Cannock Chase Clinical Commissioning Group
and
Stafford & Surrounds Clinical Commissioning Group

MENTAL WELLBEING & RESILIENCE POLICY

(INCLUDING EMPLOYERS & MANAGERS GUIDANCE ON MANAGING MENTAL WELLBEING AND RESILIANCE)

<u>**Agreed at Governing Body**</u>

Date: ....3rd September 2015...

Signature: ....

Designation: ....Cannock Chase CCG...

Review Date: ....September 2016..

Health and Wellbeing Management –

Mental Wellbeing and Resilience Policy

Ref:	
Version:	*V_0.2*
Supersedes:	
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Ratified by: (Name of responsible Committee)	
Date ratified:	
Review date:	
Target audience:	Governing Body and all staff working for, or on behalf of, the CCG

Contents

1.0   Introduction

NHS Staffordshire & Surrounds and Cannock Chase Clinical Commissioning Groups (CCG) as an organisation value all of its employees and the contribution each of them makes to its overall success. It strives to create and maintain a working environment in which open and effective communication, support for each employee and mutual respect between individuals are the expectations and the reality. The CCG is committed to ensuring the health, safety, wellbeing and resilience of **its entire** staff.

2.0   Purpose

The purpose of this policy is to provide direction and guidance to all CCG employees and managers on the management of work related stress, promotion of mental wellbeing and resilience and the processes for risk assessment based on the HSE's Stress Management Standards.

The anticipated benefits from implementing the Mental Wellbeing and Resilience Procedure include:

- Improved working climate and culture;
- Greater openness about sources of pressure at work at all levels;
- Better awareness about stress and mental wellbeing in all employees;
- The continuing importance of trying to ensure a good work-life balance for all employees;
- Greater consistency of approach from managers in dealing with mental wellbeing;
- Early identification of stress supporting prompt resolution;
- Greater awareness of support available to employees;
- Improved stress and resilience management skills in managers;
- Work to reduce the number of work days lost to stress related sickness absence.

3.0   Scope

This policy applies to all employees within the CCG. Managers are responsible for implementation and the CCG is responsible for providing the necessary resources.

4.0   Definitions of Stress, Pressure and Presenteeism

Understanding the difference between pressure and stress is essential to enable employees and managers to determine the severity of particular hazards, situations or events, to decide if a person or team is under more pressure than usual.

The Health and Safety Executive's definition of stress is: "*The adverse reaction people have to excessive pressure or other types of demand placed on them*"

Stress in itself is not an illness, but prolonged exposure to excessive pressures can lead to psychological conditions such as anxiety or depression. There are also physical ill-health conditions such as stomach ulcers and skin conditions that can be aggravated or caused by stress.

Pressure however, is the positive, motivating or driving factor that inspires people to preform to their full potential. A reasonable amount of pressure is necessary to ensure staff perform to their capabilities and achieve their goals. However, sustained and prolonged pressure is unhealthy and can be termed as negative pressure. These consistently high levels of pressure can lead to staff developing stress related symptoms that can impact negatively on workplace performance and personal wellbeing.

4.1   Stressors

Stressors are the causes of stress and can be defined as:

- Factors that cause stress;
- An event or context that elevates adrenaline and triggers the stress response because it throws the body out of balance and forces it to respond.

It is accepted that any job can cause stress and also that it is not just about overwork. Boredom and monotony can also be stressful.

4.2   Presenteeism

Presenteeism is when staff attend work when they are either unwell or have work or non – work related issues on their mind which prevents them from working effectively. Presenteeism has a similar impact on the work place as sickness absence, as it affects productivity and morale. Presenteeism can also lead to longer recovery periods.

This policy will also assist in reducing the effects of Presenteeism through addressing and supporting staff through work and non – work related issues.

5.0   Legal Obligations

The CCG has a duty of care to the mental health and well-being of its employees. Under the Health and Safety at Work etc. Act 1974 employers must take all reasonably practicable measures to protect the health, safety and welfare of employees at work. Additionally, the Management of Health and Safety at Work Regulations 1999 requires employers to assess health and safety risks, and to introduce prevention and control measures based on those risk assessments.

6.0   Responsibilities

Everyone within in the CCG has a role to play in ensuring that the right working environment is created. So no matter where you find yourself in the organisation you can, and should make a contribution to creating such an environment.

6.1   Governing Body and Senior Management team will:

- ensure that this policy is implemented;
- oversee the monitoring of the effectiveness of the policy and of the other measures put in place to eliminate or reduce stress and to generally promote workplace health and safety;
- promote health related programmes for employees;
- ensure that employees are meaningfully consulted on any changes to work practices or work design that could precipitate stress and;
- ensure employees are meaningfully involved in the risk assessment process.

6.2   Line Managers

Managers have a critical role in the prevention of work related stress but also to minimise and manage stress risks.   Using regular supervision and appraisal meetings is an opportunity for managers to discuss an individual's wellbeing and to identify any stress.

Managers should offer support to employees or facilitate support from elsewhere as necessary. Managers are not expected to take on the role of counsellors however; managers will be expected to use effective communication, warmth, genuineness and empathy in their management of stress-related issues.

Line Managers will:
- Encourage employees to be open and honest about workloads and working patterns;
- Be vigilant for early signs of stress.
- Conduct and implement recommendations from risk assessments within their jurisdiction;
- Ensure good communication between management and employees , particularly where there are organisational and procedural changes;
- Ensure employees are fully trained to discharge their duties;
- Ensure employees are provided with meaningful developmental opportunities;
- Monitor workloads to ensure that employees are not overloaded for extended periods of time;

- Monitor working hours to ensure that staff are not overworking and, monitor holiday arrangements to ensure that employees are taking their full entitlement;
- Attend training as requested in good management practice and health and safety;
- Ensure that bullying and harassment is not tolerated and seek support from HR to identify and resolve early issues.
- Be vigilant and offer additional support to any employee who is experiencing stress outside work e.g. bereavement or a change in personal relationships etc.

6.3 Employees

Stress is not a sign of weakness nor is it an illness. Anybody at any time may experience stress for a variety of reasons. Sometimes people have previously coped effectively with challenges however excessive pressure for example, where a number of issues arise at both home and work may result in stress. Employees are encouraged, not to hesitate in seeking support at any time if they are experiencing stress, or feel they are at risk of stress. Employees should approach their Line manager for support in the first instance and are strongly encouraged to do so, but can approach their Human Resources Advisor, the Employee Assistance Programme, their Trade Union representative or Occupational Health directly if, for whatever reason, they feel they cannot approach their manager. Employees are strongly encouraged not to suffer in silence and to accept opportunities for support if offered e.g. Staff Counseling.

Evidence suggests that it can be therapeutic and beneficial for long term wellbeing to avoid absence due to work related stress and remain in work with appropriate organizational support. Avoidance of addressing stressors in the workplace by being absent from work may not aid resolution and may cause further anxiety.

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

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

6.4 Specialist Advice

Specialist advice in managing stress may be obtained from the Occupational Health Service, the Human Resources Directorate or the CSU's Health and Safety Advisor. These individuals will, within the parameters of their roles will:
- Provide specialist advice and awareness training on stress;
- Support managers in implementing stress risk assessments;
- Support individuals who have been off sick with stress and advise them and their management on a planned return to work;
- Refer to workplace counsellors or specialist agencies as required;
- Monitor and review the effectiveness of measures to reduce stress;
- Inform the Senior Management Team of any changes and developments in the field of stress at work.

7.0 Managing Stress - Individuals

It's important to learn how to recognize when your stress levels are out of control. The most dangerous thing about stress is how easily it can creep up on you. You can get used to it. It starts to feel familiar, even normal. You don't notice how much it's affecting you, even as it takes a heavy toll.

The signs and symptoms of excessive stress can and will differ for different individuals. Stress affects the mind, body, and behaviour in many ways, and everyone experiences stress differently. Not only can overwhelming stress lead to serious mental and physical health problems, it can also take a toll on your relationships at home.

Further information on the causes, signs and symptoms of stress can be found in the Employees and Managers Guidance on Managing Mental Wellbeing and Resilience.

7.1   Managing stress within yourself

You may feel like the stress in your life is out of your control, but you can always control the way you respond. Managing stress is all about taking charge: taking charge of your thoughts, your emotions, your schedule, your environment, and the way you deal with problems. Stress management involves changing the stressful situation when you can, changing your reaction when you can't, taking care of yourself, and making time for rest and relaxation.

Further information on *Managing Stress* within yourself can be found in the Employees and Managers Guidance on Managing Mental Wellbeing and Resilience.

7.2   Employee Assistance Programme

All staff have access to the Employee Assistance Programme which is a free confidential life management and personal support service that is available to all employees offering practical support on issues including Work Life, Family matters, Debt.

Further information about this service can be obtained through Human Resources.

7.3   Counselling available through Occupational Health

The Occupational Health services accessed by the CCG provides confidential counselling to assist individuals in dealing with stress, whatever the cause. Counselling can be accessed either by means of a management referral. All counselling is confidential.

8.0   Managing Stress – Organisation / Managers
8.1   Recognising Signs of Stress in Work Colleagues

Symptoms of stress can manifest in many forms below is a table of some of the more common signs that employees may display.

Attitude or Behavioural change	Relationships with others at work
- Increased irribility, impatience, moodiness; - Forgetfulness and difficulty concentrating; - Increased accident rate, reckless behaviour; - Loss of motivation and commitment; - More emotional than usual – crying, sulking, bad temper	- Conflict or tension with colleagues or customers; - More aggressive or passive than usual; - Withdrawal, alienation; - Loss of sense of humour, less friendly or sociable; - Reduced team spirit.
Work Performance	**Attendance and Sickness absence**
- Reduced work performance (quality, quantity, the time it takes them); - More mistakes; - Deterioration in work planning; - Reduced contribution in team meetings.	- Erratic or poor time keeping; - Working longer hours (to keep up or staying away from home); - Increased absenteeism (especially frequent short periods of absence); - Presenteeism

8.2   Health and Safety Executive Management Standards

To assist organisations with managing work related stress, the HSE have developed the Stress Management Standards. The Stress Management Standards approach requires managers, employees and their representatives to work together to improve certain areas of work, described in the Standards, which will have a positive effect on employee wellbeing.

These standards are based on research into those aspects of management of work directly linked to mental ill-health, including factors concerned with the design, organisation and management of work, and advice on the 6 main areas identified as having the potential to contribute to workplace stress. These are:

- **Demands** – are employees able to cope with the demands of the job?
- **Control** – do employees have some say in the way they do their work?
- **Support** – do employees have adequate information and support?
- **Relationships** – are employees subject to unacceptable behaviours e.g. bullying?
- **Role** – do employees understand their role and responsibilities?
- **Change** – are employees kept informed during periods of organizational change?

Further guidance and information regarding the Management Standards can be found on the HSE website http://www.hse.gov.uk/stress/standards/

8.3   Management Standards Indicator Tool
Managers are expected to be consistent in their approach to stress related absence and should utilise the Management Standards Indicator Tool found in the Employees and Managers Guidance on Managing Mental Wellbeing and Resilience.

They should then develop an action plan from the results and refer employees to relevant support services when necessary.

Action plans should be delivered within an agreed timeframe. Managers should be flexible where appropriate, especially where reasonable adjustments are required for employees with mental health problems or where phased returns to work are necessary following stress –related absence.

8.4   Managers Guidance to Possible Solutions for Primary Hazards
The table found in the Employees and Managers Guidance on Managing Mental Wellbeing and Resilience. Provides some guidance on adjustments or solutions that can be considered to problems and hazards. Please note this list is not exhaustive.

9.0   Management of Stress-related Absence
Managers should be consistent and follow the agreed absence management procedure as clearly laid out in the CCG's Absence Management Policy. In particular, managers should be aware that increased or more frequent absence may indicate an underlying stress problem. Return-to-work interviews cover all aspect of absence and enable managers to discuss stress related problems where appropriate. *Where an absence is identified as stress-related, an early referral to Occupational Health is essential.* Managers are encouraged to complete a Management Standards Indicator tool with the employee and provide a copy of the results to Occupational Health. Managers should seek advice from Human Resources or Occupational Health if in any doubt.

10.0   Risk Assessment
Regulation 3 of the Management of Health and Safety at Work Regulations 1999 require employers to assess risks to health and safety from the hazards of work. This includes the risk of employees developing stress-related illness because of their work. You are required to carry out a 'suitable and sufficient risk assessment'.

A Risk assessment has been described as 'a process of looking forward, to anticipate and prevent harm before it occurs'. The traditional health and safety risk assessment process comprises 5 steps:
1. Identify the hazards;
2. Decide who might be harmed and how;
3. Evaluate the risk by identifying what action is already being taken, deciding whether or not it is enough and, if not, deciding what more needs to be done;

4. Record the significant findings;
5. Review the assessment at appropriate intervals.

The CCG have applied this process to mental well-being via the stress management standards. However, the very unique and individual nature of mental well-being means that it can only be applied to certain workplace aspects, and with limited levels of effectiveness, and it must be acknowledged that there is significant responsibility at individual level for assessing individual risks.

The 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.

Risk assessments should be undertaken by the manager 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.

Where a team/service area is identified as experiencing higher levels of stress an action plan must be developed by the senior manager. Advice from occupational health, the health and safety advisor, and human resources team should be sought as required.

10.1 Generic Risk Assessment (GRA) Format
A generic organisational risk assessment format for mental wellbeing which has been developed and can be found in the Employees and Managers Guidance on Managing Mental Wellbeing and Resilience.

The form identifies the main hazards associated with stress, which managers can use to evaluate issues in their areas, and also common control measures which can be checked off as applicable, whilst the reverse provides for site/activity specific input and due ownership.

This has been produced for the benefit of managers as a user friendly aid, but will only be effective if properly completed and used to identify and implement practical measures. Further Advice and guidance regarding the risk assessment process can be sought through the Health and Safety Advisor.

11. Training and Awareness
The CCG will seek to make available regular building resilience training/awareness sessions that will be accessible to all employees. Whilst these sessions will be a regular feature of the CCG's training / organisational development programme, additional sessions will be commissioned at times where particular sources of stress are evident, such as during periods of organisational change.

Additional more focused training will be considered for employees or particular groups of employees to meet any specific needs that may be identified through stress management risk assessments or upon the recommendations of occupational health.

12. Dissemination and Implementation
The policy will be available to all employees via the CCG intranet. The policy will be communicated via team briefs and where appropriate in 1 to 1 meetings.

13. Equality Analysis Assessment
The CCG aims to design and implement procedural documents that meet the diverse needs of our service and workforce, ensuring that no one is placed at a disadvantage over others, in accordance with the Equality Act 2010.

The results from this initial screening indicate that this policy will not require a full Equality Analysis Assessment.

14.   References
- The Health and Safety at Work etc. Act 1974;
- The Management of Health and Safety at Work Regulations 1999;
- The Working Time Regulations 1998 (as amended);
- Disability Discrimination Act 2005;
- INDG341: Tackling work – related stress: A guide for employees;
- HSG 218: Managing the cause of work related stress;
- HSE Tackling stress: The Management Standards Approach;
- INDG281rev1: Work –related stress: A short guide;
- HSE Five Steps to Risk Assessment revised 2006;
- NHS Employers Stress and Mental Health - http://www.nhsemployers.org/HEALTHYWORKPLACES/KEEPING-STAFF-WELL/STRESSANDMENTALHEALTH/Pages/StressMentalHealth.aspx.

Employees and Managers Guidance on Managing

Mental Wellbeing and Resilience

Ref:	
Version:	*V_0.1*
Supersedes:	
Author (inc Job Title):	Michael Moir - NHS Midlands and Lancashire Commissioning Support Unit Health, Safety and Fire Manager
Ratified by: (Name of responsible Committee)	
Date ratified:	
Review date:	
Target audience:	Governing Body and all staff working for, or on behalf of, the CCG

Contents

1.0   Common Causes of Stress

The situations and pressures that cause stress are known as stressors. We usually think of stressors as being negative, such as an exhausting work schedule or a rocky relationship. However, anything that puts high demands on you or forces you to adjust can be stressful. This includes positive events such as getting married, buying a house or receiving a promotion. What causes stress depends, at least in part, is your perception of it. Something that's stressful to you may not faze someone else; they may even enjoy it.

The following table lists some of the common causes of stress:

Work Related Stressors	
• abuse from or dealing with patients, customers or the public; • budget reductions, reorganisations and lack of job security; • poor working conditions; • threats of or actual violence, harassment and bullying; • lack of childcare or flexibility to deal with domestic matters;	• too demanding a job or too high a workload; • monotonous or boring work; • lack of training; • excessive hours and shift work; • working in isolation; • a poor working environment; • dysfunctional working relationships; • lack of control over work;
Non Work Stressors	
• major life changes; • relationship difficulties; • financial problems; • family; • being too busy	• chronic worry; • pessimism; • negative self –talk; • rigid thinking / lack of flexibility; • unrealistic expectations / perfectionism

2.0   Signs and symptoms of stress overload

The following table lists some of the common warning signs and symptoms of stress. The more signs and symptoms you notice in yourself, the closer you may be to stress overload.

Stress Warning Signs and Symptoms	
Cognitive Symptoms	**Emotional Symptoms**
• Memory problems; • Inability to concentrate; • Poor judgment; • Seeing only the negative; • Anxious or racing thoughts; • Constant worrying;	• Moodiness; • Irritability or short temper; • Agitation, inability to relax; • Feeling overwhelmed; • Sense of loneliness and isolation; • Depression or general unhappiness;
Physical Symptoms	**Behavioural Symptoms**
• Aches and pains; • Diarrhoea or constipation; • Nausea, dizziness; • Chest pain, rapid heartbeat; • Loss of sex drive; • Frequent colds;	• Eating more or less; • Sleeping too much or too little; • Isolating yourself from others; • Procrastinating or neglecting responsibilities; • Using alcohol, cigarettes, or drugs to relax; • Nervous habits (e.g. nail biting, pacing)

Keep in mind that the signs and symptoms of stress can also be caused by other psychological or medical problems. If you're experiencing any of the warning signs of stress, it's important to seek medical advice for a full evaluation. Your doctor can help you determine whether or not your symptoms are stress-related.

3.0   Advice on Managing Stress within Yourself
Try and remember the four *A*'s: *Avoid Alter, Adapt, or Accept*.

Avoid	Alter
Avoid unnecessary stress. Not all stress can be avoided, but by learning how to say no, distinguishing between '*shoulds*' and '*musts*' on your to-do list, and steering clear of people or situations that stress you out, you can eliminate many daily stressors.	*Alter the situation*. If you can't avoid a stressful situation, try to alter it. Be more assertive and deal with problems head on. Instead of bottling up your feelings and increasing your stress, respectfully let others know about your concerns or be more willing to compromise and try meeting others halfway on an issue.
Adapt	**Accept**
Adapt to the stressor. When you can't change the stressor, try changing yourself. Reframe problems or focus on the positive things in your life. If a task at work has you stressed, focus on the aspects of your job you do enjoy and, always look at the big picture: is this really something worth getting upset about?	*Accept the things you can't change*. There will always be stressors in life that you can't do anything about. Learn to accept the inevitable rather than rail against a situation and making it even more stressful. Look for the upside in a situation—even the most stressful circumstances can be an opportunity for learning or personal growth. Learn to accept that no one, including you, is ever perfect.

You can also better cope with the symptoms of stress by strengthening your physical health.
- *Set aside relaxation time*. Relaxation techniques such as yoga, meditation, and deep breathing activate the body's relaxation response, a state of restfulness that is the opposite of the stress response;

- *Exercise regularly*. Physical activity plays a key role in reducing and preventing the effects of stress. Nothing beats aerobic exercise for releasing pent-up stress and tension;

- *Eat a healthy diet*. Well-nourished bodies are better prepared to cope with stress. Start your day with a healthy breakfast, reduce your caffeine and sugar intake, and cut back on alcohol and nicotine;

- *Get plenty of sleep*. Feeling tired can increase stress by causing you to think irrationally. Keep your cool by getting a good night's sleep.

4.0   Management Standards - Indicator Tool
This Indicator Tool has been compiled as part of the CCG's drive towards continually improving health and mental well-being at work.

It is recognised that working conditions can affect employees' well-being. Your responses to the questions below will help us determine our working conditions now, and enable us to monitor future improvements. In order for us to compare the current situation with past or future situations, it is important that your responses reflect your work in the last six months.

HSE research has identified that poor management of the following areas can increase the risk of work related stress:
1. Demands.
2. Control.
3. Support.
4. Relationships.
5. Role.
6. Change.

They have made recommendations on the standards to be achieved in the six areas and called them the 'Management Standards'.

How to Use the Indicator Toolkit:
This toolkit contains a questionnaire based on the six areas in the 'Management Standards' and a scoring system to enable you determine any potential areas of risk.
1. Work through each question in turn;
2. Answer every question by ticking the response you feel is most applicable;
3. Add up the score for each section;
4. Check the total against the table and identify the relevant 'what next box;
5. Follow the instructions on what to do next.

The questionnaire takes approximately 15 minutes to complete. On completion of the questionnaire you should discuss any areas of concern with your manager in order to develop an agreed action plan to address concerns.

1. DEMANDS

	Demands	Answers				
		Never	Seldom	Sometimes	Often	Always
1	Different groups at work demand things from me that are hard to combine	5	4	3	2	1
2	I have unachievable deadlines	5	4	3	2	1
3	I have to work very intensively	5	4	3	2	1
4	I have to neglect some tasks because I have too much to do	5	4	3	2	1
5	I am unable to take sufficient breaks	5	4	3	2	1
6	I am pressured to work long hours	5	4	3	2	1
7	I have to work very fast	5	4	3	2	1
8	I have unrealistic time pressures	5	4	3	2	1

My Score for Demands	

Score	Colour	What Next?
32 - 40	**Green**	Indicates there are no significant issues requiring immediate action. However, consider individual options, and/or consult line management, with the aim of continual improvement, and continue to monitor the situation for relevant changes.
17 - 31	**Amber**	Indicates potential for improvement. Consider what can be done individually; discuss any issues/concerns identified with line manager(s), and/or other employee representative(s), and/or seek advice from employee counselling/health and safety
8 - 16	**Red**	Indicates action required. Look at needs to be done individually, consult with line managers as appropriate, and/or make an appointment with Employee Counselling. Use the indicator tool kit as evidence of potential problem areas.

2. CONTROL

	Control	Answers				
		Always	Often	Sometimes	Seldom	Never
1	I can decide when to take a break	5	4	3	2	1
2	I have a say in my own work speed	5	4	3	2	1
3	I have a choice in deciding how I do my work	5	4	3	2	1
4	I have a choice in deciding what I do at work	5	4	3	2	1
5	I have some say over the way I work	5	4	3	2	1
6	My working time can be flexible	5	4	3	2	1

My Score for Control	

Score	Colour	What Next?
24 - 30	**Green**	Indicates there are no significant issues requiring immediate action. However, consider individual options, and/or consult line management, with the aim of continual improvement, and continue to monitor the situation for relevant changes.
13 - 23	**Amber**	Indicates potential for improvement. Consider what can be done individually; discuss any issues/concerns identified with line manager(s), and/or other employee representative(s), and/or seek advice from employee counselling/health and safety
6 - 12	**Red**	Indicates action required. Look at needs to be done individually, consult with line managers as appropriate, and/or make an appointment with Employee Counselling. Use the indicator tool kit as evidence of potential problem areas.

3. MANAGERS SUPPORT

	Managers Support	Answers				
		Always	**Often**	**Sometimes**	**Seldom**	**Never**
1	I am given supportive feedback on the work I do	5	4	3	2	1
2	I can rely on my line manager to help me out with a work problem	5	4	3	2	1
3	I can talk to my line manager about something that has upset or annoyed me about work	5	4	3	2	1
4	I am supported through emotionally demanding work	5	4	3	2	1
5	My line manager encourages me at work	5	4	3	2	1

My Score for Managers Support	

Score	Colour	What Next?
20 - 25	**Green**	Indicates there are no significant issues requiring immediate action. However, consider individual options, and/or consult line management, with the aim of continual improvement, and continue to monitor the situation for relevant changes.
11 - 19	**Amber**	Indicates potential for improvement. Consider what can be done individually; discuss any issues/concerns identified with line manager(s), and/or other employee representative(s), and/or seek advice from employee counselling/health and safety
5 -10	**Red**	Indicates action required. Look at needs to be done individually, consult with line managers as appropriate, and/or make an appointment with Employee Counselling. Use the indicator tool kit as evidence of potential problem areas.

3. PEER SUPPORT

	Peer Support	Answers				
		Always	**Often**	**Sometimes**	**Seldom**	**Never**
1	If work gets difficult, my colleagues will help me	5	4	3	2	1
2	I get help and support I need from colleagues	5	4	3	2	1
3	I receive the respect at work I deserve from my colleagues	5	4	3	2	1
4	My colleagues are willing to listen to my work-related problems	5	4	3	2	1

My Score for Peer Support	

Score	Colour	What Next?
16 - 20	**Green**	Indicates there are no significant issues requiring immediate action. However, consider individual options, and/or consult line management, with the aim of continual improvement, and continue to monitor the situation for relevant changes.
9 - 15	**Amber**	Indicates potential for improvement. Consider what can be done individually; discuss any issues/concerns identified with line manager(s), and/or other employee representative(s), and/or seek advice from employee counselling/health and safety
4 - 8	**Red**	Indicates action required. Look at needs to be done individually, consult with line managers as appropriate, and/or make an appointment with Employee Counselling. Use the indicator tool kit as evidence of potential problem areas.

4. RELATIONSHIPS

	Relationships	Answers				
		Never	Seldom	Sometimes	Often	Always
1	I am subject to personal harassment in the form of unkind words or behaviour	5	4	3	2	1
2	There is friction or anger between colleagues	5	4	3	2	1
3	I am subject to bullying at work	5	4	3	2	1
4	Relationships at work are strained	5	4	3	2	1

My Score for Relationships

Score	Colour	What Next?
16 - 20	**Green**	Indicates there are no significant issues requiring immediate action. However, consider individual options, and/or consult line management, with the aim of continual improvement, and continue to monitor the situation for relevant changes.
9 - 15	**Amber**	Indicates potential for improvement. Consider what can be done individually; discuss any issues/concerns identified with line manager(s), and/or other employee representative(s), and/or seek advice from employee counselling/health and safety
4 - 8	**Red**	Indicates action required. Look at needs to be done individually, consult with line managers as appropriate, and/or make an appointment with Employee Counselling. Use the indicator tool kit as evidence of potential problem areas.

5. ROLE

	Role	Answers				
		Always	Often	Sometimes	Seldom	Never
1	I am clear what is expected of me at work	5	4	3	2	1
2	I know how to go about getting my job done	5	4	3	2	1
3	I am clear what my duties and responsibilities are	5	4	3	2	1
4	I am clear about the goals and objectives for my department	5	4	3	2	1
5	I understand how my work fits into the overall aim of the organisation	5	4	3	2	1

My Score for Roles

Score	Colour	What Next?
20 - 25	**Green**	Indicates there are no significant issues requiring immediate action. However, consider individual options, and/or consult line management, with

		the aim of continual improvement, and continue to monitor the situation for relevant changes.
11 - 19	**Amber**	Indicates potential for improvement. Consider what can be done individually; discuss any issues/concerns identified with line manager(s), and/or other employee representative(s), and/or seek advice from employee counselling/health and safety
5 - 10	**Red**	Indicates action required. Look at needs to be done individually, consult with line managers as appropriate, and/or make an appointment with Employee Counselling. Use the indicator tool kit as evidence of potential problem areas.

6. CHANGE

	Change	Answers				
		Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1	I have sufficient opportunities to question managers about change at work	5	4	3	2	1
2	Staff are always consulted about change at work	5	4	3	2	1
3	When changes are made at work, I am clear how they will work out in practice	5	4	3	2	1

My Score for Change	

Score	Colour	What Next?
12 - 15	**Green**	Indicates there are no significant issues requiring immediate action. However, consider individual options, and/or consult line management, with the aim of continual improvement, and continue to monitor the situation for relevant changes.
7 - 11	**Amber**	Indicates potential for improvement. Consider what can be done individually; discuss any issues/concerns identified with line manager(s), and/or other employee representative(s), and/or seek advice from employee counselling/health and safety
3 - 6	**Red**	Indicates action required. Look at needs to be done individually, consult with line managers as appropriate, and/or make an appointment with Employee Counselling. Use the indicator tool kit as evidence of potential problem areas.

5.0   Managers Guidance to Possible Solutions for Primary Hazards

Demands	Examples of possible control measures
Workload *Too much work to do in the time available;* *Work that is too difficult to do or not achievable;* *Unrealistic demands, targets or deadlines;* *Work demands effecting work-life balance, regularly completing or taking work home;*	• Develop personal work plans to ensure employees know what their job involves; • Hold weekly team meetings to discuss the anticipated workload for the forthcoming week (and to deal with any planned absences); • Hold monthly meetings with individuals to discuss their workload and any anticipated challenges; • Adjust work patterns to cope with peaks and employees absences (this needs to be fair and agreed with employees); • Ensure sufficient resources are available for employees to be able to do their jobs (time, equipment etc.); • Provide training (formal or informal) to help employees prioritise, or information on how they can seek help if they have conflicting priorities; • Discourage long working hours and taking work home – managers should lead by example; • Encourage employees to take leave allowance.
Competency	• Devise a system to keep training records up to date to ensure employees are competent and comfortable in undertaking the core functions of their job; • Consider implementing personal development/training plans which require; • Individuals to identify development / training opportunities which can then be discussed with management; • Link training to performance monitoring arrangements to ensure it is effective and sufficient.
Working patterns	• Review working hours and shift work systems – have these been agreed with employees? • Consider changes to start and end times to help employees to cope with pressures external to the organisation (for example child care, poor commuting routes etc.); • Develop a system to notify employees of unplanned tight deadlines and any exceptional need to work long hours.
Physical environment and violence	• Ensure your risk assessments for physical hazards and risks are up to date; • Assess the risk of physical violence and verbal abuse. Take steps to deal with this in consultation with employees, • Provide training to help staff deal with and defuse difficult situations (for example difficult phone calls, aggressive members of the public).

Control	Examples of possible control measures
Employees have insufficient say in how the work is done or pace of work; *Lack of staff participation in decision making;*	• Agree systems that enable employees to have a say over the way their work is organised and undertaken, for example through project meetings, one-to-ones, performance reviews; • Hold regular discussion forums during the planning stage of projects to talk about the anticipated output and methods of working. Provide opportunities for discussion and input; • Allocate responsibility to teams rather than individuals to take projects forward; • Agree objectives; • Agree roles; • Agree timescales; • Agree the provision of managerial support, for example through regular progress meetings; • Talk about the way decisions are made – is there scope for more involvement? • Talk about the skills people have and if they believe they are able to use these to good effect. How else would they like to use their skills?

Support	Examples of possible control measures
No recognition of stress in the workplace; *Lack of communication between employees and management;* *Lack of emotional support;* *No sense of pride or achievement;* *Lack of recognition for a job well done;* *Problems are not recognised or solved promptly;*	• Hold regular one-to-one meetings to talk about any emerging issues or pressures; • Hold regular liaison/team meetings to discuss unit pressures; • Include 'work-related stress/emerging pressures' as a standing item for employees meetings and/or performance reviews; • Seek examples of how people would like to, or have, received good support from managers or colleagues – can these be adopted across the unit? • Ask how employees would like to access managerial support, for example „open door" policies, or agreed times when managers are able to discuss emerging pressures; • Introduce flexibility in work schedules (where possible) to enable staff to cope with domestic commitments; • Develop training arrangements and refresher sessions to ensure training and competencies are up to date and appropriate for the core functions of employees jobs; • Talk about ways the organisation on could provide support if someone is experiencing problems outside work; • Disseminate information on other areas of support (HR dept, occupational health, employee assistance programme).

Relationships	Examples of possible control measures

Bullying at work;
 	
Harassment;
 	
Discrimination;
 	
Management styles likely that increase stress;.
	• Managers must react promptly to concerns about bullying and harassment – this kind of behaviour must not be tolerated;
	• Managers who witness harassment must take immediate action which, depending on the circumstances, may include:
	  • an informal discussion with the employee committing the act;
	  • referring the employee to the anti-bullying and harassment procedure guide;
	  • considering taking disciplinary or formal action;

Relationships	Examples of possible control measures
Intimidation;	• Formal procedure should only be adopted where, despite all efforts, a resolution has not been

	achieved through informal communication channels or in cases where it is appropriate to go straight to formal procedures.
Other colleagues attitudes;	• A harassment allegation is considered to be a grievance and the grievance procedures should be followed grievance procedure guide;
Clients/Service users and the General Public	• Employees who witness the harassment of another member of staff should report it to their line manager or HR Adviser who will take appropriate action;
	• Managers should encourage employees to recognise the individual contributions of other team members and the benefits of the whole team pulling together:
	• team building;
	• team planning;
	• identify ways of celebrating team success;
	• encourage good communication and provide appropriate training to aid skill development (for example listening skills, confidence building);
	• identify ways to celebrate success (for example informal lunches/wash-up meetings at the end of a project);
	• An employee may feel able to deal with the matter on their own;
	• Speaking to the alleged harasser may be appropriate when:
	• an employee feels able to meet with the person face to face to discuss the issue and find resolution, apology etc.;
	• the alleged incident is not serious;
	• the incident is recent, and the employee seeks an apology at that time;
	•

Role	Examples of possible control measures
Conflicting job demands;	• Hold team meetings to enable members to clarify their role and to discuss any possible role conflict;
	• Display team/department targets and objectives to help clarify team and individual role;
Role ambiguity;	• Agree specific standards of performance for jobs and individual tasks and review periodically;
	• Introduce personal work plans which are aligned to the outputs of the team;
Demands on behaviour;	• Hold regular one-to-one meetings to ensure individuals are clear about their role and know what is planned for the coming months;
New job, promotion or other change of role;	• Develop suitable induction arrangements for new staff – make sure all members of the team understand the role and responsibilities of the new recruit.
New boss;	

Change	Examples of possible control measures
Poorly managed change lack of communication; *Restructuring;* *Introduction of new technology or new ways of working;* *Uncertainty;* *Job insecurity;* *Office moves;*	• Ensure all employees are aware of why the change is happening – agree a system for doing this; • Define and explain the key steps of the change. Ensure employee consultation and support is a key element of the programme; • Establish a system to communicate new developments quickly ; • Agree methods of communication (for example meetings, notice boards, letters, e-mail, feedback forums etc.) and frequency (for example weekly, monthly); • Ensure employees are aware of the impact of the change on their jobs; • Provide a system to enable employees to comment and ask questions before, during and after the change; • Have an 'open door' policy to help employees who want to talk to their managers about their concerns; • Involve employees in discussions about how jobs might be developed and changed.

Individuals needs	Examples of possible control measures
New and expectant mothers; *Young workers – inexperience;* *Pre-existing mental health problems;* *Physical health conditions or disabilities;* *Poor personal coping skills;*	• Carry out specific risk assessments for new and expectant mothers, young persons and staff with disabilities or long term health conditions; • Pre-employment occupational health screening; • Ensure job descriptions clearly explain the pressures of the job; • Ensure the right people are recruited to each post; • Access to occupational health service; • Access to learning and development opportunities to improve coping skills or work skills; • Provide adequate employee induction; • Provide access to employee assistance programme; • Provide phased, supported return to work after absence (involve HR and occupational health, where appropriate).
Conflicting demands of work and home; *Low levels of support at home;* *Dual career problems;* *Doing more than one job;* *Travel to and from work;* *Long working hours;* *Problems at home impacting on work;*	• Encourage a healthy "work-life balance"; • Where practical, provide flexible working arrangements to help staff cope with domestic commitments; • Deal sensitively with employees experiencing problems outside work; • Explore feasibility of home working (taking into account service needs and health and safety issues); • Provide compassionate leave arrangements, where appropriate; • Provide information on the employee assistance programme.

6.0   Risk Assessment for Stress at Work - Guidance Notes for Managers.

This guidance note provides advice on how to conduct a risk assessment for stress at work in five clear stages using the risk assessment form, below. This has been adapted from guidance contained within the HSE guidance*; Managing the causes of work-related stress*. Quotation marks indicate where the HSE document has been cited directly. (NB, the Stress Risk Assessment should be carried out by the Line Manager (or suitable nominated person) in conjunction with the subject of the assessment).

The 5 steps to a Stress Risk Assessment are as follows:

6.1   Identify the stress risk factors:

The Stress Risk Assessment has been designed to assist with this. 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

6.2   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 could 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, information from existing staff forums, as well as standard day-to-day meetings and other interactions with staff.

6.3   Evaluate the risks:

The risk assessment below has been designed to assist with this.

6.4   Record the findings; develop and implement action plans:

The risk assessment has been designed to assist with this.

6.5   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.

7.0 Mental Health Wellbeing – Management Risk Assessment

ASSESSMENT DETAILS			
Department/Employee Name:		Name of Assessor:	
Job Title:		Assessors Signature:	
Line Manager:		Date Completed:	

PLANNED REVIEW			
Planned Review Date:		Assessment Review by:	
Date Completed:		Assessors Signature:	

Stress Risk Factor (NB, or all factors, steps should be taken to ensure systems are in place locally to respond to individual concerns on a day - to - day basis).			
Management Standard 1 – DEMANDS; "Issues such as workload, work patterns and the work environment."			
Issues Identified e.g.; • Workload/deadlines; • Hours and patterns of work; • Individual capabilities including training need; • Mechanisms to flag concerns; • The physical working environment (temperature, noise, light, etc.).	**Proposed Control Measures** e.g.; • Re-allocation of duties (temporary or permanent); • Guidance over prioritisation of tasks; • Adjustment of hours/work patterns (temporary or permanent); • Training; • Ensure appropriate communication mechanisms are in place and operating effectively (individual and group); • Physical adjustments – hazards properly controlled.	**Responsibility/ Ownership**	**Priority Level (H,M,L) & Timescale**

Management Standard 2 – CONTROL - "How much say the person has in the way they do their work."			
Issues Identified e.g.; • Pattern/pace of work; • Setting priorities; • Work patterns, including timing of breaks; • Opportunity to act on initiative and to utilise/develop skills.	**Proposed Control Measures** e.g.; • Appropriate empowerment of staff members; • Appropriate flexibility over work schedules; • Flexible working; • Ensure appropriate communication mechanisms are in place and operating effectively (individual and group).	**Responsibility/ Ownership**	**Priority Level (H,M,L) & Timescale**

Management Standard 3 – SUPPORT - The encouragement, sponsorship and resources provided by the organisation, line management and colleagues."			
Issues Identified e.g.; • 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** e.g.; • Ensure appropriate communication mechanisms are in place and operating effectively (individual and group); • Reference to appropriate existing policies and procedures within the CCG; • Staff made aware of supportive mechanisms available within department and CCG, and how to access them (e.g., Counselling Service, Occupational Health, etc.); • Advice sought from Occupational Health/HR; • Support from the Counselling Service.	**Responsibility/ Ownership**	**Priority Level (H,M,L) & Timescale**

Management Standard 4 – RELATIONSHIPS - "Promoting positive working to avoid conflict and dealing with unacceptable behaviour."			
Issues Identified e.g.; • 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** e.g.; • Ensure appropriate communication mechanisms are in place and operating effectively (individual and group); • Encourage more team working; • Encourage staff to communicate verbally rather than by email; • Communication from management to department to reinforce CCG's position in relation to work interactions; • Management intervention to resolve specific issues appropriately and at an early stage; • Reference to appropriate existing policies and procedures within the CCG, including	**Responsibility/ Ownership**	**Priority Level (H,M,L) & Timescale**

	complaint procedures; • Advice sought from HR/ Occupational Health; • Consider diversity and equality training;		

Management Standard 5 – ROLE - "Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles."

Issues Identified	Proposed Control Measures	Responsibility/ Ownership	Priority Level (H,M,L) & Timescale
e.g.; • Lack of clarity over role; • Lack of clarity over who individuals report to; • Perception of being pulled in different directions by conflicting demands.	e.g.; • Ensure role description clearly defines the role, expectations, reporting lines, etc. Consider any necessary revisions; • Ensure appropriate communication mechanisms are in place and operating effectively (individual and group). • Make effective use of 1-2-1 and PDR discussion.		

Management Standard 6 – CHANGE - "How organisational change (large or small) is managed and communicated in the organisation."

Issues Identified	Proposed Control Measures	Responsibility/ Ownership	Priority Level (H,M,L) & Timescale
e.g.; • Staff feel ill-informed about changes to role / team / CCG and how they may be affected by them; • Staff feel under-supported; • Staff feel they do not have a voice.	e.g.; • Ensure appropriate communication mechanisms are in place and operating effectively (individual and group); • Additional efforts may be appropriate to involve/engage/consult staff in a timely manner during key change initiatives, allowing opportunities for staff to feed in their views; • Efforts made to explain reasons for changes, and the benefits, as well as information on timescales; • Training needs considered.		

8.0   ADDITIONAL INFORMATION and / or REVIEWER COMMENTS: