

**Overarching Managing Work Related Stress Policy for
University Hospitals of Derby and Burton NHS
Foundation Trust**

Policy name: Managing Work Related Stress Policy

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Department Responsible for Review:	Workforce
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<ul style="list-style-type: none"> • Essential Reading for: 	
Training and Dissemination	<p>Policy is launched through Signpost/Synapse and located on Intranet. Policy approval process including Partnership Forum.</p> <p>Quarterly training will be available for managers and employees on how to access support services and how to use the appendices within the policy.</p>
To be read in conjunction with:	Health and Safety Policy, Trust Guidance for Supporting Staff involved in Traumatic Situations and Incidents. Trust Policy and Procedure for Maintaining a Safe Environment (Incorporating the Management of Threatening Behaviours in the Workplace), Health and Attendance Policy and Procedures, Trust Policy and Procedures on Dignity at Work, Flexible Working Policy, Trust Disciplinary Policy, Grievance & Dispute Resolution Policy
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Signature: Executive Director of Workforce
Date :

REVIEW AND AMENDMENT LOG

Version	Type of change	Date	Description of Change
1		September 2006	Original Policy
2	Amendments	October 2008	Amendments
2.1	Amendments	October 2008	Amendments
2.2	Amendments	November 2010	Amendments
2.3	Amendment	May 2011	Amendments
3	Amendment	September 2015	Amendments
3.1	No change. Unified	July 2018	Derby Policy unified for UHDB

TRUST POLICY AND PROCEDURE FOR MANAGING WORK RELATED STRESS

Contents

1. Introduction.....	5
2. Purpose and Outcomes	5
3. POLICY IN PRACTICE.....	6
3.1 Process for Managing Workplace Stress	3
3.2 Individual Approach	4
3.3 Division/Department Approach	5
3.4 Organisational Approach	5
4. Monitoring Compliance and Effectiveness	8
5. References.....	12
Appendix 1 Procedural Responsibilities.....	13
Appendix 2 Policy Definitions.....	18
Appendix 3 Guidance and Individual Stress Action Plan	15
Appendix 4 Division/Department Risk Assessment	28
Appendix 5 HSE Stress Audit Tool	38
Appendix 6 Primary Sources of Stress.....	40
Appendix 7 Management Guidance on Potential Causes of Stress.....	43
Appendix 8 Signs of Stress.....	49
Appendix 9 Policy Review and Approval Process	49
Appendix 10 HR Policy & Guidance Implementation Plan	51

TRUST POLICY AND PROCEDURE FOR MANAGING WORK RELATED STRESS

1. Introduction

Derby Hospitals NHS Foundation Trust 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 is committed to promoting a positive workplace culture that includes improving the environment through effective and consistent management, enabling individuals to cope successfully with the demands and pressures of work and providing support for those employees whose health and well being is 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, in itself is not an illness, it is a state. However, if stress becomes too excessive and prolonged, mental and physical illness may develop.

2. Purpose and Outcomes

2.1 Purpose

This policy applies to 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 the job and their home life and their ability to manage those pressures.

The purpose of this policy is 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 suffer from stress. Adherence to the policy will reduce the incidence and impact of work-related stress for the organisation, for individuals and their colleagues in the workplace by ensuring that meaningful support is provided to those who have work-related stress problems.

In addition to providing the appropriate support for employees, the HSE assert that a proactive approach as opposed to the more usual reactive approach should be undertaken to tackle work-related stress.

Therefore the focus should be on stress prevention by assessing and subsequent removal of the hazards and not stress management, pressure management training or employee counselling. Qualitative assessment methods to find out

whether work-related stress is a problem will include performance appraisals, informal discussions with staff, focus groups and return to work interviews. Quantitative methods will 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”.

2.2 Outcomes

The outcome of this policy will be that the Trust will take an integrated approach to pro-actively managing stress through organisational, division/departmental and individual processes. These will be evidenced by the application and monitoring of the following:

- Actively promoting all Trust policies.
- Learning from our experience of supporting staff.
- Providing information for all staff on the management of work-related stress.
- Outlining the process for identifying workplace stressors.
- Focussing on addressing factors which may cause stress.
- Undertaking appropriate risk assessments for the prevention and management of work-related stress.
- Encouraging managers to take a proactive approach to workplace risk assessment and stress management.
- Encouraging all members of staff regardless of position, grade or role to recognise the signs of stress in themselves and others, to acknowledge the value of early intervention.
- Facilitating the development of appropriate coping strategies.
- Providing support in the form of counselling and listening support to staff affected by stress.
- Describe the process for monitoring compliance with all of the above.
- Managers and employees engagement with training

3. POLICY IN PRACTICE

3.1 Process for Managing Workplace Stress and Supporting Members of Staff

The management standards represent a set of conditions that, if present, reflect a high level of health wellbeing and organisational performance.

These Management Standards are:

- Demonstrate good practice through a step by step risk assessment approach
- Allow assessment of the current situation using surveys and other techniques
- Promote active discussion and working partnership with employees to help decide on practical improvement that can be made
- Help simplify risk assessment for work related stress by:

- Identifying the main risk factors for work related stress
- Helping employers focus on the underlying causes and their prevention and
- Providing a yardstick by which organisations can gauge their performance in tackling the key causes of stress

The Management Standards cover six key areas of work design that, if not properly managed, are associated with poor health and well-being, 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

These steps will be integrated into three clearly defined approaches which include:

1. Individual approach – To equip, support and inform individuals to better manage stressors utilising a stress assessment and action plan

2. Divisional/Departmental Approach – Following changes in any of the 6 key areas of work design, to identify stressors in the workplace. Using a risk assessment with action plan

3. Organisational Approach – Gives a strategic overview to the Trust as a whole, providing information and feedback to all levels of the Trust following an audit.

3.2 Individual Approach - The main focus of this approach is to offer support, advice and give guidance to individuals who either exhibit or state they are stressed.

Where stressors are partly or wholly attributable to personal life, but impacting on work, then the process still needs to be undertaken.

Where an individual feels they are stressed by either work or personal life or a combination of both they need to approach and discuss this with their line manager in the first instance. The relevant part and section of the Individual Stress assessment must be completed (appendix 3) in all instances.

Individuals can self-refer to Occupational Health or the employee assistance programme (EAP), however where there are work place stressor(s) it is strongly advised to discuss with their line manager first.

Where the stress is wholly or partly caused by work, then an IR1 must be completed

Appendix 6 highlights some examples of signs of stress

Appendix 7 highlights what management actions can be used to reduce stressors affecting you in your work.

3.3 Division/Departmental Approach

A pro-active risk assessment using appendix 4 should be completed where current or future working conditions are likely to lead to significant stressors on employees within their area.

Each Division/department will need to follow the five step approach using Divisional/ Departmental data, which mirrors the organisational approach.

Division and departments may wish to use the HSE audit tool for base line data (appendix 5).

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 assessment (appendix 3)**

Divisions will need to ensure that any recommendations for actions from the organisational approach are encompassed in divisional and department action plans.

This data will provide the division/department with the relevant information for them to identify risk factors.

Departmental action plans need to be developed and implemented locally with employees.

3.4 Organisational Approach

The Trust will use the HSE framework to proactively manage stress in the workplace. This includes the following actions:

Step One – Identify the risk factors

The Trust will ensure that the following actions are undertaken:

- Staff Survey
- Trust wide stress Audit
- Provide training and documents for Division/department stress risk assessment
- Provide training and documents for individual stress assessments

Step Two – Who can be harmed and how

The Trust acknowledges that work related stress has the potential to affect any member of staff.

The Trust will collate the following statistical information to identify specific Trust wide, Division/departmental stress risk factors:

- Sickness absence data
- Management referral rates to the Occupational Health Department
- Statistical information on the utilisation of the Employee Assistance Programme
- Qualitative data from staff side representatives and focus groups
- Quantitative data from complete Divisional Risk Assessments and Individual Action Plans
- Turnover of staff
- Analysis of exit questionnaires

Step Three – Evaluate the risk: explore problems and develop solutions

By analysing the data gathered in step one and two the Trust will be able to identify priority actions to be taken in terms of the primary sources of stress at work by geographical work areas and staff types. In order to explore the problems and develop solutions the Trust will:

- Consult with employees to discuss problems
- Work in partnership with employees to take actions
- Work in partnership with staff side representation

- Feedback results to employees
- Use these mediums as an opportunity to share the results of the organisational risk assessment with employees and seek feedback to potential solutions to manage stress more effectively

Where specific issues have been identified for Division/Departments then they will be charged with developing localised action plans.

Step Four – Record you findings: develop and implement action plans

The HSE Management Standards approach recommends identifying areas of concern from the indicator tool results (stress survey) and other relevant information and from this developing an action plan to address the issues identified as potential stressors.

The Workplace Health Group will take steps to develop solutions and record any findings.

This action plan will:

- help set goals to work towards
- help prioritise
- demonstrate the Trusts commitment to addressing employees' concerns
- provide a project plan to evaluate and review against
- This action plan will be a key part of the Trust's risk assessment and will identify
 - what the problem is
 - how the problem was identified
 - what the Trust will do in response
 - how the solution was identified
 - who is responsible for delivery of the plan/target
 - key milestones and dates for them to be reached
 - a commitment to provide feedback to employees on progress
 - a date for reviewing against the plan

These action plans will be agreed with employees, senior management and employee representatives through the steering group.

Step Five - Monitor and review: monitor and review action plans and assess effectiveness.

The monitoring, review and implementation of this policy will be undertaken by a number of departments (risk management, Occupational Health, Divisional HR teams) who will report to the Workplace Health Group.

Baseline information will be established as part of an evaluation matrix to monitor improvement on sickness absence, referral rates into the Occupational Health Department, attendance to Stress Awareness and Stress Management Training.

The Workplace Health Group will ensure statistical data is analysed in order to :

- record progress against the Trust action
- evaluate the effectiveness of the recommendations implemented and
- decide what further action or data gathering, if any, is needed (e.g. further surveys or amended surveys)

The Trust will, through a number of communications, ask employees whether they feel the recommendations are having the desired effect.

4. Monitoring Compliance and Effectiveness

Trust Policy and Procedure for Managing Work Related Stress will be monitored in a composite report presented through our Monitoring Report Template:

Monitoring Requirement :	<p>Monitoring compliance with the requirements for:</p> <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. <p>Managerial and individual responsibilities as cited in the Trust's Policy</p>
Monitoring Method:	<p>The Trust's policy 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>In order 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,

	<p>trends, irregular attendance, diagnosis of stress.</p> <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:	Head of Occupational Health
Monitoring Report presented to:	Health and Safety Committee
Frequency of Report:	Six Monthly

5. References

Health and Safety at Work Act (1974).and HSE Management Guidelines
Trust Health and Safety Policy

Trust Guidance for Supporting Staff Involved in Traumatic Situations and Incidents

Trust Policy and Procedures for Maintaining a Safe Environment (Incorporating the Management of Threatening Behaviours in the Workplace)

Health and Attendance Policy and Procedures

Trust Policy and Procedures Dignity at Work

Flexible Working Policy

Trust Disciplinary and Grievance Procedures

Appendix 1: Procedural Responsibilities

1.0 Key Responsibilities

Everyone (regardless of position, grade or role) in the Trust has a role to play in ensuring that the working environment is safe and healthy. All staff should be able to feel valued and make a contribution.

1.1 The Trust as an Employer

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.

Stress management is an ongoing activity which may require long-term interventions. It is the responsibility of everyone in the Trust to proactively reduce workplace stressors and recognise and manage the symptoms of stress to improve the health and well-being of the workforce.

1.2 Executive Director of Workforce and Corporate Development

The Director of Workforce Management is responsible to the Trust Board, on behalf of the Chief Executive, for ensuring that the Trust's Policy and Procedures on Managing Work Related Stress is being effectively implemented.

1.3 Management Responsibilities

Management responsibility is normally determined by their position within the organisational structure of the Trust and/or the requirement to manage employees. Managers may therefore have more than one level of responsibility. It is each manager's duty, in addition to being an employee of the Trust, to ensure all areas of responsibility of this policy are correctly assigned to themselves or others.

1.4 Employees Responsibilities

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.

1.5 Departments

1.5.1 Workforce Management

- Signpost managers and employees to advice and guidance on addressing areas of concern relating to stress effecting work.
- Support the effective commissioning and delivery of training programmes required for the efficient and safe discharge of employers duties in relation to the identification and management of stress.
- Support managers to produce and implement action plans aimed at addressing the above issues.
- Work in partnership with managers and Trade Union representatives (employee, Health and Safety) on work related stress issues through committee work and individual cases
- Work with Occupational Health to support employees experiencing stressors which are impacting on work
- Analyse statistical information relating to sickness absence (particularly stress-related absence), grievance, harassment and bullying, staff turnover, appraisal/personal development review, Special Leave, looking for trends or connections.

1.5.2 Occupational Health

- Analyse all the quantitative and qualitative information available from the three integrated approaches to provide strategic advice on the actions needed for reducing work place ill health and promoting wellbeing.
- Assist in highlighting organisational and workplace aspects of stress.
- Provide a confidential Occupational Health Service, which is readily accessible by all members of staff.
- Provide advice to managers when requested with regard to the management of individual members of staff who are experiencing work related stress.
- Provide advice and psychological support to employees and facilitate referral to other specialists when appropriate.

- Deliver training courses, which are aimed at reducing work-related stress.
- Raise awareness and support for better approaches to managing the impact of stress through the Trust's health and wellbeing agenda.

Health and Safety

1.5.3

- Ensure through effective monitoring the utilisation of the risk assessment tools, to enable the Trust to demonstrate compliance with the HSE framework (management standards).
- Ensure support is given to organisational/divisional/department levels to undertake the appropriate audit/risk assessments
- Identify the number of risk assessments relating to stress through monitoring IR1 and work with Divisional, OH and HR leads to ensure that trends and hotspots are escalated to the appropriate committees for action.
- Undertake H&S environment audits to monitor compliance.

Trade Union Representatives

1.5.4

Health and Safety Representatives

- Participate in the consultation regarding any recommendations that are raised through the three integrated processes, to be done at Trust and Division/departmental level
- Participate in the consultation and discussion of stress related risks within and through Division risk structures
- Encourage members of staff to participate and complete local and national surveys.
- Escalate any unresolved issues through the Health and safety structure of the Trust.
- Support the effective management of all Health and Safety Risks relating to workplace stressors
- Provide advice and assist managers in undertaking risk assessments relating to workplace stressors.
- Provide advice and/or assistance to employees regarding individual action plans relating to stress
- Provide advice/assistant on risk assessment regarding environmental/work place stressors

Employee Relation Representatives

- Provide confidential help and assistance on employment issues relating to stress-related problems for members.
- Inform any of their members who may be suffering from stress of the support systems that are available within the Trust.
- Support the Trust and Division Partnership Boards in their role in

identifying work place stressors and supporting subsequence action plans derived from recommendations to ensure healthier working lifestyles.

2.0 Committees

2.1 Operational Health and Safety Committee

In order to ensure the Trust meets its legal requirements of duty of care that employees are not harmed by work related stress, the committee will:

- Provide the formal channels for the consultation and ratification of this policy and associated guidelines with accredited Health and Safety representatives
- Ensure that this policy is reviewed and updated on a regular basis, or as required by monitoring or legislative changes
- Establish specific sub-group(s) to review, monitor and develop appropriate actions pertaining to common organisational stressors.
- Receive six-monthly reports from the Workplace Health Group on actions to reduce workplace stress.
- Receive reports from Divisions/Corporate departments local risk structure to show that work place stressors have been identified and that each area has a proactive approach on managing the impact of those stressors through developing specific action plans.

2.2 Strategic Health and Safety Group

To ensure any matters escalated from the operational group in relation to the implementation and or monitoring of the policy are considered and appropriate actions taken.

2.3 Workplace Health Group

- Responsible for gathering all of the statistical data from the three integrated processes in order to analyse and make recommendations for the Trust/Division action plans
- Responsible for reporting to the Health and Safety Committee any issues, concerns, recommendations that require disseminated through the Trust
- Ensure that organisational data is fed through to division/departmental levels of the Trust
- Review the compliance of the HSE management standards

2.4 The Workforce Policy Review and Approval Process

- Workforce Policy Review Group
- Partnership Forum
- Trust Joint Council

- Workforce Performance Forum
- Management Executive

Appendix 2: Policy Definitions

Stress

The adverse reaction people have to excessive pressure or other type of demands placed on them (Health and Safety Executive).

The Trust

Derby Teaching Hospitals NHS Foundation Trust as an employer and controller of premises.

Employee

Employees for the purpose of this policy are individuals who are in a substantive contract of employment.

Line Manager

Any individual who has line management responsibility irrespective of their job title.

Employee Representative

Individuals who are accredited by a recognised Trade Union to act as an employee representative in line with the Trade Union and Labour Relations (Consolidation) Act 1992.

Health and Safety Representatives

Are individuals who are accredited by a recognised Trade Union to act as a Health and Safety representative as set out in the Safety Representatives and Safety Committees (SRSC) Regulations 1978.

Appendix 3: Guidance Individual Stress Assessment

Line Managers

Need to ensure that they:

- Seek advice on the application of this policy as required.
- Create a culture whereby employees are open and honest about stress which helps to reduce the perceived stigma and improve communication.
- Undertake department risk assessments as and when required
- Manage pressures, which may affect employees by anticipating likely problems and taking action to minimise the effects on them. The individual stress action plan and departmental risk assessment will be used as a framework to identify these stressors and formulate localised action plans
- Implement recommendations of any risk assessments within their areas of responsibility relating to work place stressors and manage the implementation of action plans and specific interventions
- Notify their line managers of any difficulties, which arise from the implementation of this policy.
- 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.
- Encourage employees to attend training as requested in good management practice and health and safety
- 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 or not 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
- Are aware of the signs and symptoms of stress in themselves and others.
- Refer all employees who report sickness as related to stress to Occupational Health.
- Signpost employees to the counselling service or Employee Assistance Programme when stress has been identified

To actively manage stress, Managers should also ensure they:

- 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).
- Ensure all members of staff have adequate training to enable them to undertake their jobs safely and effectively.

- 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.
- 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.
- Provide clear roles and meaningful development opportunities for their staff.
- 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.
- Attend training as requested in good management practice and health and safety.
- Are vigilant and offer additional support to any member of staff who is experiencing stress outside work e.g. bereavement or separation.
- Also need to acknowledge when they may be part of the perceived stressor and assign an appropriate manager to support the employee through the stress management process.
- Recognise that their own actions could be perceived as stressors and ensure that support is offered, assigning a different manager to support employees if appropriate.

Employees

- 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 well-being.
- Ensure they comply with measures instigated by management to reduce work place stressors.
- Complete and discuss “individual stress 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 in order to advise the manager of any additional adjustments that will support the employee in remaining at or returning to work. The employee is expected to attend this appointment and accept opportunities for counselling where recommended.

- 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.

Individual Stress assessment

Criteria. The individual stress assessment is a tool which enables employees to identify the Stressors which have caused them to experience increased levels of stress, and to work with their Manager towards proposed resolutions which are formulated into an action plan to help reduce their stress.

The circumstances in which this tool must be used are;

- If an individual reports difficulties in coping with their work and/or personal life
- If the individual is absent from work and reports experiencing increased stress, or stress related illness
- If the Manager identifies a pattern of sickness absence, and feels that this may be stress related
- If the Manager is concerned about the individuals performance and/or behaviour at work and feels that this may be stress related
- NB: If the Manager does have concerns that the individual may be experiencing increased stress, this must be confirmed with the employee before initiating use of the Individual stress assessment.
- The main focus of this approach is to offer support, advice and give guidance to individuals who either exhibit or state they are stressed.
- Where stressors are partly or wholly attributable to personal life, but impacting on work, then the process still needs to be undertaken.
- The Individual Stress assessment / action plan monitoring sheet must be completed in all instances of work related stress, with the relevant sections to be completed detailed below.
- Due to the individual circumstances and impact stressors have on an individual, the discussion around stressors cannot be prescribed, it has to take into account the individuals own circumstances and health.

Using Individual Stress Assessment - Monitoring sheet

If the individual is at work then the following principles should apply:

- i) Where an individual feels they are stressed by either work or personal life or a combination of both they need to approach and discuss with their line manager in the first instance.

- ii) Where the discussion results in stressor(s) being identified, but the discussion itself resolves the issue, then the monitoring sheet of the individual stress action plan (part a section 1) only needs to be completed by the line manager and a copy sent to Occupational Health Department.
- iii) Where the discussion results in stressors being identified that require an action plan being formulated then the individual stress action plan needs to be completed as per the guidance. Individuals are encouraged to complete “part b” of the action plan independently and then arrange with their manager an appropriate time to go through this.
- iv) Where this action plan doesn't require a referral to occupational health, a copy of the monitoring sheet of the individual stress assessment needs to be sent to Occupational Health Department by the line manager. The individual action plan in this case should be fully completed and reviewed. A copy needs to be kept by the individual and one placed in personal file.
- v) Where the action plan does require a referral to Occupational Health Department, a copy of the monitoring sheet along with part 2 of the individual stress assessment needs to be sent to Occupational health by the line manager along with the referral form.
- vi) Following any additional recommendations from Occupational Health, the individual and their manager should then discuss and amend the individual stress assessment.

Where an individual feels they are stressed and they can not approach their manager they need to contact their line manager's manager.

If the individual is absent from work and stress/anxiety has been identified as a reason for the absence, then the manager should send the Individual stress assessment to the individual to complete as directed below. A supporting letter indicating a date for discussion must be included. This should then be sent back to the manager for review and a meeting should be arranged to complete and formulate an action plan. Where referral to occupational health is required as part of this process, the completed Individual Stress Assessment should be sent with the referral.

Using Individual Stress Assessment - Action Plan

It is recommended that Appendix 6 and 7 are read in order to assist in the completion of this action plan.

Employee's Input

To aid completion of the Individual Stress Action Plan, Individuals should write down their perceptions/feelings about their situation, listing issues, concerns and situations that stress them (e.g. no one listens to me, can't cope with workload, no one interested, no support from manager, etc.). Simple statements such as 'I feel stressed' will not enable the 'Individual stress assessment' approach to be successful.

- i) Individuals' should include the most significant issues in their work situation that they would want to see addressed
- ii) Individuals' should also provide examples of how they have arrived at their perceptions (e.g. instances that have led them to feel that they have no support from their manager).
- iii) Individuals should also include any non-work issues that are causing / contributing to their stress and how the organization may be able to help them with those issues.
- iv) Using examples from the Risk factor/Stressor column (column 1) may help in this process. These become the individuals stressors
- v) Column 2 is then completed by inserting the identified stressors next to the most appropriate HS principle stressor (column 1).
- vi) If the individual is able to give a proposed resolution to any of the stressors they may write this in column 3.
- vii) The Individual then needs to meet with their line manager to complete, discuss and agree the action plan.

Meeting with employee and manager

- i) The individual and manager need to meet at the earliest possible time to discuss the Individuals issues and problems (stressors) that they have identified.
- ii) The individual and manager need to discuss for each stressor a proposed resolution or one already suggested. They need to discuss and agree a course of action(s) to reduce that stressor.
- iii) The individual and manager then need to discuss and identify who will be responsible for each action.
- iv) Column 3 of the action plan can then be completed and mutually agreed.
- v) Where agreement cannot be reached on an action or there is inaction, specific reasons must be identified as to why a stressor or an action is not going to be resolved or addressed.
- vi) Where an Occupational health appointment is needed to aid individual with their stress or a return to work then the action plan along with the monitoring form should be sent with the referral.
- vii) Identify a suitable review date for each of the actions identified (column 4) and then at the review date, identify the actions that have been introduced.
- viii) If the actions are not completed, identify what further actions are proposed with review date

Please ensure that the Individual stress assessment is signed and a copy given to the individual.

Individuals can self-refer to OH or the Employee assistance programme (EAP), however where there are work place stressor(s) it is strongly advised to discuss with their line manager first

section 1: Please complete this section if following discussions with the individual member of staff, no action plan is required

Division:

Department:

Job Title (if unique miss)

Band:

Gender:

Ethnicity:

Age:

General Description of stressors (workplace / Personal)

Section 2: Please complete this section if following discussions and individual stress action plan no referral to Occupational Health required

Reason for non-referral to occupational health

Additional support offered :

If workplace stressor (s) identified has an IR1 been completed

Yes

No

Date completed and Reference Number:

Section 3 :Complete this section if individual is referred to occupational health and send a full copy of the Individual Stress Action Plan

Date of Assessment :

Name of employee:

Managers name

Managers signature

Date

Employees name

Employees Signature

Date

PART B Individual stress Assessment - Action Plan

Risk Factor/Stressor (Column 1)	Issues/Problems Identified (Column 2)	Proposed Resolution (Column 3)	Timescale (Column 4)
<p>1. Demands and Environment</p> <p>Includes issues like workload, work patterns and the work environment eg</p> <ul style="list-style-type: none"> • Shifts. • Amount of work i.e. too much (overload) or too little (under-load). • achievable demands in relation to the agreed hours of work; • employees' concerns about their work environment e.g. temperature, noise, smell, 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). 			
<p>Actions discussed not agreed</p>			

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

Individual Action Plan

Risk Factor/Stressor (Column 1)	Issues/Problems Identified (Column 2)	Proposed Resolution (Column 3)	Timescale (Column 4)
<p>3 Support Includes the encouragement and resources provided by the organisation, line management and colleagues e.g</p> <ul style="list-style-type: none"> • You have adequate information and support from their colleagues and superiors; and • your individual concerns have been responded too. • policies and procedures have been applied fairly • support is available and you know how and when to access it; • employees receive regular and constructive feedback and appraisal undertaken 			

Risk Factor/Stressor (Column 1)	Issues/Problems Identified (Column 2)	Action and Responsibility (Column 3)	Timescale (Column 4)
<p>4 Relationships</p> <p>Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour e.g</p> <ul style="list-style-type: none"> • you are not subjected to unacceptable behaviours, eg bullying at work; and • employees share information relevant to their work; • Relationship with colleagues/managers • Relations with vulnerable groups vis-à-vis discrimination i.e. race, sex, culture, disability, etc. 			

Risk Factor/Stressor (Column 1)	Issues/Problems Identified (Column 2)	Action and Responsibility (Column 3)	Timescale (Column 4)
<p>5 Change</p> <p>How organisational change (large or small) is managed and communicated in the organisation 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 • employees are aware of the probable impact of any changes to their jobs. Redundancy situations (mergers and integration). 			

Risk Factor/Stressor (Column 1)	Issues/Problems Identified (Column 2)	Action and Responsibility (Column 3)	Timescale (Column 4)
<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 e.g</p> <ul style="list-style-type: none"> <input type="checkbox"/> you understand your role and responsibilities; and <input type="checkbox"/> the different requirements of the role are compatible; <input type="checkbox"/> systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities 			

Risk Factor/Stressor (Column 1)	Issues/Problems Identified (Column 2)	Action and Responsibility (Column 3)	Timescale (Column 4)
Contributory personal /domestic factors “7-Ds” <ul style="list-style-type: none"> <input type="checkbox"/> Divorce, separation or breakdown of relationships. <input type="checkbox"/> Death and bereavement. <input type="checkbox"/> Debts i.e. financial difficulties. <input type="checkbox"/> Drugs i.e. coping with substance abuse in self or close relatives. <input type="checkbox"/> Drink i.e. alcohol abuse in self or close relatives. <input type="checkbox"/> Diseases especially terminal illnesses in friends or close relatives. <input type="checkbox"/> Disasters i.e. tragic accidents, floods, mishaps, infernos, etc. 			

Employee Name:

Signature:

Date:

Managers Name:

Signature:

Date:

Appendix 4: Division/Department/Team Risk Assessment

This risk assessment is intended to help those with responsibility for staff to assess whether or not current working conditions are likely to lead to significant stressors on employees 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. 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

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

The term 'manager' refers to persons with responsibility for staff.

Please complete **Section 1: Arrangements**, answering both questions. If the answers are negative then you need to identify action to establish such arrangements.

Then complete **Section 3: 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 you must identify actions that are necessary. The other questions in each section should help identify appropriate actions.

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.

Then complete **Section 2: Summary** at the front of the assessment, including your estimate of the risk to your staff from stressors on the following basis:

Low Risk - If your response to each primary question was **Yes**. Current methods for controlling risk to health are adequate. Unlikely to cause harm to members of staff.

Medium Risk - If you responded **No** to a primary question especially if your answers to other questions was also **No**. Current methods for controlling risk to health are not fully adequate and must be improved within an agreed time period. Some risk to members of staff is possible.

High Risk - If your responses to more than one primary question was No. Current methods are inadequate for controlling the risk to health and improvements must be made as quickly as possible. Significant risk to members of staff is possible.

Share the results of the assessment with your staff, highlighting the arrangements that are in place and offering them the opportunity to provide you with feedback either direct to you or through a confidential channel such as a staff representative.

Make sure you follow up on any identified actions.

Section 1 : Arrangements

With regard to the following stressors,

- How do you get feedback from your staff?
- What arrangements are in place for your staff to inform you of their concerns?

Comments / Actions

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 : 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 remedial measures :
Date for review of Assessment :	Signature of Manager :

Section 3 : 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 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;		

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

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.

	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		

Relationships : Includes promoting positive behaviours to avoid conflict, and dealing with unacceptable behaviour:

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.

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.		

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

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

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.		

Role : Whether people understand their role within the organisation and whether they have conflicting roles

You may need to encourage your staff to make you aware of any issues in this area.

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 5: HSE STRESS AUDIT TOOL – for use with Organisational groups/teams

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

- | | | | | | | |
|----|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 16 | I am unable to take sufficient breaks | <input type="checkbox"/> |
| 17 | I understand how my work fits into the overall aim of the organisation | <input type="checkbox"/> |
| 18 | I am pressured to work long hours | <input type="checkbox"/> |
| 19 | I have a choice in deciding what I do at work | <input type="checkbox"/> |
| 20 | I have to work very fast | <input type="checkbox"/> |
| 21 | I am subject to bullying at work | <input type="checkbox"/> |
| 22 | I have unrealistic time pressures | <input type="checkbox"/> |
| 23 | I can rely on my line manager to help me out with a work problem | <input type="checkbox"/> |
| 24 | I get help and support I need from colleagues | <input type="checkbox"/> |
| 25 | I have some say over the way I work | <input type="checkbox"/> |
| 26 | I have sufficient opportunities to question managers about change at work | <input type="checkbox"/> |
| 27 | I receive the respect at work I deserve from my colleagues | <input type="checkbox"/> |
| 28 | Members of staff are always consulted about change at work | <input type="checkbox"/> |
| 29 | I can talk to my line manager about something that has upset or annoyed me about work | <input type="checkbox"/> |
| 30 | My working time can be flexible | <input type="checkbox"/> |
| 31 | My colleagues are willing to listen to my work related problems | <input type="checkbox"/> |
| 32 | When changes are made at work, I am clear how they will work out in practice | <input type="checkbox"/> |
| 33 | I am supported through emotionally demanding work | <input type="checkbox"/> |

- 34 Relationships at work are strained
- 35 My line manager encourages me at work

Appendix 6 – The Primary Sources of Work Related Stress

Demands

Includes issues like workload, work patterns and the work environment

The standard is that:

- employees indicate that they are able to cope with the demands of their jobs; and
- systems are in place locally to respond to any individual concerns.

What should be happening/states to be achieved:

- the organisation provides employees with adequate and achievable demands in relation to the agreed hours of work;
- people's skills and abilities are matched to the job demands;
- jobs are designed to be within the capabilities of employees; and
- employees' concerns about their work environment are addressed.

Control

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

The standard is that:

- employees indicate that they are able to have a say about the way they do their work; and
- systems are in place locally to respond to any individual concerns

What should be happening/states to be achieved:

- 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 organisation encourages employees to develop their skills;
- employees have a say over when breaks can be taken; and
- employees are consulted over their work patterns

Support Includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues

The standard is that:

- employees indicate that they receive adequate information and support from their colleagues and superiors; and

- systems are in place locally to respond to any individual concerns.

What should be happening/states to be achieved:

- the organisation has policies and procedures to adequately support employees;
- systems are in place to enable and encourage managers to support their staff;
- systems are in place to enable and encourage employees to support their colleagues;
- employees know what support is available and how and when to access it;
- employees know how to access the required resources to do their job; and
- employees receive regular and constructive feedback

Relationships

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

The standard is that:

- employees indicate that they are not subjected to unacceptable behaviours, eg bullying at work; and
- systems are in place locally to respond to any individual concerns.

What should be happening/states to be achieved:

- the organisation promotes positive behaviours at work to avoid conflict and ensure fairness;
- employees share information relevant to their work;
- the organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour;
- systems are in place to enable and encourage managers to deal with unacceptable behaviour; and
- systems are in place to enable and encourage employees to report unacceptable behaviour

Role

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

The standard is that:

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

What should be happening/states to be achieved:

- the organisation ensures that, as far as possible, the different requirements it places upon employees are compatible;

- the organisation provides information to enable employees to understand their role and responsibilities;
- the organisation ensures that, as far as possible, the requirements it places upon employees are clear; and
- systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities

Change

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

The standard is that:

- employees indicate that the organisation engages them frequently when undergoing an organisational change; and
- systems are in place locally to respond to any individual concerns.

What should be happening/states to be achieved:

- the organisation provides 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;
- employees are aware of the probable impact of any changes to their jobs. If necessary, employees are given training to support any changes in their jobs;
- employees are aware of timetables for changes;
- employees have access to relevant support during changes.

Appendix 7 – Management Guidance on the Potential Causes of Stress and Managerial Actions

There are many potential stressors and people can be affected by not just one but a combination of factors. Most of the following are work related but it is important not to forget that things which happen outside work can increase stress levels and have a knock on effect on ability to deal with the pressures of work. This is not an exhaustive list but contains many of the most common causes.

Stressors	Possible Managerial Action
<p>Response to change:</p> <ul style="list-style-type: none"> ▪ Not included in consultation ▪ Not understanding what's being changed and why ▪ Threat of redundancy 	<ul style="list-style-type: none"> ▪ Provide opportunities for members of staff to contribute ideas, especially in planning and organising their own jobs ▪ Ensure good communication with members of staff ▪ Provide effective support for members of staff throughout the process
<p>Job related:</p> <ul style="list-style-type: none"> ▪ Doing boring or repetitive work, not having enough to do ▪ Having too much to do in too little time ▪ Fluctuating workload ▪ Unsocial shift patterns ▪ lack of training to do the job ▪ Lack of clarity on the actual job role ▪ Perceived job insecurity 	<ul style="list-style-type: none"> ▪ Change the way jobs are done by moving people between jobs, giving individuals more responsibility, increasing the scope of the job increasing the variety of the tasks, giving a group of workers greater responsibility for effective performance of the group ▪ Talk to people regularly to make sure that everyone is clear about what their job requires them to do. ▪ Make sure that everyone has clearly defined objectives and responsibilities linked to business objectives, and training on how everyone fits in ▪ Provide opportunities to train for additional or new role

Stressors	Possible Managerial Action
<p>Relationships:</p> <ul style="list-style-type: none"> ▪ Poor relationship / conflict with colleagues / manager ▪ Bullying, racial or sexual harassment ▪ No teamwork/peer support 	<ul style="list-style-type: none"> ▪ Be honest with yourself, set a good example and listen to and respect the opinions of others ▪ Be approachable – create an atmosphere where people feel it is OK to talk to you about any problems that they are having ▪ Provide training in interpersonal skills ▪ Set up effective systems to prevent bullying and harassment ▪ Always act promptly on statements made by members of staff about bullying, sexual or racial harassment ▪ Set up formal supervision/peer support sessions especially if role is unique/isolated (equivalent level of seniority or clinical role in another area/organisation)
<p>Inability to achieve work/life balance :</p> <ul style="list-style-type: none"> ▪ Inflexibility in applying employee friendly arrangements 	<ul style="list-style-type: none"> ▪ Support and encourage members of staff, even when things go wrong ▪ Encourage a healthy work-life balance ▪ See if there is scope for flexible working hours ▪ Recognise that everyone is different, and try to allocate work so that everyone is working in a way that helps them to work best

Stressors	Possible Managerial Action
<p>Working conditions:</p> <ul style="list-style-type: none"> ▪ Long hours ▪ Physical danger (hazards, risk of violence) ▪ Physical working conditions (noise, heat, vibration, confined spaces and poor layout) 	<ul style="list-style-type: none"> ▪ Make sure other workplace hazards, such as noise, harmful substances, and the threat of violence, are properly controlled ▪ Avoid encouraging people to work excessively long hours ▪ Try and ensure that members of staff have time out to attend appointments (health surveillance, screening, physiotherapy, counselling)
<p>Management attitudes:</p> <ul style="list-style-type: none"> ▪ Lack of individual control over how the job is done ▪ Lack of communication, consultation and feedback ▪ Feeling undervalued – no reward/recognition 	<ul style="list-style-type: none"> ▪ Introduce clear business objectives, good communication and close employee involvement, particularly during periods of change ▪ Offer regular feedback/progress reports on what is happening
<p>Development:</p> <ul style="list-style-type: none"> ▪ No opportunity ▪ No support from peers 	<ul style="list-style-type: none"> ▪ Prioritise tasks, cut out unnecessary work, try to give warning of urgent or important jobs ▪ Make sure individuals are matched to jobs, provide training for those who need more, increase the scope of jobs for those who are over-trained ▪ Set up and make time for formal peer support/supervision especially if role is unique or isolated

Stressors	Possible Managerial Action
<p>Issues outside work:</p> <ul style="list-style-type: none"> ▪ Bereavement and return to work thereafter ▪ Ill health – self or close friend/relative ▪ Marital / family problems ▪ Money problems ▪ Substance abuse – self or close friend/relative 	<ul style="list-style-type: none"> ▪ Seek help through the Occupational Health Service, Faith Centre Services (Chaplaincy) or Human Resources ▪ Ensure that actions and interventions are guided by other Trust Policies (such as Substance Abuse Policy) ▪ Check if GP able to help ▪ Consider whether there is any possibility of flexibility in job role or temporary change (e.g.) secondment

Appendix 8 – Signs of Stress

WHAT IS STRESS?

Stress is the negative reaction to an excess of demands on an individual beyond their ability to cope.

BE ALERT TO STRESS

Individuals react differently when under stress. If recognised early, many personal stress-related problems can be resolved effectively.

RECOGNISING THE SIGNS

In order to take effective measures to reduce our stress levels, it is important first of all that we are able to recognise the negative effect it has and how this may manifest itself in someone's physical condition, mental condition and/or behaviour. Some indicators of the effect of excessive stress are :-

Attitude and behaviour	<ul style="list-style-type: none">▪ Anxiety, irritation, heightened sensitivity to criticism, anger or aggression▪ Poor concentration, uncertainty, difficulty making decisions▪ Increased intake of caffeine, tobacco, alcohol▪ Repetitive habits like scratching, hair pulling, nail biting▪ Inability to sleep▪ Socially withdrawn▪ Mood swings▪ Working long hours for small returns▪ Over reaction to situations▪ Inability to switch off▪ Loss of motivation▪ Deterioration in personal appearance▪ Increase in accidents
Physical	<ul style="list-style-type: none">▪ Headaches, palpitations, feeling 'hot and bothered'▪ Dry mouth, lump in the throat, shaky hands▪ Chest pain▪ Raised blood pressure▪ Heart disease▪ Problems eating or swallowing▪ Diarrhoea or constipation▪ Lowered resistance to minor illnesses▪ Worsening of existing conditions such as eczema, psoriasis or asthma▪ Increased absence rates, especially frequent short term▪ Going sick partway through the working day

	<ul style="list-style-type: none"> ▪ Long term ill health
Work performance	<ul style="list-style-type: none"> ▪ Visible reduction in output or productivity ▪ Increase in number of errors being made ▪ Poor decision making ▪ Inability to plan work effectively ▪ Poor timekeeping
Emotional	<ul style="list-style-type: none"> ▪ Tearfulness, depression, feeling suicidal ▪ Tiredness ▪ Low boredom threshold ▪ Low self esteem
Relationships at work	<ul style="list-style-type: none"> ▪ Tension / conflict with colleagues ▪ Poor relationships with customers ▪ Increased disciplinary problems ▪ Increased grievances / complaints
Thoughts	<ul style="list-style-type: none"> ▪ Muddled thinking and memory lapses ▪ Concentration and attention span decrease ▪ Distractibility increases ▪ Poor sense of judgement and decision-making ability ▪ Low motivation and job satisfaction ▪ Hear yourself thinking. 'I've had enough!' 'I can't cope!' 'There's no point!'

Appendix 9: Policy Review and Approval Process

Reference Number POL-HR/215/06	Version: Version 3		Status Final	Author: Tracy Selsby-Orlandi Job Title: Head of Occupational Health
Version / Amendment History	Version / Amendment History	Version	Date	Author
		1	Sept 2006	Director of HR
		2	October 2008	S Hawkins
		2.1	October 2008	P Twine
		2.2	November 2010	K Howarth
		2.3	May 2011	S Hawkins
		3.0	September 2015	T Selsby-Orlandi
Intended Recipients: All employees including medical staff, except Doctors in training				
Training and Dissemination: Policy is launched through Signpost/Synapse and located on intranet, Policy approval process including Partnership Forum. Quarterly training will be available for managers and employees on how to access support services and how to use the appendices within the policy.				
To be read in conjunction with: Health and Safety Policy, Trust Guidance for Supporting Staff Involved in Traumatic Situations and Incidents, Trust Policy and Procedure for Maintaining a Safe Environment (Incorporating the Management of Threatening Behaviours in the Workplace), Health and Attendance Policy and Procedures, Trust Policy and Procedures on Dignity at Work, Flexible Working Policy, Trust Disciplinary and Grievance Procedures.				
To be used in conjunction with: Health and Attendance Policy and Procedures				

In consultation with and Date: Workplace Health Working Group, Workforce Policy Review Group, Partnership Forum, Health and Safety Committee, Trust Joint Council, Local Negotiating Committee, Workforce Performance Forum, Management Executive	
EIRA stage One Completed	Yes
Stage Two Completed	No
Procedural Documentation Review Group Assurance and Date	
Approving Body and Date Approved	
Date of Issue	November 2015
Review Date and Frequency	Every 3 years
Contact for Review	Deputy Director of Workforce Management
Executive Lead Signature	Director of Workforce Management and Corporate Development
Approving Executive Signature	Director of Workforce Management and Corporate Development

Appendix 10: HR Policy & Guidance Implementation Plan

NB: The Snr HR Lead is responsible for completing the implementation plan and co-ordinating the launch of the new policy/guidelines into the organisation.

Policy/Guidelines Title:	Managing Work Related Stress
HR Snr Lead (responsible for the policy)	Tracy Selsby-Orlandi
Policy/Guidelines effective date:	TBC

Version Control (please outline any previous versions of policies/guidelines that this replaces)			
Name of policy/guidelines (inc version) that are replaced and need to be removed/archived	Where are they held (e.g. intranet, HRshared drive)	Date to be archived/removed	Who is responsible for removing it

How will it be disseminated? <i>Please describe below how the policy will be launched within the organisation and who is responsible for the different elements</i>				
Method	Date	Responsibility		
		Name	Job Title	