-+The HSE management standards identify the risk factors for work-related stress:

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| --- | --- |
| **Demands** | Staff are able to cope with the demands of the job |
| **Control** | Staff are able to have a say about the way work is done |
| **Support** | Staff receive adequate information and support from colleagues and line  managers |
| **Relationships,** | Staff are not subjected to unacceptable behaviours e.g. bullying and harassment, at work |
| **Role** | Staff understand their role and responsibilities |
| **Change** | Staff are involved and consulted about organisational changes |
|  | <http://www.hse.gov.uk/stress/standards/>   * Refer to **Appendix 1** for questions relating to the management standards |

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| --- | --- | --- | --- |
| Date: | | | Time: |
| Employees Name: | | |  |
| Job Title: | | |  |
| Overview of role: | | | |
| Is there an occupational health report for this employee? | | | Yes/No |
| Outline the employees sickness absence over the last 6 months | | | |
| Days Absent | Start Date | Reason for absence | |
|  |  |  | |
|  |  |  | |
|  |  |  | |
| Use HSE Management Standards approach (above) to list concerns raised by the employee: | | | |
|  | | | |
| Impact of issues on employee’s health/wellbeing: | | | |
|  | | | |
| Impact of issues on services: | | | |
|  | | | |
| Key issues identified from the risk assessment: | | | |
|  | | | |
| Action plan:  (to be agreed either at the meeting, or after, or a combination of both) | | | |
|  | | | |
| Agreed “catch up” date: |  | | |
| Line manager: |  | | |
| Job title: |  | | |
| Date: |  | | |

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| **Cause of Stress** | **Guidance from Health and Safety Executive**  **Areas to Cover** |
| Demands | Did different people at work demand things from you that were hard to combine? |
|  | Did you have unachievable deadlines? |
|  | Did you have to work very intensively? |
|  | Did you have to neglect some tasks because you had too much to do? |
|  | Were you unable to take sufficient breaks? |
|  | Did you feel pressured to work long hours? |
|  | Did you feel you had to work very fast? |
|  | Did you have unrealistic time pressures? |
| Control | Could you decide when to take a break? |
|  | Did you feel you had a say in your work speed? |
|  | Did you feel you had a choice in deciding how you did your work? |
|  | Did you feel you had a choice in deciding what you did at work? |
|  | Did you feel you had some say over the way you did your work? |
|  | Did you feel your time could be flexible? |
| Support | Did your manager give you enough supportive feedback on the work you did? |
| (Manager) | Did you feel you could rely on your manager to help you with a work problem? |
|  | Did you feel you could talk to your manager about something that upset or annoyed you at work? |
|  | Did you feel your manager supported you through any emotionally demanding work? |
|  | Did you feel your manager encouraged you enough at work? |
| Support | Did you feel your colleagues would help you if work became difficult? |
| (Peers) | Did you get the help and support you needed from your colleagues? |
|  | Did you get the respect at work you deserved from your colleagues? |
|  | Were your colleagues willing to listen to your work-related problems? |
| Relationships | Were you personally harassed, in the form of unkind words or behaviour? |
|  | Did you feel there was friction or anger between colleagues? |
|  | Were you bullied at work? |
|  | Were relationships strained at work? |
| Role | Were you clear about what was expected of you at work? |
|  | Did you know how to go about getting your job done? |
|  | Were you clear about what your duties and responsibilities were? |
|  | Were you clear about the goals and objectives for this department? |
|  | Did you understand how your work fits into the overall aim of the organisation? |
| Change | Did you have enough opportunities to question managers about change at work? |
|  | Did you feel consulted about change at work? |
|  | When changes were made at work, were you clear about how they would work out in practice? |
| Other Issues | Is there anything else that was a source of stress for you, at work or at home that may have contributed to you going off work with work-related stress? |

**Factors Outside of Work**

The list of questions above focusses on factors at work. There may also be factors in the person’s family life which may have contributed or added to the pressures the person is experiencing. Sometimes this makes it harder to cope with demands at work. The member of staff may want to share these issues with their manager. You may be able to help at work and make adjustments in the short-term for example, being more flexible with working hours or being sympathetic to the pressures the employee is under and adjusting workload or priorities.

If an employee does not feel happy telling their manager about more personal problems, check if there is anyone else the person could turn to for support, for example in the workplace, Occupational Health (OH) or Counselling Service. In your role as manager you may also wish to seek advice from your HR Business Partner or OH Service. Don’t forget to look at the links at <http://www.hse.gov.uk/stress/links.htm> on the HSE Stress website.