

## Corporate

### Work Related Stress: Standard Operating Procedure

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### **Change Control – Amendment History**

<b>Version</b>	<b>Dates</b>	<b>Amendments</b>

## **1. Introduction**

Well-designed, organised and managed work is good for us but when insufficient attention to job design, work organisation and management has taken place, it can result in **work related stress**. Work related stress develops because a person is unable to cope with the demands being placed on them. Stress, including work related stress, can be a significant cause of illness and is known to be linked with high levels of sickness absence, staff turnover and other issues such as more errors.

Stress can hit anyone at any level of an organisation and recent research shows that work related stress is widespread and is not confined to particular sectors, jobs or industries.

The Health and Safety Executive, HSE, has developed the **Management Standards** (see appendix 1) approach to tackling work related stress; these Standards represent a set of conditions that, if present, reflect a high level of health, well-being and organisational performance. This approach helps those who have key roles in promoting organisational and individual health and well-being to develop systems to prevent illness resulting from stress.

South Staffordshire & Shropshire Healthcare NHS Foundation Trust (The Trust) is committed to ensuring the health, safety and welfare of all its employees. This includes tackling work-related stress where it is detrimental to employees. The Trust seeks to have an organisational culture that is both supportive and empowering with a management style that reflects this culture. Staff are also encouraged to take personal responsibility for themselves at work and support others to do the same.

This SOP sets out the Trust's intentions for the management of work-related stress. It is however acknowledged that excessive stress often arises outside the work environment, but that this may be linked to well-being at work.

## 2. Purpose

The purpose of this SOP is to reduce adverse health effects of work-related stress on employees and improve organisational effectiveness by taking steps to identify, assess and control work-related stress and to provide support for those employees adversely affected.

In addition this SOP if followed should meet the HSE compliance requirements upon employers to manage work related stress. This will be achieved through risk assessment at directorate, ward/team/dept. and individual levels to identify and address work-related stress.

## 3. Scope

The SOP applies to all employees of the Trust and describes the procedures to be followed to safeguard the health of employees. This SOP is intended for use by all employees to ensure a work related stress risk assessment is completed.

## 4. Definitions

**Stress** - The Health and Safety Executive define stress as: 'The adverse reaction people have to excessive pressure or other types of demand placed on them'.

This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress which can be detrimental to health.

**Risk assessments** - are described as 'a process of looking forwards, to anticipate and prevent harm before it occurs'. The risk assessment process identifies hazards, assesses the risks to health and safety, prevents the hazards/risks from occurring, or if they cannot be avoided, controlling the risks so they are reduced to a minimum.

## 5. Responsibilities

**The Trust** is responsible for:

- Providing resources for the implementation of the SOP and secure management commitment.
- Monitoring the success of the SOP, through the review of risk assessment conclusions and actions, numbers of mental health cases, sickness absence and ill health retirement, and to modify the programme appropriately in the light of this data.
- Actively seek the co-operation of staff organisations in the implementation of the SOP
- Provide training for all managers and supervisors in good management practices.

**The Health and Safety Committee** is responsible for:

- Receipt and review of quarterly verbal progress reports from designated Directorate representatives.
- Receipt and review of formal written report at six-monthly intervals from designated Directorate representatives.

- (Such reports are to indicate compliance or otherwise that risk assessments have been undertaken, are up to date, that any identified actions are being progressed and there is on-going monitoring of these.
- Receiving other reports which might assist in the monitoring of the SOP, examples being but not restricted to: numbers of mental health cases, sickness absence and ill health retirement.
- Initiating review of the SOP in the light of information received and the working or otherwise of the SOP should this be felt to be required.
- Actively seek the co-operation of staff organisations in the implementation of the SOP.

**Managers/supervisors** have a responsibility to:

- Carry out work-related stress risk assessments of their areas to identify causes of work-related stress, in line with this SOP using the Work-related Stress Risk Assessment form
- Involve staff in these work-related stress risk assessments, and share responsibilities with staff in resolving outstanding issues where practicable.
- Implement the recommendations of the risk assessments i.e. the control measures.
- Reduce work-related stress by encouraging good communication between management and staff, particularly minimising uncertainty where possible during periods of organisational and procedural changes.
- Encourage staff to develop their personal resilience to work-related stress through utilising clinical and managerial supervision.
- Ensure staff are adequately trained to discharge their duties. Attend training themselves so that they are properly equipped to fulfil their role.
- Monitor workload to ensure that people are not overloaded
- Monitor working hours and overtime to meet legal requirements and encourage appropriate work life balance. Monitor holidays to ensure that staff are taking their full entitlement.
- Ensure that bullying and harassment is not tolerated and to take appropriate action if it does occur.
- Identify individuals who may be suffering from the adverse effects of work-related stress (through changes in behaviour or performance) and encourage them to seek appropriate support.
- Ensure that employees affected by work-related stress are handled sensitively and without judgement, while taking positive action to identify and resolve work-related related issues as perceived by the employee.
- Maintain an environment where employees feel valued, have appropriate development opportunities and have control over appropriate areas of their duties.
- Seek advice from Occupational Health Service and work with HR to ensure where individuals are absent that appropriate return to work strategies are planned and implemented for those who have suffered an illness as a result of work-related stress.
- Refer to the Occupational Health Service on the **first day** of absence when staff present with or call in sick with a work-related stress related condition for professional support.
- Be vigilant and offer additional support to a member of staff who is experiencing stress outside work e.g. bereavement or separation.

**Occupational Health Service** has a responsibility to:

- Advise the Trust on approaches to managing the issue of work-related stress in the organisation.

- Provide anonymised data on caseload to assist the H&S Lead to monitor progress in the control of work-related stress.
- Advise line managers on behaviours that will minimise work-related stress
- Assist line managers, where appropriate, in the identification assessment and control of work-related stress within workgroups
- Advise line managers on the handling of employees with potential or recognised mental health issues.
- Make available health promotion material dealing with the issues of work-related stress.
- Provide confidential service to employees
- Deploy their service in the most effective way to support the employee
- Support individuals who have been off sick with work-related stress and advise them and their line manager on a planned return to work where this is advised.
- To provide information about the Work-related Stress SOP to employees.

**Health & Safety Lead** has a responsibility to:

- Provide advice on Work-related Stress to line managers, supervisors and individuals
- Assist line managers in the identification, assessment and control of work-related stressors
- Review data provided by Directorate representatives
- Include Work-related stress as a topic within periodic health and safety audits
- Assist with training provided

**Directorate of Human Resources, Organisation Development and Equalities** have a responsibility to:

- Support management in the implementation of all aspects of the SOP
- Advise on the scope and contents of the stress SOP to line managers and employees.
- Provide data (sickness absence, ill health retirements, cases etc) as required, to managers, the H&S Lead and others to enable on-going monitoring of the effectiveness of the SOP. Assist line managers in resolving work related stress issues and associated conflicts.
- Encourage the early referral of employees to Occupational Health Service where stress is perceived to be having an adverse affect.
- Advise managers and employees on training requirements and compliance.

**Staff Side Representatives** are encouraged to:

- Support management in the implementation of all aspects of the SOP
- Advise staff members on work-related stress issues and guide them to addressing any issues through line managers and supervisors and other sources of help and assistance.
- To be involved in the risk assessment process and joint workplace inspections to ensure that stressors are properly controlled
- Assist line managers in resolving work related stress issues and associated conflicts.
- Encourage the early referral of employees to Occupational Health Service where stress is perceived to be having an adverse affect.
- Advise managers and employees on training requirements and compliance.
- Are free to consult with members on the issue of stress including the conducting of workplace surveys.
- And will be provided with/allowed access to collective and anonymous data.

**All Staff** have a responsibility to:

- Work in partnership by participating with line managers in identifying and assessing work related stress, and to work in a collaborative fashion to seek and implement changes to improve the situation where this is possible
- Understand that they may be the cause of work related stress for colleagues and modify their actions and behaviour if appropriate
- Seek help at an early stage through their line manager, HR or Occupational Health Service or staff side representative when they experience work related stress effects.
- Encourage colleagues they perceive as having problems to seek help

## **6. Guidance**

The assessment forms, the assessment process map and other guidance is available in the Managers' Guidance pack – see appendix.

## **7. Confidentiality**

Where managers make referrals of employees to Occupational Health Service, they will receive feedback to support their management of the employee. No medical or personal information will be divulged without the consent of the employee.

It is recognised that details of the Occupational Health Service recommendations and the management of the employee will be held in personnel records. Where work-related issues that are perceived as stressors for the employee are discussed between managers/employees/HR for the purposes of effective resolution, records will be made and handled sensitively.

## **8. Available Support**

All employees can have access to the Trust's confidential Occupational Health Service. Details are posted on notice boards and on all the usual communication channels including the Intranet. Appointments can be made at any time, including during working hours. The service is free and confidential, and employees are encouraged to use this service, whatever the nature of the stress-related problem.

Lack of skills, in a new role for example, can cause work related stress, and employees should approach their line manager to discuss training and development needs at any time.

Employees should also, not hesitate to seek support at any time. If they feel they cannot approach their line manager about a work-related stress related issue, they should approach either a Human Resources Adviser or their Staff Side Representative for support. Employees can also approach the Occupational Health Service for advice on stress-related problems or any health matter.

Where employees are experiencing work-related stress that is having a significant effect on their health and well-being, the Trust will support and work with the employee to look at reasonable adjustments in order to minimise risk and facilitate a successful return to work.

Further information on work-related stress and the management of work-related stress is available from Occupational Health Service.

## **9. Training**

Training on Work-related Stress will be included within the Managing Attendance training and attendance requirements will be the same.

The training will be delivered jointly, involving HRODE, Occupational Health, Staff side representation and the Health and Safety Lead

## **10. Further Information**

For further advice on Work-related Stress, the risk assessment process contact the Health and Safety Lead, HR Advisers, Occupational Health or Staff side representatives.

## **11. Process for Monitoring Compliance and Effectiveness**

The Trust through its line managers and supervisors will systematically identify work-related stressors through undertaking of risk assessments. Where work-related stress is seen to be a potential threat to the wellbeing of individuals and/or a work team, solutions to resolve identified work-related stressors will be worked in partnership between employees and management with the aim of eliminating the stressor wherever possible, otherwise reducing the impact of work-related stressor, and providing recognition and support to deal with those work-related stressors which cannot be removed. These risk assessments will be reviewed on a six monthly cycle (unless local circumstances require an earlier review).

The Trust will provide training for managers and supervisory staff in good management practices, designed to reduce work-related stressful situations/behaviours. The Trust will establish processes to work with employees to reach resolution where employees feel they have been adversely affected by work-related stress.

Trust employees are required to work with management in seeking a resolution to such issues. The Trust will provide on-going training programmes for employees to increase understanding of stress and its impact, and to enhance personal resilience.

## **12. References**

<http://www.nhs.uk/Conditions/stress-anxiety-depression/Pages/workplace-stress.aspx>

<http://www.nhs.uk/Livewell/Onabudget/Pages/Creditcrunchstress.aspx>

<http://www.acas.org.uk/index.aspx?articleid=815>

[http://www.adviceguide.org.uk/wales/work\\_w/faq\\_index\\_employment/faq\\_employment\\_under\\_stress\\_at\\_work.htm](http://www.adviceguide.org.uk/wales/work_w/faq_index_employment/faq_employment_under_stress_at_work.htm)

<http://www.stress.org.uk/Stress-at-work.aspx>

<http://www.unison.org.uk/knowledge/issues-at-work/stress/overview/>

[http://www.rcn.org.uk/\\_data/assets/pdf\\_file/0008/78515/001484.pdf](http://www.rcn.org.uk/_data/assets/pdf_file/0008/78515/001484.pdf)

<http://www.stress.org.uk/Relationship-stress.aspx>

<http://www.relate.org.uk/>

<http://www.themediationcentre.co.uk/site/people/>



## Appendix 1

### The 6 HSE Management Standards for Managing Work Related Stress

#### 1. Demands - Includes issues like work-load, work patterns & 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.

Employees' concerns about their work environment are addressed.

**Related issues:**

Work Overload / Under load / Conflicting Priorities

Capability and Capacity of Individuals

Work - Quantitative / Qualitative issues

Physical Environment including Violence / Isolation / Noise / Space (over-crowding, poor layout, access etc.)

#### 2. 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.

Employees are consulted over their work patterns.

**Related issues:**

Work pace / Fast Pace

Job Satisfaction - Problem Solving

Staff involvement

Work/life balance (flexible working) / Working Time Regulations

Work Related Stress

**3. Support - Includes the encouragement, sponsorship and resources provided by the organisation, line management & 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.

Employees receive regular and constructive feedback.

**Related issues:**

Communications / Staff Involvement / Staff Support / Social Support

**4. 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, e.g. 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.

Systems are in place to enable and encourage employees to report unacceptable behaviour.

**Related issues:**

Bullying and Harassment

**5. 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 to enable and encourage managers to deal with unacceptable behaviour.

**What should be happening/states to be achieved:**

Systems are in place locally to respond to any individual concerns.

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.

Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role & responsibilities.

**Related issues:**

Role Conflict / Role ambiguity

**6. 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 & 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.

**Related issues:**

None identified

When assessing individuals rather than teams consider factors work and non-work factors which may be specific to the individual.

## Appendix 2

**Work Related Stress Risk Assessment Guidance**

Risk assessments undertaken on work activities should, where appropriate, include the risk of work-related stress. (See the Trust's Non-Clinical Risk Assessment and Management SOP). As with all other work activities the risk assessment of work related stress follows the standard HSE 5-step risk assessment process\*.

***\*(1. Identify the hazards i.e. the stressors, 2. Decide who may be harmed [one, few, many staff], 3. Identify control measures, 4. Implement control measures, 5. Monitor and review.)***

All Work-related Stress Risk Assessments must be carried out and then reviewed on a six monthly basis owing to the changing nature of the work environment and other circumstances, both of which can impact upon the workplace stressors.

As work-related stress has a variety of causes, managers need to consider not only the objective risks that can be calculated from statistical evidence but also the subjective risks that come from an individual's perception of a risk. The assessments must take into consideration individuals who may be vulnerable, especially inexperienced staff, pregnant women etc.

**Work-related Stress Risk Assessments must also take place at different levels:**

- **Directorate** – this should include consideration of the findings from constituent teams
- **Team** – this should include consideration of any findings from individuals within the team
- **Individual** – these will take place where there is any indication that an individual is or is likely to be affected with work-related stress, e.g. that evidence from other sources indicates or suggests that there may be issues requiring further consideration and assessment

For example risks are assessed with regard to potential violence towards staff at organisational level and appropriate measures such as Training and alarm systems are adopted. Risks Assessments are also undertaken at team and individual level to understand triggers and de- escalation. They are also adapted for individual members of staff for example if pregnant.

When assessing the risks of work-related stress, it is important to consider the following:

- The assessor needs to be aware of the basic facts about work-related stress and how to undertake a work-related stress risk assessment.
- The hazards to be assessed are the 'stressors' and work-related stress is the harm that can occur as a result of those stressors.

The harm that can result from work-related stressors can affect both physical and mental health and can involve both health and safety. This can also vary with the level, duration or frequency of exposure. The work-related risks that are associated with violence and lone-working, can also be contributory factors when considering work-related stress and therefore must be included in the assessments when appropriate.

Work-related Stress Risk Assessments should be undertaken in consultation with the individuals involved undertaking the activities, as they will have valuable information to contribute and this process will reassure them that action is being taken. It will also ensure that any control measures to be implemented are accepted and integrated into existing working practices.

On completion of a work-related stress risk assessment and any subsequent review a copy should be forwarded to the Directorate representative to the Health and Safety Committee for assimilation into their six-monthly reports to that committee.

## Appendix 3

**Work Related Stress Risk Assessment**

For directorate, team or individual

(Please also see appendix 4 for individual assessment as this may be more appropriate)

[Based on HSE guidance and example]

<b>Purpose of assessment - e.g. routine/periodic assessment of a ward/team/dept/staff member or a review of or a return to work assessment</b>		<b>Assessment Date</b>	
<b>Names of those involved – Assessors / Assessed</b>		<b>Review Date</b>	

<b>Cause of stress</b>	<b>Question</b>	<b>Was it a problem for you? Use this space to detail what the problem was. If it was not a problem leave it blank</b>	<b>What can be done about it? Can we make any adjustments?</b>	<b>Current risk level Low Med High</b>
<b>Demands</b>	Do/Did different people at work demand things from you that are/were hard to combine?			
	Do/Did you have unachievable deadlines?			
	Do/Did you have to work very intensively?			
	Do/Did you have to neglect some tasks because you have/had too much to do?			
	Are/Were you unable to take sufficient breaks?			
	Do/Did you feel pressure/d to work long hours?			
	Do/Did you feel you have/had to work very fast?			
	Do/Did you have unrealistic time pressures?			
<b>Control</b>	Can/Could you decide when to take a break?			
	Do/Did you feel you have/had a say in your work speed?			
	Do/Did you feel you have/had a choice in deciding how you did your work?			
	Do/Did you feel you have/had a choice in deciding what you did			

<b>Cause of stress</b>	<b>Question</b>	<b>Was it a problem for you? Use this space to detail what the problem was. If it was not a problem leave it blank</b>	<b>What can be done about it? Can we make any adjustments?</b>	<b>Current risk level Low Med High</b>
	at work?			
	Do/Did you feel you have/had some say over the way you do/did your work?			
	Do/Did you feel your time could be flexible?			
<b>Support* (Manager )</b>	Does/Did your manager give you enough supportive feedback on the work you did?			
	Do/Did you feel you could rely on your manager to help you with a work problem?			
	Do/Did you feel you could talk to your manager about something that upset or annoyed you at work?			
	Do/Did you feel your manager supports/ed you through any emotionally demanding work?			
	Do/Did you feel your manager encourages/d you enough at work?			
<b>(Peers)</b>	Do/Did you feel your colleagues would help you if work became difficult?			
	Do/Did you get the help and support you need/ed from your colleagues?			
	Do/Did you get the respect at work you deserve/d from your colleagues?			
	Are/Were your colleagues willing to listen to your work-related problems?			
<b>Relation-ships*</b>	Are/Were you personally harassed, in the form of unkind words or behaviour?			
	Do/Did you feel there was friction or anger between colleagues?			
	Are/Were you bullied at work?			



<b>Cause of stress</b>	<b>Question</b>	<b>Was it a problem for you? Use this space to detail what the problem was. If it was not a problem leave it blank</b>	<b>What can be done about it? Can we make any adjustments?</b>	<b>Current risk level Low Med High</b>
	Are/Were relationships strained at work?			
<b>Role</b>	Are/Were you clear about what is/was expected of you at work?			
	Do/Did you know how to go about getting your job done?			
	Are/Were you clear about what your duties and responsibilities are/ were?			
	Are/Were you clear about the goals and objectives for this department?			
	Do/Did you understand how your work fits into the overall aim of the organisation?			
<b>Change</b>	Do/Did you have enough opportunities to question managers about change at work?			
	Do/Did you feel consulted about change at work?			
	When changes are/were made at work, are/were you clear about how they would work out in practice?			
<b>Other issues</b>	Is there anything else that is/was a source of stress for you, at work or at home, that may / may have contribute /d to your work-related stress and/or your likelihood of going or having been off work?			

### Factors outside work

This list of questions has mainly focused on factors at work. However, there may be factors outside work, for example in family life, which may have contributed to or added to the pressures at work. These may have made it harder to cope with demands at work that staff would normally be able to cope with.

Staff may want to share these issues with their manager – they may be able to help at work and make adjustments for example, being more flexible with working hours or just being sympathetic to the pressures staff are under. If staff do not feel happy telling their manager about these things, there may be others they can turn to, for example, the human resources department or occupational health. Also take a look at the links on the HSE Stress website. <http://www.hse.gov.uk/stress/links.htm>

## Appendix 4

Work Related Stress Risk Assessment Form for an Individual or Group Doing Same or Similar Work				
Name(s) of Assessed	Work Location	Name(s) of Assessors	Date of Assessment	Review Date (max 3mths)
<b>1</b> <b>Job 'Type'</b> What does the individual do?	<b>2</b> <b>Hazards And Stressors</b> Who are they dealing with and how?	<b>3</b> <b>Risk Evaluation</b> Is the risk high, medium or low?	<b>4</b> <b>Control Measures</b> How can the risk be reduced?	<b>5</b> <b>Priority Timescale And Review Date</b>

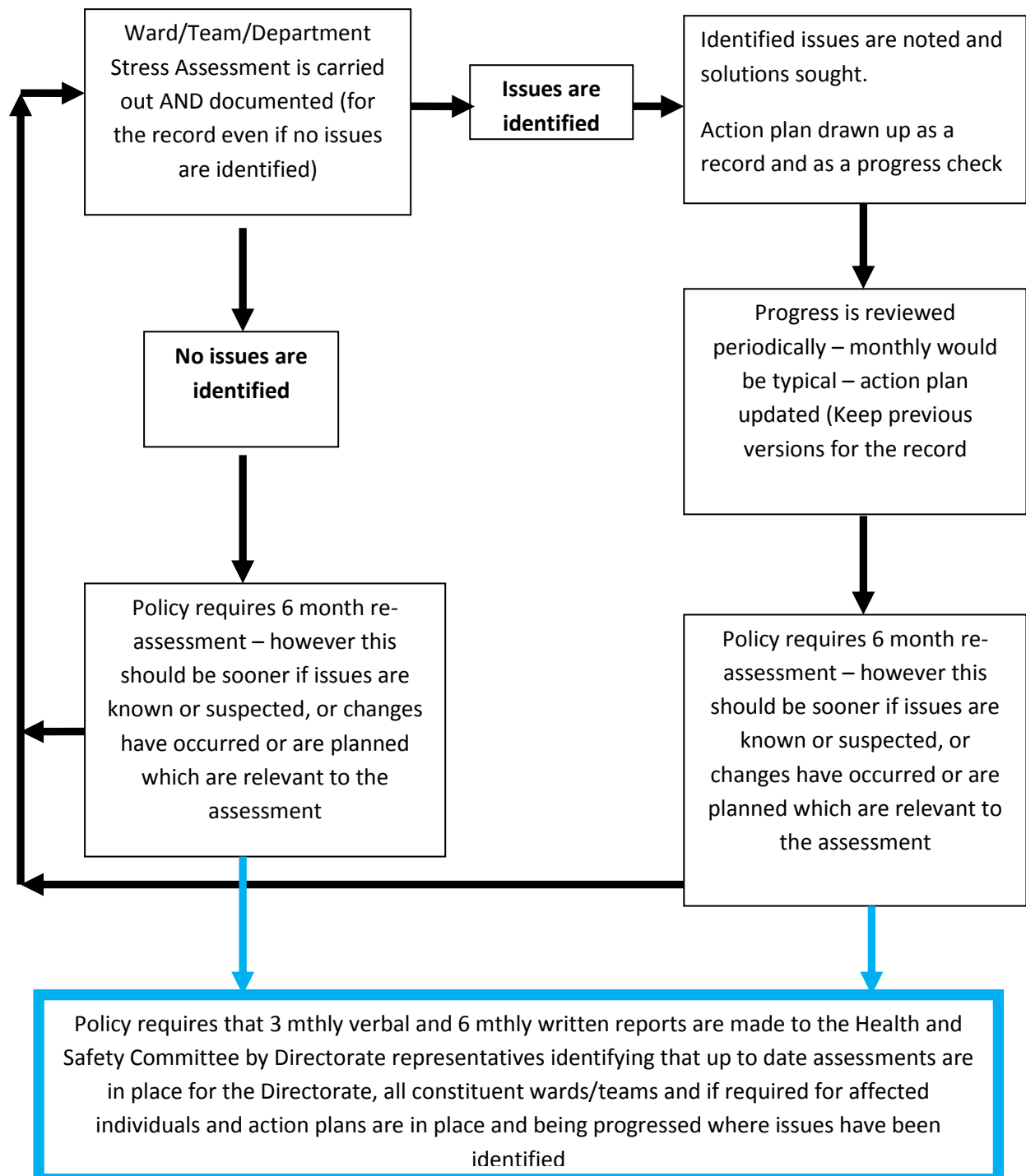
## Appendix 5

**EXAMPLE - Work Related Stress Risk Assessment for an Individual or Group Doing Same or Similar Work**

1 <b>Job 'Type'</b> What does the individual do?  Departmental reception desk for xxxxxx Department based at xxxxx, xxxxxx,	2 <b>Hazards And Stressors</b> Who are they dealing with and how?	3 <b>Risk Evaluation</b> Is the risk high, medium or low?	4 <b>Control Measures</b> How can the risk be reduced?	5 <b>Priority Timescale And Review Date</b>
<ul style="list-style-type: none"> <li>-respond to phone queries</li> <li>-talk to callers in person</li> <li>-direct visitors to appointments</li> <li>-find departmental contacts for unexpected or emergency problems</li> <li>-receive and deal with post and parcels</li> <li>-help office colleagues with other tasks</li> <li>- sort out parking queries</li> </ul>	<p>Phone: mostly routine, some stressed if no phone answer.</p> <p>Personal Callers: generally reasonable but callers may not know who they are seeing or where to go. Decisions needed.</p> <p>Unexpected Visitors/Emergencies: generally require speedy help; rapid decisions needed about who can help, may be unable to locate help; may be on own and unable to secure help.</p> <p>Office: other staff expecting help: conflicting priorities</p> <p>Working Environment: cramped; nowhere to eat or get away from customers, no room for post trays.</p> <p>Work organisation and colleagues: no time for breaks; others expect Receptionist to cover alone at lunchtime; no co-operation from others to cover breaks.</p>	<p><b>HIGH</b></p> <p>Many stressors. Working relationships likely to be strained.</p> <p>Most receptionists leave after only a few weeks.</p> <p>One receptionist has sought help to deal with bullying colleague.</p>	<p>(i)Training: customer care, personal safety, how to use phones, ask supervisor to define what is expected.</p> <p>(ii)Relationships: Regular office occupant meetings with supervisor. Senior supervisor to review harassment/bullying claims.</p> <p>(iii)Environment: Senior supervisor to listen to requests for equipment, layout and to propose area redesign.</p> <p>(iv)Organisation : Make sure receptionist has breaks and is familiar with Departmental facilities : Review role profile.</p>	<p>I</p> <p>Initiate actions and review in 2 months.</p>

## Appendix 6

## Stress Risk Assessment Process



For stress risk assessments pertaining to individuals follow the same process however more frequent review is likely to be appropriate and a re-assessment may be required sooner than 6 monthly.