**Appendix A – Managers Workplace Risk Assessment Tool**

**Workplace stress risk assessment form**

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| **Risk assessment details** |
| **Subject of risk assessment:** (individual/role/location/job type) |  |
| **Reason or trigger for risk assessment:** |  |
| **Assessor’s name/title**(usually line manager) |  | **Date of assessment:** |  |

**GUIDANCE NOTES FOR MANAGERS**

These guidance notes are adapted from the HSE paper ‘Managing the cause of work related stress and provide advice on how to conduct a risk assessment of stress at work in five clear stages using the risk assessment form (quotations in the form are direct citations) NB Stress risk assessment will ordinarily be carried by the line manager in conjunction with the subject of the assessment.

The five steps to a **Stress Risk Assessment**:

1. **Identify the stress risk factors**

The key work related factors with potential to cause stress-related illness (the risk factors) are: a) Demands b) Control c) Support d) Relationships e) Role f) Change

1. **Decide who might be harmed and how**

Although some people may be more vulnerable to developing work-related stress illness than others, any individual could be working under conditions that cause undue pressure and so be at risk from work-related stress. Sources that may be useful in making this assessment include, surveys, sickness absence data, staff turnover rates, exit interviews, number of referrals to Occupational Health and information from existing staff forums, as well as standard day to day meetings and other interactions with staff.

1. **Evaluate the risks**
2. **Record findings; develop and implement action plans**
3. **Monitor and review action plans and assess effectiveness**

The Stress Risk Assessment should be reviewed on an ongoing basis, ordinarily through normal line management practices. Where appropriate, formal review dates may be built in.

Reference: <https://www.aber.ac.uk/en/media/departmental/healthsafetyenvironment/hse_stress_standards_step_by_step_hsg218.pdf>

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| **STRESS RISK FACTORS** – NB for all factors, steps should be taken to ensure systems are in place locally to respond to individual concerns on a day to day basis |
| 1. **Demands: “Issues such as workload, work patterns and the work environment”**
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| **Issues identified**For example:* Workload/deadlines
* Hours and patterns of work
* Individual capabilities assessed, including training needs
* Mechanisms to flag concerns
* Physical working environment (temperature, noise, light etc.)
 | **Proposed control measures**For example:* Re-allocate/limit duties (temporary or permanent)
* Set achievable demands in relation to workloads and deadlines
* Give guidance over prioritisation of tasks
* Adjust work hours/patterns (temp or permanent)
* Address training needs and allocate appropriate time for training
* Ensure appropriate communication mechanisms are in place and are operating effectively (individual and group)
* Make physical adjustments – with hazards properly controlled
* Encourage employees to recognise and take responsibility for raising concerns about deadlines/workloads they are view a unreasonable
 | **Responsibility/Ownership** | **Priority level (High, medium, low) & Timescale** |
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| 1. **Control: “How much say the person has in the way they do their work”**
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| **Issues identified**For example:* Pattern/pace of work
* Setting priorities
* Work patterns, including timing of breaks
* Opportunities to act on initiative and to utilise/develop skills
 | **Proposed control measures**For example:* Give appropriate empowerment to staff members
* Allow appropriate flexibility over work schedules
* Suggest time management training
* Offer flexible working
* Ensure appropriate communication mechanisms are in place and are operating effectively (individual and group)
 | **Responsibility/Ownership** | **Priority level (High, medium, low) & Timescale** |
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| 1. **Support: “ The encouragement, sponsorship and resources provided by the organisation, line management and colleagues”**
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| **Issues identified**For example:* Staff feel ill-informed about workplace issues
* Staff feel they do not have the opportunity to raise concerns
* Staff feel isolated or unsupported by management colleagues
* Support for disability or illness related issues including stress
* Failure to praise/recognise good performance
 | **Proposed control measures**For example:* Ensure appropriate communication mechanisms are in place and are operating effectively (individual and group)
* Refer staff to appropriate existing policies and procedures within the Trust.
* Make staff aware of supportive mechanisms available within department and wider Trust. Refer to Section 8 (Page 19)
* Seek advice for the Occupational Health service
* Set up buddy/coach/mentor within the department
* Ensure good communication and give positive feedback/praise
 | **Responsibility/Ownership** | **Priority level (High, medium, low) & Timescale** |
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| 1. **Relationships: “Promoting positive working to avoid conflict and dealing with unacceptable behaviour”**
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| **Issues identified**For example:* Low team spirit
* Staff feel bullied, harassed or victimised
* Staff feel no mechanism exists to enable them to raise issues
* Staff perceive there to be a lack of awareness of diversity and equality issues
 | **Proposed control measures**For example:* Ensure appropriate communication mechanisms are in place and are operating effectively (individual or group)
* Encourage more team working
* Encourage staff to communicate verbally rather than by email
* Encourage appropriate communication from management to department to reinforce trust position in relation to work interactions
* Consider management interventions to resolve specific issues appropriately and at an early stage
* Communicate and make reference to appropriate existing policies and procedures
* Seek advice from Human Resources and or the occupational health service
* Seek advice from Human Resources and or the Occupational health service
* Consider additional equality and diversity training
 | **Responsibility/Ownership** | **Priority level (High, medium, low) & Timescale** |
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| 1. **Role: “ Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles”**
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| **Issues identified**For example:* Lack of clarity over role
* Lack of clarity over who individuals report to
* Perception of being pulled in different directions by conflicting demands
 | **Proposed control measures**For example:* Ensure role description clearly defines the role, expectations, reporting lines and consider any necessary revisions
* Ensure appropriate communication mechanisms are in place and are operating effectively (individual and group)
* Make effective use of personal development plan discussion and core training where applicable e.g. time management and effective communication
 | **Responsibility/Ownership** | **Priority level (High, medium, low) & Timescale** |
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| 1. **Change: How organisational change (large or small) is managed and communicated in the organisation”**
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| **Issues identified**For example:* Staff feel ill-informed about changes to their role/department/trust and how they may be affected
* Staff feel under-supported
* Staff feel they do have an voice
 | **Proposed control measures**For example:* Ensure appropriate communication mechanisms are in place and are operating effectively (individual and group)
* Involve/engage/consult staff in a timely manner during key change initiative, allowing opportunities for staff to feed in their views
* Explain the reasons and benefits for changes as well as information on timescales
* Consider training needs
* Communicate information to staff in a timely manner
 | **Responsibility/Ownership** | **Priority level (High, medium, low) & Timescale** |
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