

### Management of Stress Policy & Procedure

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3	<b>APPLIES TO:</b>	<b>All Employees</b>
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### DOCUMENT CONTROL

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# Management of Stress Policy & Procedure

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## Introduction

The CCG is committed to protecting the health, safety and welfare of its employees. The organisation recognises that workplace stress is a health and safety issue and acknowledges the importance of identifying and reducing workplace stressors.

The CCG places high value on maintaining a healthy and safe environment for all employees and seeks to minimise the causes of stress in the workplace. The CCG recognises that reducing stress in the workplace can help improve staff morale and commitment, lower absenteeism, reduce cost and improve staff recruitment and retention. The CCG, line managers and individual employee all have a role to play in reducing stress.

The CCG is committed to identifying sources of stress in the workplace and taking action to reduce harmful stress.

Whilst this Policy primarily focuses on work-related stress arising in the workplace, it is recognised that stress may be influenced by a variety of factors and that no single cause may be identified. The CCG will make every effort to support staff in managing stress irrespective of its source.

## Aim of Policy

The aim of this policy is to:

- Protect the health, safety and welfare of CCG employees
- Identify and reduce workplace stressors
- Take measures to reduce and control work-related stress
- Reduce stress related sickness absence
- Encourage a culture where managers and employees take responsibility in recognising work related stress and promoting the management of stress to maintain a healthy workplace

## Policies statement

Islington CCG's policies set out the organisation's standards and intentions, and are written with the aim of being as clear and comprehensive as possible. However, we operate in a dynamic and evolving work environment and attention should be paid to the spirit of the policy as well as the letter. Policies by themselves cannot guarantee effective behaviour or the delivery of key objectives. While they are designed to support the CCG, and the people working within it, our success depends on continuous, high quality effort by everyone the policy covers. Therefore thought must be given to good practice when applying or interpreting any of the CCG's policies, and you should read any guidance or supporting documentation that relates to this policy to help you do this. In addition, this policy should work in accordance with national and local guidance on child and adult safeguarding as applicable.

## Definition of Stress

Whilst there is no specific legislation on stress, the Health & Safety at Work Act 1974 and the Management of Health & Safety at Work Regulations 1999 require all employees to be protected from risk and harm and for employers to assess the risks of workplace hazards.

The Health and Safety Executive define stress as **'The adverse reaction people have to excessive pressures or other types of demands placed on them at work.'**

Work-related stress develops because a person is unable to cope with the demands being placed on them. It is not in itself an illness, but physical or mental illness may manifest if not tackled.

### Who this policy applies to

This policy applies to all staff working with Islington CCG including (but not limited to) employees, joint appointments, members of the Governing Body, agency staff, contractors, and staff/employees of commissioning support organisations.

### Recognising the signs of Stress

Stress can show itself in different ways and being aware of some of the symptoms of stress will help employees and employers to find a solution more quickly. Below are a list stress indicators to help staff and managers recognise the signs of stress<sup>1</sup>:

<b>Work Performance</b>	<b>Declining/inconsistent performance; uncharacteristic errors; loss of control over work; loss of motivation/commitment; indecision; lapses in memory; increased time at work; lack of holiday planning/usage</b>
<b>Regression</b>	Crying; arguments; undue sensitivity; irritability/moodiness; over-reaction to problems; personality clashes; immature behaviour; anger; negative thoughts; increased anxiety; panic; mood swings; tearful
<b>Withdrawal</b>	Arriving late to work; leaving work early; extended lunches; absenteeism; resigned attitude; reduced social contact; elusiveness/evasiveness
<b>Aggressive Behaviour</b>	Malicious gossip; criticism of others; vandalism; shouting; bullying; harassment; temper outbursts
<b>Physical Signs</b>	Sweating; tiredness/lethargy; upset stomach/flatulence; tension headaches; hand tremor; rapid weight gain/loss; constantly feeling cold; headaches; tightness of chest/chest pains; nausea; aching and tense muscles/neck & backache; raised blood pressure; sleep disturbance
<b>Other Behaviours</b>	Out of character behaviour; difficulty relaxing; increased consumption of alcohol; increased smoking; lack of interest in appearance/hygiene; accidents at home/work; unnecessary risk taking

### Examples of signs of stress in a team

<b>Poor Performance</b>	<b>Increased workplace disputes within team</b>
Increase in sickness absence	Increase in staff turnover
Increase in number of grievances/complaints	

### Management Standards for work-related stress

The Health & Safety Executive have identified management standards that cover six areas of work design that if not properly managed are associated with poor health and well-being, lower productivity and increased sickness absence:

- Demands
- Control
- Role
- Support
- Relationships
- Change

The table in appendix 1 details each of the above six sources of stress at work, the standard that organisations should try and achieve and the measures that can be taken reach the standard.

<sup>1</sup> Signs of stress taken from [www.cipd.co.uk](http://www.cipd.co.uk) and NHS Employers: Guidance on the prevention and management of stress at work

## Roles & Responsibilities

The CCG is responsible for ensuring that effective management arrangements are in place to minimise and manage organisational stress.

The **CCG** is responsible for:

- Ensuring effective procedures are in place to minimise stress at work through a management standards approach as detailed in HSE : **How to tackle work-related stress - A guide for employers on making the Management Standards work** This document can be accessed at: <http://www.hse.gov.uk/pubns/indg430.pdf>
- Ensuring effective policies, procedures and guidelines are in place to identify and manage stress in the workplace
- Ensuring managers are equipped with the necessary skills and knowledge to manage stress in the workplace.
- Ensuring good communication between management and staff particularly where there are organisational and procedural changes.
- Considering the impact on staff of any major change or restructuring.
- Ensuring that staff understand how their role contributes to the overall aims and objectives of the organisation.
- Developing a culture where bullying and harassment is not tolerated
- Developing a culture whereby staff and managers have a say about the way in which their work is carried out.
- Ensuring that there is an agreed policy or procedure for dealing with conflict at work.
- Ensuring that there is a policy for dealing with unacceptable behaviour at work.

Stress management must begin with a shared understanding between both managers and employees that stress is a significant and legitimate health issue at work. **There is a joint responsibility between employees and their managers to identify stress and subsequently to manage it effectively.**

**Managers** are responsible for:

- Ensuring the CCG fulfils its obligations under Health and Safety at Work Act (HSAW) by maintaining a safe working environment.
- Ensuring work teams are organised to ensure they are cohesive, with clear structures, leadership and objectives.
- Support staff in line with the requirements of this procedure
- Conduct stress risk assessments with staff in their team and agree and implement any actions arising from the plan
- Ensure clear, transparent and effective communication between management and staff, particularly during periods of change.
- Ensuring that all staff are provided with adequate support at work.
- Ensuring all staff are fully trained to discharge their duties and attend undertake any mandatory training.
- Monitoring workloads, working hours and overtime to ensure staff are not overloaded
- Monitoring annual leave to ensure staff are taking their full annual leave entitlement during the leave year.
- Communicating the availability of the CCG's support services e.g. Employee Assistance Programme/Occupational Health to a member of staff who is experiencing stress at work or outside work
- Identifying reasons for sickness absence and conducting return to work interviews and undertaking a management occupational health referral as required.
- Carry out regular 1-2-1's and appraisals

- Ensuring that bullying and harassment is not tolerated and manage any matters in accordance with the CCG's Bullying & Harassment Policy, as required.

## Employees

All employees have a duty to take care of their own health and safety at work. They should familiarise themselves with this policy and raise any concerns with management. Employees will be expected to:

- Bring stress related issues to the attention of management to take responsibility for their wellbeing.
- Participate in the completion of the stress risk assessment and action plan with their manager
- Co-operate with any management occupational health referral, including any advice received in respect of the referral
- Recognise development and training needs and attend any training/workshops to assist them to control/reduce work-related stress.
- Co-operate with Managers to avoid or reduce work related stress, including supporting colleagues.
- Take reasonable steps to ensure they don't cause unnecessary stress to others
- Take responsibility for working with their managers and work colleagues to manage their work-life balance and working environment for example not working excessive hours; taking their full annual leave entitlement.
- Be open to considering options to control/reduce work-related stress such as changes to lifestyle including exercise, support networks or counselling that may be received from occupational health

The **Occupational Health** service is responsible for:

- Providing specialist advice on identifying and managing stress
- Supporting individuals who are experiencing work related stress or have been off sick with stress and advising them and management on a planned return to work and/or recommend reasonable adjustments to avoid a recurrence.
- Referring employees to the employee assistance programme. The employee assistance programme is provided by AXA PPP Health care and consists of e-counselling, face to face counselling, health at hand telephone support on a variety of health and medical topics, life management telephone advice on consumer issues, financial issues and other life management issues).
- Providing quarterly usage reports on occupational health and EAP utilisation.
- To access the AXA Employee Assistance Programme call 0800 072 7072 or access [www.axasupported.co.uk](http://www.axasupported.co.uk). The service is available immediately, 24 hours a day. The user name and password details are:

Username: NHSnortheast  
Password: supported

You will also need to tick to indicate you have read and agree to the Terms and Conditions for the use of this site.

The **Human Resources** team is responsible for:

- Providing guidance to managers on the interpretation and implementation of the Policy
- Assisting in monitoring sickness absence and alerting managers accordingly.
- Assisting managers with return to work programmes for employees who have been absent due to stress-related illness and where appropriate, investigate suitable alternative work for employees returning to work following a stress related illness.
- Providing continuing support to managers and individuals in a changing environment and encourage referral to occupational health and/or the Employee Assistance Programme where appropriate.

- Assisting with widely communicating policies for handling unacceptable behaviour at work i.e. Disciplinary and Harassment & Bullying at Work policy.

### **Identification of work-related stressors**

The following information may be reviewed to identify potential stressors in the workplace:

- Annual Staff Survey
- Sickness Absence Monitoring
- Return to work meetings from sickness absence
- Feedback from Trade Union Colleagues
- Datix Incident Reporting
- Bullying, Harassment and Grievance cases
- 1-2-1 Meetings
- Team Meetings
- Appraisals

### **Measures to reduce/control stress in the workplace**

The CCG is committed to assessing the risk of and taking measures to control stress in the workplace. Staff involvement and engagement is embedded throughout policy and guidance systems within the CCG.

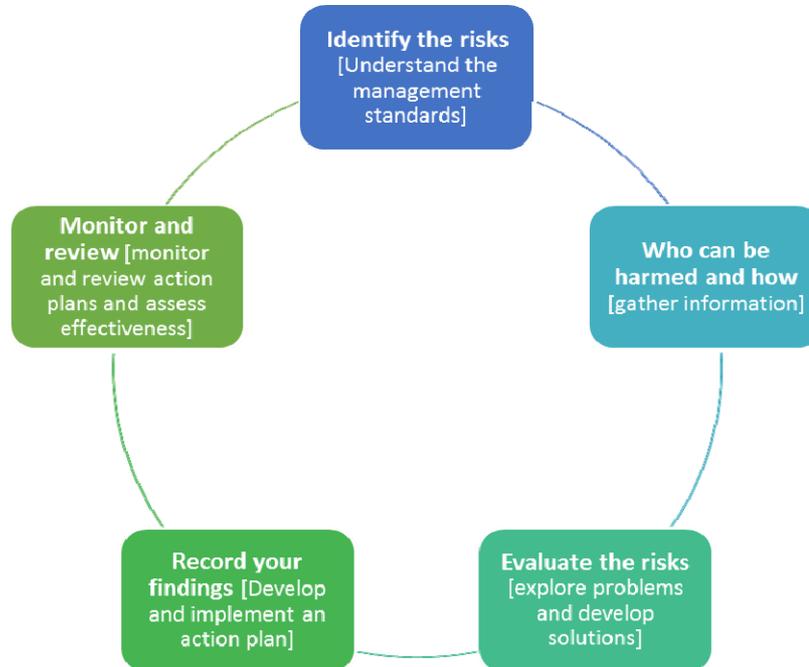
The following list [although not exhaustive] identifies the measures that can be used to control and reduce stress in the workplace:

- Provision of free, confidential counselling via the Employee Assistance Programme
- Provision of occupational health support and feedback
- Stress risk assessments and action plans
- Health & Wellbeing workshops
- Encouragement of employees to recognise potential stressors and inform managers
- Managers required to work with employees to identify causes and effects of stress
- Communication of Managing Stress Guidelines
- 1-2-1's/Team Meetings
- Appraisals – up to date job descriptions and clear objectives
- Ensure support policies are in place and the availability communicated to all staff e.g. Flexible Working Policy and Procedure; Working Time Regulations etc
- Promote awareness of UNISON Workplace Representative
- Staff Survey outcomes
- Sickness Absence Monitoring
- Return to work meetings from sickness absence
- Service redesign
- Flexible working
- Changes in ways of working
- Provision of additional sources of support where possible

Solutions should be generated in conjunction with staff, and staff should be consulted on their implementation.

## Identifying & Reducing Stress-Related Risks

The Health & Safety Executive recommends a five-step approach to conducting a stress risk assessment:



If a manager has concerns that a member or members of their team are experiencing work-related stress or staff are showing signs of stress, a stress risk assessment should be carried out for them using the form contained in appendices XX and XX. The risk assessment form and action plan in appendix XX can be used for teams and the organisation. The risk assessment form and action plan in appendix can be used for individual members of staff experiencing work-related stress.

The stress risk assessment will help identify factors causing stress and allow an action plan to be developed. The stress risk assessment action plan should allow work-related stressors to be managed effectively and reduced; assistance and support should also be given to allow the individual to deal with any external sources of stress.

Managers should encourage staff to feel able to share their concerns without fear that the difficulties being experienced will reflect on them in a negative way. Managers and staff should work together to create an organisation that seeks to minimise the negative elements of workplace stress.

If the risk assessment has identified areas of concern and steps have been taken to identify solutions, it is important to:

- Record these
- Agree realistic timescales with employees
- Share your plans with senior management and employee representatives
- Communicate the outcomes to staff
- Review results

A written action plan records the areas of concern identified, what is to be done about them, and demonstrates commitment to addressing the problem.

The action plan should show:

- How the problem was identified
- What you are going to do in response
- How you arrived at this solution
- Some key milestones and dates for them to be reached
- A commitment to provide feedback to staff on progress
- A date for reviewing against the plan

Regular review meetings between the manager and the individual must be held to ensure appropriate support is being provided and agreed actions being taken. The regularity of the meetings should be agreed between the manager and the individual as different situations will require a greater regularity of meetings than others.

Where an employee feels unable to discuss the causes for feeling stressed in detail with their direct manager, they can access the employee assistance programme or their GP. Alternatively they can seek advice from Human Resources.

### **Management of Stress related Absence**

When managing any absence which is stress-related, managers must be consistent and follow the procedure outlined in the Absence Management Policy & Procedure. Managers should be aware that increased or more frequent absence may indicate an underlying stress problem. Managers should use the opportunity of return to work interviews to discuss any stress-related problems when appropriate.

Where an absence is stress-related, or thought likely to be, an early referral to Occupational Health is essential, in order to provide as much support to the employee as possible. Managers should seek advice from the HR or Occupational Health if in any doubt.

### **Support available to staff**

The internal and external support that is available for staff who suffer from stress is:

- CCG Management
- Human Resources
- Trade Union/Work Place Representatives
- AXA Occupational Health Service
- AXA Employee Assistance Programme
- Further information and guidance on managing stress in the work place for both employers and employees is accessible via the Health & Safety Executive – [www.hse.gov.uk/stress](http://www.hse.gov.uk/stress)

### **References & Acknowledgements**

1. NHS Employers: Guidance on prevention and management of stress at work
2. [www.hse.gov.uk/stress](http://www.hse.gov.uk/stress)
3. [www.cipd.co.uk](http://www.cipd.co.uk)
4. NHS Leadership Toolkit

### **Associated policies and procedures**

- Annual Leave and Bank Holiday Entitlement Guidelines
- Flexible Working Policy & Procedure
- Sickness Absence Management Policy
- Leave of Absence Policy and Procedure
- Health & Wellbeing Policy
- AXA Occupational Health Service
- Bullying & Harassment Policy

**Appendix 1 Stress Management Toolkit: Management Standards for work-related stress**

The Health & Safety Executive have identified management standards that cover six areas of work design that if not properly managed are associated with poor health and well-being, lower productivity and increased sickness absence. The following table details the above six sources of stress at work, the standard that organisations should try and achieve and the measures that can be taken reach the standard.

<b>Management Standard</b>	<b>Detail of Management Standard</b>	<b>Measures organisations should be taking to achieve the standard</b>
<b>Demands</b>	Employees indicate they are able to cope with the demands of their job	<ul style="list-style-type: none"> <li>Organisation provides employees with adequate and achievable demands in relation to the agreed hours of work;</li> <li>-People's skills and abilities are matched to the job demands;</li> <li>-Jobs are designed to be within the capabilities of employees</li> <li>-Employees concerns about their work environment are addressed</li> </ul>
<b>Control</b>	<p>Employees indicate they are able to have a say about the way they do their work;</p> <p>Systems are in place locally to respond to individual concerns</p>	<ul style="list-style-type: none"> <li>-Where possible, employees have a control over the pace of work;</li> <li>-Employees are encouraged to use their skills and initiative to do their work;</li> <li>-Employees are encouraged to develop new skills to help them undertake new and challenging pieces of work;</li> <li>-Employees have a say when their breaks are taken;</li> <li>-Employees are consulted over their work patterns</li> </ul>
<b>Support</b>	<p>Employees indicate that they receive adequate information and support from their colleagues and managers</p> <p>Systems are in place locally to respond to any individual concerns</p>	<ul style="list-style-type: none"> <li>-organisation has policies and procedures in place to support employees;</li> <li>-Systems are in place for managers to support their staff;</li> <li>-Systems are in place for employees to support their colleagues;</li> <li>-Employees know what support is available and how and when to access it;</li> <li>-Employees receive regular and constructive feedback</li> <li>-</li> </ul>
<b>Relationships</b>	<p>Employees indicate they are not subjected to unacceptable behaviours e.g bullying at work</p> <p>Systems are in place locally to respond to any individual concerns</p>	<ul style="list-style-type: none"> <li>-The organisation promotes positive behaviours at work to avoid conflict and ensure fairness;</li> <li>-Employees share information relevant to their work</li> <li>-Systems are in place to enable and encourage managers to deal with unacceptable behaviour</li> <li>-Systems are in place to enable and encourage employees to report unacceptable behaviour</li> <li>-Organisation has in place policies and procedures to prevent or resolve unacceptable behaviour</li> </ul>
<b>Role</b>	Employees indicate that	Organisation ensures that different

	<p>they understand their roles and responsibilities.</p> <p>Systems are in place locally to respond to individual concerns</p>	<p>requirements placed on employees are compatible;</p> <ul style="list-style-type: none"> <li>-Organisation provides information to enable employees to understand their roles and responsibilities;</li> <li>-Organisation ensures that requirements placed on individuals are clear</li> <li>-Systems are in place to enable employees to raise concerns about uncertainties or conflicts they have in their roles and responsibilities</li> </ul>
<b>Change</b>	<p>Employees indicate that the Organisation engages them frequently when undergoing organisational change</p> <p>Systems are in place locally to respond to any individual concerns</p>	<p>Organisation provides employees with timely information to enable them to understand the reasons for proposed changes;</p> <ul style="list-style-type: none"> <li>-Organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals</li> <li>-Employees are aware of impact of any changes to their jobs and given training to support any changes;</li> <li>-Employees are aware of timetable for changes</li> <li>-Employees have access to relevant support during periods of change.</li> </ul>

**Appendix 2 – Stress Management Toolkit: Work-Related Stress Risk Assessment and Action Plan for teams and the organisation**

*The action plan should be communicated with employees, senior management, and employee representatives.*

Standard Area	Desired state	Current state	Practical solutions	Who will take the work forward?	When?	How will staff receive feedback?	Action completed and review date.
<p><i>Example</i></p> <p><b>Demand</b> The organisation provides employees with adequate and achievable demands in relation to the agreed hours of work</p>	<p><i>Example</i></p> <p>Improved team/organisation performance</p>	<p><i>Example</i></p> <p>Workloads are not planned and peaks often occur during summer when people are on annual leave</p>	<p><i>Example</i></p> <p>Plan work better during peak periods. If peaks to clash with annual leave commitments consider talking to other departments to see if temporary resources can be provided.</p> <p>Employees to discuss annual leave plans with manager and potential difficulties with workload during team/121 meetings.</p>	<p><i>Example</i></p> <p>Line manager to lead and suggest idea to senior management.</p> <p>All, with line manager to lead</p>	<p><i>Example</i></p> <p>Issue to be raised at next senior managers meeting.</p> <p>Immediately</p>	<p><i>Example</i></p> <p>Via team meetings</p> <p>Via team meetings</p>	<p><i>Example</i></p> <p>Yes [Date] Review date:</p> <p>Yes [ongoing] Review date:</p>

**Appendix 3 – Stress Management Toolkit: Work-Related Stress Risk Assessment Questionnaire and Action Plan for individuals**

The risk assessment form and action plan in appendix can be used for individual members of staff experiencing work related stress.

<b>Cause of stress</b>	<b>Question</b>	<b>Was it a problem for you?</b> <i>Use this space to detail what the problem is. If it is not a problem leave it blank.</i>	<b>What can be done about it?</b> <i>Practical solutions – what changes can we make?</i>	<b>Who will lead on the work for the action?</b>	<b>Action completed and review date</b>
<b>Demands</b>	Do people at work demand things from you that were hard to combine?				
	Do you have unachievable deadlines?				
	Do you have to work very intensively?				
	Do you have to neglect some tasks because you have too much to do?				
	Are you unable to take sufficient breaks?				
	Do you feel pressured to work long hours?				
	Do you feel you have to work very fast?				
	Do you have unrealistic time pressures?				
<b>Control</b>	Can you decide when to take a break?				
	Do you feel you have a say in your work speed?				
	Do you feel you have a choice in deciding how you do your work?				
	Do you feel you have a choice in deciding what you do at work?				
	Do you feel you have some say over the way you do your work?				
	Do you feel your time could be flexible?				

<b>Support</b>	Does your manager give you enough supportive feedback on the work you do?				
	Do you feel you can rely on your manager to help you with a work problem?				
	Do you feel you can talk to your manager about something that upset or annoyed you at work?				
	Do you feel your manager supported you through any emotionally demanding work?				
	Do you feel your manager encourages you enough at work?				
	Do you feel your colleagues would help you if work became difficult?				
	Do you get the help and support you need from your colleagues?				
	Do you get the respect at work you deserve from your colleagues?				
	Are your colleagues willing to listen to your work-related problems?				
<b>Relationships</b>	Are you personally harassed, in the form of unkind words or behaviour?				
	Do you feel there was friction or anger between colleagues?				
	Are you bullied at work?				
	Are relationships strained at work?				

<b>Role</b>	<b>Are you clear about what is expected of you at work?</b>				
	<b>Do you know how to go about getting your job done?</b>				
	<b>Are you clear about what your duties and responsibilities are?</b>				
	<b>Are you clear about the goals and objectives for the team?</b>				
	<b>Did you understand how your work fits into the overall aim of the organisation?</b>				
<b>Change</b>	<b>Do you have enough opportunities to question managers about change at work?</b>				
	<b>Do you feel consulted about change at work?</b>				
	<b>When changes are made at work, are you clear about how they can work in practice?</b>				
<b>Other Issues</b>	<b>Is there anything else that is a source of stress for you, at work or at home, that contributes to work-related stress?</b>				

*The above questionnaire focuses 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.*

**Appendix 4–Stress Management Toolkit: Identifying and managing stress – Example of practical solutions**

The following table gives practical guidance on how some common sources of work-related stress can be managed:

<b>Issue Identified</b>	<b>Example of practical solutions</b>
<b>Demand:</b>	
<b>Employee[s] indicate they are unable to cope with the demands of their job</b>	
<p>Too little time for task</p> <p>Employees experiencing excessive workloads;</p> <p>Employees working under excessive pressure</p> <p>Inadequate resources for tasks</p> <p>Support for staff</p>	<p>*Prioritise tasks and reprioritise deadlines for non-urgent work. *Try to give notice of urgent/important deadlines to enable individual to plan their work</p> <p>*Review workload regularly as part of 1-2-1's; day to day performance management process and appraisals</p> <p>*Support staff to plan their work. * Identify areas of work staff finds challenging/requires additional support</p> <p>*Consider redistributing work/reprioritising work. *Encourage team work and skills mix</p> <p>Analyse requirements for any projects/tasks including review of equipment &amp; tools; funding and staffing.</p> <p>Ensure staff are kept up to date with equipment faults; maintenance and repairs</p> <p>Ensure knowledge and learning is managed across the organisation.</p> <p>Ensure staff are aware of the internal and external support available to them for example HR; Trade union representatives; occupational health; employee assistance programme</p>
<b>Control</b>	
<b>Employee[s] indicate they have no say in how they do their work</b>	
<p>Not being able to have a work/life balance</p> <p>Conflicting work demands</p> <p>Too much/little training for the job</p>	<p>*Monitor staff working hours. Encourage a healthy work/life balance. *Consider added value/benefits of flexible working</p> <p>* Ensure staff are made aware of the Health &amp; Wellbeing Policy and health &amp; wellbeing workshops. *Ensure staff take their full annual leave entitlement during the leave year. *Ensure the impact of additional duties/tasks are considered appropriately.</p> <p>*Agree realistic deadlines for tasks. *Be clear about tasks required. *Try to allocate work so that everyone is working in a way that helps them work best.</p> <p>Provide training for those who need more e.g. when introducing new working practices. *Consider mentoring to help staff. *Ensure appropriate objectives are set as part of the appraisal process.</p>
<b>Role</b>	
<b>Employee[s] indicate they don't understand their role and responsibilities</b>	
<p>Lack of clarity about job</p> <p>Confusion about how everyone fits</p>	<p>*Ensure job description is up to date and reflective of the role; *Revise job descriptions when roles change;</p> <p>*Ensure clear objectives are set during the appraisal process. *Ensure structure charts</p>

<b>Change</b>	<b>Employees indicates that the organisation engages frequently with them when undergoing organisational change</b>
Poor Communication Fears about job security Lack of skills for new tasks Time allocated to implement change	<ul style="list-style-type: none"> <li>*Consult with staff affected by the change programme</li> <li>*Provide timely information so they have time to understand reasons for change</li> <li>*Provide support for staff during periods of change</li> <li>*Ensure effective two way communication on a 121 basis and during team meetings to help staff feel less anxious</li> <li>*Allow adequate time &amp; resources for consultation</li> <li>*Consider training needs to help implement change effectively.</li> </ul>
<b>Relationships</b>	<b>Employees indicate they are subject to unacceptable behaviours</b>
Poor relationships with others Bullying, racial or sexual harassment Confrontational communication styles	<ul style="list-style-type: none"> <li>*Provide training in effective interpersonal/communication skills</li> <li>*Set up effective systems to prevent bullying &amp; harassment.</li> <li>*Ensure staff are aware of bullying and harassment and HR policies and procedures</li> <li>*Communication that bullying and harassment behaviour is unacceptable</li> <li>*Encourage effective communication between staff and teams</li> <li>*Encourage informal and formal team building activities</li> </ul>
<b>Support</b>	<b>Employees indicate they don't receive adequate support and information from colleagues and managers</b>
Feeling lack of support from colleagues/management Employees unaware of the support available	<ul style="list-style-type: none"> <li>-Ensure regular 1-2-1 and team meetings take place;</li> <li>-Ensure regular feedback is provided to staff – positive and constructive</li> <li>-Be understanding and supportive when staff report experiencing work-related stress</li> <li>-Communicate the availability of resources to support staff e.g. occupational health; employee assistance programme; HR; trade union colleagues etc</li> </ul>