern and work environment, including exposure to physical hazards:</p> <p><i>This is about developing a style of management and communication, which takes individuals and their needs into consideration</i></p>		
Stressor	Yes/No	Comment/Action
Do staff indicate that they are able to cope with the demands of their job;		
Do you provide employees with adequate and achievable		

demands in relation to the agreed hours of work;		
Are the skills and abilities of your staff matched to the demands of the job;		
Are jobs designed to be within the capabilities of employees;		
Do you address employees concerns about their work environment;		
<p>Control: How much say the person has in the way they do their work: <i>This requires effective two-way communication and consultation with all staff. This should be readily achievable through existing channels such as informed discussions with supervisors/line managers, individual performance development reviews, open-door policies, team meetings</i></p>		
Stressor	Yes/No	Comment/Action
Do your staff indicate that they are able to have a say about the way they do their work;		

Do your staff have control over their pace of work, where possible,		
Do you encourage your staff to use their skills and initiative to do their work;		
Do you encourage your staff to develop their skills;		
Do you encourage your staff, where possible, to develop new skills to help them undertake new and challenging pieces of work;		
Do your staff have a say over when breaks can be taken;		
Do you consult your staff over their work patterns?		

Support: Whether people are equipped with the necessary skills, information, and support to carry out their jobs effectively:

This requires managers to ensure that staff are equipped with the necessary skills and information to carry out their jobs effectively. Personal development plans could be one method of approach.

Stressor	Yes/No	Comment/Action
Do your staff indicate that they receive adequate information and support		
Do you encourage your staff to support their colleagues;		
Do your staff know what support is available and how and when to access it;		
Do your staff know how to access the required resources to do their job;		

Do your staff receive regular and constructive feedback from you and other people for whom they carry out work		
<p>Relationships: Includes promoting positive behaviours to avoid conflict, and dealing with unacceptable behaviour:</p> <p><i>You should bring policies and procedures for dealing with unacceptable behaviour at work to the attention of all your staff as part of raising awareness.</i></p>		
Stressor	Yes/No	Comment/Action
Do your staff indicate that they are not subjected to unacceptable behaviours, e.g. bullying at work;		
Do you promote positive behaviours at work to avoid conflict and ensure fairness;		
Do your staff share information relevant to their work;		
Do you understand the systems that the Trust has in place to enable and encourage managers		

to deal with unacceptable behaviour;		
Do you draw to the attention of your staff the procedures they should follow to report unacceptable behaviour.		
<p>Change: How organisational change (large or small) is managed and communicated in the organisation:</p> <p><i>You may need to review your procedures for consulting with staff prior to implementing any significant changes that impact upon individuals.</i></p>		
Stressor	Yes/No	Comment/Action
Do your staff indicate that the organisation engages them frequently when undergoing an organisational change;		
Are your staff provided with timely information to enable them to understand the reasons for proposed changes;		

Are your staff consulted on changes and provided with opportunities to influence proposals;		
Are your staff aware of the probable impact of any changes to their jobs. If necessary, are they given training to support any changes in their jobs;		
Are your staff aware of timetables for changes;		
Do your staff have access to relevant support during changes.		
<p>Role: Whether people understand their role within the organisation and whether they have conflicting roles</p> <p><i>You may need to encourage your staff to make you aware of any issues in this area.</i></p>		
Stressor	Yes/No	Comment/Action

Do your staff indicate that they understand their role and responsibilities;		
Do you ensure that, as far as possible, the different requirements placed upon your staff are compatible;		
Have your staff been provided with information to them to understand their role and responsibilities;		
Do you ensure that, as far as possible, the requirements placed upon your staff are clear;		
Are your staff aware of the procedure to follow to raise concerns about any uncertainties or conflicts they have in their role and responsibilities.		

Appendix 3: HSE STRESS AUDIT TOOL

This document is designed for use with organisational groups/teams in helping managers identify sources of Stress

	never	seldom	sometimes	often	always
1 I am clear what is expected of me at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 I can decide when to take a break	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 Different groups at work demand things from me that are hard to combine	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 I know how to go about getting my job done	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5 I am subject to personal harassment in the form of unkind words or behaviour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6 I have unachievable deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7 If work gets difficult, my colleagues will help me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8 I am given supportive feedback on the work I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9 I have to work very intensively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10 I have a say in my own work speed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11 I am clear what my duties and responsibilities are	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12 I have to neglect some tasks because I have too much to do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13 I am clear about the goals and objectives for my department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14 There is friction or anger between colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15 I have a choice in deciding how I do my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16 I am unable to take sufficient breaks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- | | | | | | | |
|----|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 17 | I understand how my work fits into the overall aim of the organisation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 18 | I am pressured to work long hours | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 19 | I have a choice in deciding what I do at work | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 20 | I have to work very fast | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 21 | I am subject to bullying at work | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 22 | I have unrealistic time pressures | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 23 | I can rely on my line manager to help me out with a work problem | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 24 | I get help and support I need from colleagues | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 25 | I have some say over the way I work | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 26 | I have sufficient opportunities to question managers about change at work | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 27 | I receive the respect at work I deserve from my colleagues | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 28 | Members of staff are always consulted about change at work | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 29 | I can talk to my line manager about something that has upset or annoyed me about work | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 30 | My working time can be flexible | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 31 | My colleagues are willing to listen to my work related problems | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 32 | When changes are made at work, I am clear how they will work out in practice | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 33 | I am supported through emotionally demanding work | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 34 | Relationships at work are strained | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

35 My line manager encourages me at work

