

Process for supporting individual employees affected by work related stress

STEP 1 – IDENTIFY THE HAZARDS

Use the **Stress risk assessment tool** to help with this. The tool should be completed together by the employee and manager.

STEP 2 - DEVELOP AN ACTION PLAN TO ADDRESS THE HAZARDS

Use the **Stress risk action plan** to help with this. The manager and employee should work together to develop the plan. Remember to think about actions that the employee and the manager can take. There may also be organisational issues identified that the manager should agree to take forward.

STEP 3 – IMPLEMENT AND MONITOR THE ACTION PLAN

The manager and employee should agree when and how the action plan progress will be monitored. This might include regular scheduled meetings to discuss progress.

STEP 4 – REVIEW

A review date for the action plan should be agreed. If the plan has been implemented but with little impact additional actions may be required, such as considering redeployment.

Potential stressors for individuals

The Health & Safety Executive [HSE] six Management Standards cover the primary sources of stress at work:

- 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.

The **Stress risk assessment tool** and the **Stress risk action plan** have been developed using the HSE Management Standards.

STEP 1 – IDENTIFY THE HAZARDS

Stress risk assessment tool [to be completed by the employee and manager]

This tool can be used to identify any current stressors that an individual may be experiencing.

Name of employee:
Job Title:
Department/Service:
Line Manager:
Date of assessment:

Concerns/Worries? Work through these categories to identify any that affect the employee.	Is this a concern or a worry at the moment? Yes/No	Describe any concerns and how these are affecting the employee
Demands – Are the job demands within the capability of the employee? <i>Prompt questions</i> <ul style="list-style-type: none"> • Are the job demands adequate and achievable in the agreed hours of work? • Are individual skills and abilities matched to the job demands? • Is the job within the capabilities of the employee? • Are employee concerns about their work environment addressed? 		
Control – Do individuals have sufficient control over the work that they undertake? <i>Prompt questions</i> <ul style="list-style-type: none"> • Where possible, do employees have control over their 		

<p>pace of work?</p> <ul style="list-style-type: none"> • Are employees encouraged to use their skills and initiative to do their work? • Where possible, are employees encouraged to develop new skills to help them undertake new and challenging pieces of work? • Does the organisation encourage employees to develop their skills? • Do employees have a say over when breaks can be taken? • Are employees consulted over their work patterns? 		
<p>Support – is appropriate organisational support available?</p> <p><i>Prompt questions</i></p> <ul style="list-style-type: none"> • Does the organisation have policies and procedures to adequately support employees? • Are systems in place to enable and encourage managers to support their staff? • Are systems in place to enable and encourage employees to support their colleagues? • Do employees know what support is available and how and when to access it? • Do employees know how to access the required resources to do their job? • Do employees receive regular and constructive feedback? 		
<p>Relationships – Are relationships adequately managed within the workplace?</p> <p><i>Prompt questions</i></p> <ul style="list-style-type: none"> • Does the organisation promote positive behaviours at work to avoid conflict and ensure fairness? • Do employees share information relevant to their work? 		

<ul style="list-style-type: none"> • Has the organisation agreed policies and procedures to prevent or resolve unacceptable behavior? • Are systems in place to enable and encourage managers to deal with unacceptable behavior? • Are systems in place to enable and encourage employees to report unacceptable behavior? 		
<p>Role – are job roles clear and understood and do people feel comfortable to raise concerns?</p> <p><i>Prompt questions</i></p> <ul style="list-style-type: none"> • Does the organisation ensure that, as far as possible, the different requirements it places upon employees are compatible? • Does the organisation provide information to enable employees to understand their role and responsibilities? • Does the organisation ensure that, as far as possible, the requirements it places upon employees are clear? • Are systems in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities? 		
<p>Change – Do people feel involved in and have sufficient information about organisational changes and when it occurs is it managed well?</p> <p><i>Prompt questions</i></p> <ul style="list-style-type: none"> • Does the organisation provide employees with timely information to enable them to understand the reasons for proposed changes? • Does the organisation ensure adequate employee consultation on changes and provide opportunities for employees to influence proposals? • Are employees aware of the probable impact of any 		

changes to their jobs? <ul style="list-style-type: none"> • Are employees given training to support any changes in their jobs as necessary? • Are employees aware of timetables for changes? • Do employees have access to relevant support during changes? 		
Please describe any other relevant concerns or worries that are not specifically work related [such as home life or health issues]		

Stress risk assessment completed by:

Employee name _____

Signature _____

Line Manager name _____

Signature _____

Date plan developed _____

STEP 2 - DEVELOP AN ACTION PLAN TO ADDRESS THE HAZARDS

Stress risk action plan

The template can be used by the employee and manager together to develop a plan for addressing any stressors identified in the stress risk assessment. Advice on supporting individuals experiencing stress can be sought from Occupational Health at any time.

If an individual is absent due to sickness and gives stress as the cause they should be referred to Occupational Health.

DEMANDS	Agreed action to be taken	By whom	Timescale	Review Date
CONTROL	Agreed action to be taken	By whom	Timescale	Review date
SUPPORT	Agreed action to be taken	By whom	Timescale	Review date

RELATIONSHIPS	Agreed action to be taken	By whom	Timescale	Review date
ROLE	Agreed action to be taken	By whom	Timescale	Review date
CHANGE	Agreed action to be taken	By whom	Timescale	Review date

Action Plan developed and agreed by:

Employee name _____

Signature _____

Line Manager name _____

Signature _____

Date plan developed _____