1. Haringey Council Procedure

1.1 The Council provides a wide range of diverse services to the multicultural population of Haringey. All **these services are made possible through the work of the Council's** employees, often working directly with Haringey residents. Consequently, the Council accepts that the fitness for work of its employees is a primary requirement for the efficient and effective delivery of our key priorities.

1.1.2 HSE statistics show that work-related stress is a significant issue with more than 15.4 million working days lost as a result of stress, anxiety, or depression at a conservative estimated cost of £5.2 billion to industry, individuals, and the government

1.1.3 Many definitions exist on stress but there is no single agreed definition. The Council adopts the Health and Safety Executives (HSE) definition of work-related stress: -

"The adverse reaction people have to excessive pressures and other types of demand placed upon them."

1.1.4 This definition makes a clear distinction between the beneficial effects of reasonable pressure (which can be stimulating and motivating) and work-related stress, which is the distressing reaction to pressures that an employee perceives they cannot cope with.

1.1.5 Work related stress is the second most commonly reported cause of work-related ill health in Britain. It is of concern to employers and employees alike as it poses a risk to emp**loyee's health and can** also be very detrimental to service provision.

1.1.6 There has been a tendency for society to stigmatise those suffering from stress. The Council does not accept stress as a sign of weakness and encourages early interventions to prevent future ill health. Both the Council and its employees can benefit by tackling work-related stress. Managing work related pressure could prevent employees experiencing stress and suffering subsequent physical or psychological ill health. Employees who are well and at work are likely to be more productive and effective in providing Council services.

1.1.7 It is recognised that stress can occur as a result of pressure at work or in an **employee's priva**te life or combination of both. This procedure focuses on pressures that may arise from the organisational design and management of work and aims to prevent the risk of work-related stress at source. It concentrates on primary and secondary interventions (risk assessment and training) rather than tertiary intervention (counselling). However, the Council will incorporate measurements to help employees during non-work-related stressful periods e.g. Employee Assistance Programme and My Conversation.

1.1.8 The Council recognises that whilst a degree of pressure can be a positive force at work, excessive pressure can have a negative effect on health and on performance at work. The Council is committed to promoting good health at work and to provide support mechanisms for employees suffering from the effects of stress.

1.1.9 This guidance, which is based on the **Health & Safety Executive's (**HSE) Management Standards Approach to stress, provides advice on identifying stress and how that stress can be reduced in the workplace. The early detection of stress will prevent the possibility of stress related illness.

1.1.10 Well-designed, organised, and managed work helps to maintain and promote individual health and well-being. Although, where there has been insufficient attention to job design, work organisation, adherence to working times, taking statutory breaks and management the benefits and assets associated with 'good work' could be lost. One common result is work related stress.

1.1.11 Recent statistics confirm that work related stress is widespread in the UK working population and is not confined to particular sectors or high-risk jobs or industries. That is why a population-wide approach is necessary to tackle it.

2. Scope of Procedure

2.1 This procedure is applicable to all employees, management and to all Haringey Council Maintained Schools

2.2 Council Services and Schools will identify sources of work-related stress through risk assessment with the objective of reducing harm from stress as far as is reasonably practicable

3. Key Terms and Summary Information

3.1 Key Terms

Work Related Stress	By the term 'work related stress' we mean the process that arises where work demands of various types and **combinations exceed the person's capacity and capability** to cope. It is a significant cause of illness and disease and is known to be linked with high levels of sickness absence, staff turnover and other indicators of organisational underperformance – including human error.
Management Standards	The Health and Safety Executive (HSE) have identified six main groups in the Management Standards that can cause stress. These are: - 1. **Demands**: This will include factors such as workload, patterns of work and also the workplace itself. 2. **Control**: How much influence employees have on their working methods. 3. **Support**: How all appropriate levels of the Council supports, resources, and motivates its staff. 4. **Relationships**: Providing positive working methods and conditions to support staff well-being, avoid conflict and address any unacceptable behaviour. 5. **Roles**: Ensuring that all employees are aware of their roles within services and clearly understand their objectives; and 6. **Change**: Ensuring that all relevant organisational changes are effectively communicated and managed.

4. Responsibilities for Implementation

4.1 **Directors, Heads of Service and Headteachers** are responsible for implementing and monitoring compliance with this procedure in their area or school.

4.2 **Managers**

4.2.2   All managers are responsible for carrying out risk assessments on all the activities that they are responsible for, these assessments must include an assessment of stress in the workplace. It is important to remember when assessing risk that everyone reacts to stress in different ways and some people are more susceptible to the effects of stress than others. It is better to identify if stress is a possible problem in the workplace and take action to reduce the risk than it is to wait for someone to be made ill and then try to reduce the impact. Stress is not part of the job!

4.2.3   Conduct and implement recommendations of risks assessments within their jurisdiction.

4.2.4   Ensure good communication between management and staff, particularly where there are organisational and procedural changes.

4.2.5   Monitor workloads to ensure that people are not overloaded.

4.2.6   Monitor working hours and overtime to ensure that staff are not overworking.

4.2.7   Monitor holidays to ensure that staff are taking their full entitlement

4.2.8   Be vigilant and offer additional support to a member of staff who is experiencing stress outside work e.g. bereavement or separation

4.3   Human Resources

4.3.1   Give advice to managers on sickness absence relating to stress, job evaluation etc.

4.3.2   Help monitor the effectiveness of measures to address stress by collating sickness absence statistics.

4.3.3   Advise managers and individuals on training requirements.

4.3.4   Provide continuing support to managers and individuals in a changing environment and encourage referral to occupational workplace counsellors where appropriate

4.4.   Corporate Health and Safety

4.4.1   Provide specialist advice and awareness training on stress.

4.4.2   Train and support managers in the risk assessment process.

4.4.3   Ensure that appropriate stress management training is provided to managers by competent training providers.

4.4.4   Monitor and review the effectiveness of measures to reduce stress.

4.4.5   Inform the Senior Management Team and the Corporate Health, Safety and Wellbeing Board of any changes and developments in the field of work-related stress.

4.6   Employees

4.6.1 Employees also have a duty to take responsibility for their health and safety in the workplace. As part of this duty employees should inform their manager as soon as possible if they are suffering from work related stress which they consider is affecting their health. It is also recommended that they inform their manager when suffering from stress relating to their personal life, as the organisation, through reasonable adjustments, HR support and other support mechanisms may be able to help. Alternatively, employees may wish to discuss issues with the Employees Assistance Programme and/or their Trade Union Representative in confidence.

4.6.2 Raise issues of concern with your Safety Representative, line manager or occupational health.

4.6.3 Accept opportunities for counselling when recommended.

4.6.4 Attend preventative stress awareness sessions, when requested, so that they can learn to recognise the signs of stress in themselves and others and be aware of effective strategies to keep stress to the minimum.

4.6.5 Report issues of concern to their line manager, safety representative or to the human resources department.

4.6.6 If stress is caused by or exacerbated by work, they should seek support by speaking to their line manager, using My Conversation is a good opportunity to discuss issues around work-related stress. Talking to Occupational Health, their Trade Union Representative and/or GP can also be a good source of support. If a fellow employee is suffering from stress, they should be encouraged to seek assistance.

4.6.7 Managing work related stress relies on employees participating in the process by contributing to the information gathering process and highlighting potential risk factors.

4.6.8 Employees can help manage their stress by being aware of the effects of stress and how positive interventions such as a healthy lifestyle can improve the situation. The following guidance document also gives advice on reducing stress for employees. See Health & Safety Executive (HSE) Reducing Stress at Work Guide for Employees.

5.   Specialist Advice

5.1 Should you require any further information on any aspect of this procedure please contact the Corporate Health & Safety Team, Occupational Health, Human Resources or your Trade Union Representative.

5.1.2 The Council provides access to an Employees Assistance Programme which is available to staff free of charge. The EAP can be contacted using this link https://www.peopleatwork.co.uk/my-eap/login Log in Haringey Password - Support10

6.   Other documents you may need to consider

6.1 HSP06 Risk Assessment Procedure

6.1.1 Health & Safety Executive (HSE) – Reducing Stress at Work Guide for Employees.

7.   Action to Take

7.2   Recognising the Symptoms

7.2.1   Identifying the indications that someone may be suffering from stress is often very difficult; changes can occur over a long period of time and may need to involve advice from **Haringey Council's Corporate Health & Safety Team, Occupational** Health, and/or Human Resources.

7.2.2   The most common signs of stress include: -

- Reduced performance.
- Change in behaviour patterns.
- Inability to meet deadlines.
- Loss of motivation.
- Poor concentration.
- Tiredness or irritability.
- Excessive drinking or smoking.
- Physical decline and increased sickness absence.
- Excessive mood changes or out of character behaviour; and
- Poor working relationships.

7.3   The Management Standards

7.3.1   The core of the Health & Safety Executive (HSE) approach for dealing with work related stress is the Management Standards approach.

7.3.2   The Management Standards represent a set of conditions that, if present, reflect a high level of health, well-being, and organisational performance. This approach is designed to help those people who have key roles in promoting organisational and individual health and well-being and preventing illness and diseases resulting from stress.

7.3.3   The Management Standards approach gives managers the help they need to achieve these aims. It demonstrates good practice through risk assessment, allows measurement of the current situation using surveys and other techniques, and promotes active discussion with employees to help decide upon the practical improvements that can be made.

7.3.4   The Health and Safety Executive (HSE) have identified six main groups in the Management Standards that can cause stress. These are: -

1. **Demands**: This will include factors such as workload, patterns of work and also the workplace itself.

2. **Control**: How much influence employees have on their working methods.

3. **Support**:   How all appropriate levels of the Council supports, resources, and motivates its staff.

4. **Relationships**: Providing positive working methods and conditions to support staff well-being, avoid conflict and address any unacceptable behaviour.

5. **Roles**: Ensuring that all employees are aware of their roles within services and clearly understand their objectives; and

6. **Change**: Ensuring that all relevant organisational changes are effectively communicated and managed.

7.3.5   For a more in-depth description please see Appendix 1 The Management Standards in Depth

7.4   Risk Assessment

7.4.1   All managers and Head teachers are responsible for carrying out risk assessments on all the activities that they are responsible for, these assessments must include an assessment of stress in the workplace. It is important to remember when assessing risk that everyone reacts to stress in different ways and some people are more susceptible to the effects of stress than others. It is better to identify if stress is a possible problem in the workplace and take action to reduce the risk than it is to wait for someone to be made ill and then try to reduce the impact.

7.4.2   Work activity risk assessments should be reviewed at least annually and if there is a significant change, either to work patterns or if someone has time off for a stress related illness.

7.4.3   Where Work-related stress is an identified hazard within a service/teamwork activity risk assessment, a specific stress risk assessment should be completed using the Corporate Stress Risk Assessment Form (Appendix 2)

7.4.4   As part of the Stress Management Assessment Programme the Corporate Health & Safety Team can be called upon to assist with work-related stress risk assessments for staff in a particular service/school/group/section and provide a complete analysis which details any particular stressors within that group and also provide any follow up assistance required by the service or school. For further information on this process please contact Haringey Council Corporate Health & Safety Team

7.5   Identifying if Stress is a problem

7.5.1   There are several methods that can be used to help in identifying if stress is a problem. They will also help to identify the causes of stress (the stressors).

7.5.2   **Informal talks to staff:** carried out in the normal course of the day's work, during team meetings etc.

7.5.3   **Performance appraisal**: Gives the opportunity to explore in a formal way any underperformance or whether they are having difficulty coping.

7.5.4   My Conversation: Is part of performance appraisal and can be used as an opportunity to discuss issues affecting the employee.

7.5.5   **Managing absence**: Gives the opportunity to discover if there is any reason behind excessive absence.

7.5.6 **Sickness/absence data**: Can help to identify organisation wide problems, particularly if sickness is higher in one particular area.

7.5.7 The Health and Safety Team can assist further by carrying out a stress analysis of the team/service using the HSE Stress Indicator tool and then, using focus groups if required, drill down in issues and present possible solutions. This can only be done at service level or a large team

7.6   Absence and Rehabilitation

7.6.1 Where an employee is absent due to stress or any other condition, then the manager **must comply with the Council's Polic**ies on Control and Management of Absence. This will involve the manager discussing the problem with the employee at the return to work interview with a view to identifying the cause and taking appropriate action to support and assist the employee. Action may include arranging prompt referral of the employee to Occupational Health.

7.6.2 Managers must consider the most appropriate arrangements for those employees who are returning from a long-term absence through discussions with the employee, Human Resources, and advice from Occupational Health. Appropriate support and assistance can be provided to make the return to work as easy as possible. Options available are: -

- Phased return to work within an agreed timeframe.
- Return to work on a part time or job share basis.
- Re-design of the job.
- Distribution of some tasks to other employees where capacity allows; and
- Where available redeployment to an alternative role.

7.6.3 Prior to their return it is essential the employee is advised of any change in their role when they return to work. Any necessary training or other support should be arranged prior to their first day back and the employee advised accordingly. When an employee has been away from work for a long period, they may feel isolated and out of touch with current events. Bringing the employee back into work for a short period prior to their official return date can help alleviate any concerns. Attendance at a staff meeting or an informal meeting with colleagues could be considered. Once the employee has returned to work the manager must m**onitor the employees' progress.**

7.6.4 Part of the monitoring should be a meeting with the employee at the end of the first day back, the end of the first week and end of the first month. This enables the employee to raise any concerns they may have and allow the manager to take prompt action where necessary. Details of meetings should be suitably recorded e.g. a diary entry or note in a personnel file, to demonstrate the action taken to assist the employee back to work.

7.7   Reducing Stress – Actions for Managers

7.7.1 **The 'Stress management competency indicator tool' document is designed to allow** Managers to assess whether the behaviours identified as effective for preventing and reducing stress at work are part of your management repertoire or not. The aim is to help managers to reflect upon their own behaviour and management style. Access to this tool is through the Corporate H&S Team, that will send a link to an online survey to be done by the service area/team employees. The survey is not confidential but

only the Corporate H&S Team will have access to the employee's details. Results shared with management will be anonymised.

7.7.2   Where an individual has identified to a manager that their health is being affected by work related stress and or has had absences related to stress a useful tool (Appendix 3) based on the Management Standards for stress can be used to identify the causes and allow the manager and employee to plan and redress workplace arrangements to prevent further absences and promote a positive workplace for the employee and potentially other colleagues who may be affected by similar issues.

8.   Non-Workplace Stress

8.1   Obviously not all stress is work related. Staff may have personal, health, domestic or other problems which may affect their wellbeing and work performance and make them more vulnerable to workplace stress.

8.1.2   Managers and employees can use My Conversation as an opportunity to discuss issues that are affecting their performance, including stress outside of work. It is important to have a discussion with managers where external stressors are affecting employees in order for the Council to provide support where possible.

8.1.3   External agencies such as General Practitioners, Relate, Victim Support, HAGA, , etc can also be suggested and Employees Assistance Programme can usually assist with this type of referral.

8.1.4   Haringey has a positive approach to wellbeing and encourages healthy lifestyle choices, exercise, diet, and mental health. Details of wellbeing events and information are available on the intranet.

9.   Record Keeping

9.1   Managers must keep records of all risk assessments completed for work activities undertaken by their teams/services. Risk assessments as already stated should address stress as a workplace hazard. Using the information provided within this procedure, suitable controls can be put in place to prevent incidents of employee's ill health and absenteeism.

9.1.2   Specific Stress Risk Assessments completed for individuals who are experiencing negative effects from stress must be kept strictly confidential.

9.1.3   All notes and communications with employees who are experiencing stress and may also be absent from work must be retained and where appropriate shared with Human Resources for inclusion personnel files.

10.   Monitoring and Review

10.1   A variety of monitoring systems must be utilised to ensure adherence with this procedure including departmental monitoring checks and internal health and safety audits.

10.1.2 This safety procedure will be reviewed every 26 months and revised as soon as practicable where changes in statute or industry best practice deem the content out of date. Procedures will be reviewed by the Corporate Health and Safety Team and approved by the Head of Organisational Resilience.

11. Approval of the Procedure

11.1 This safety procedure was reviewed by the Corporate Health, Safety and Wellbeing **Board and approved by the Council's Head of Organisational Resilience on 10th** November 2020. Any required variations from this safety procedure should be brought **to the attention of the Council's Head of Organisational Resilience.**

Approved by (print name): Andrew Meek, Head of Organisational Resilience

Signature:

Date: 1st December 2020

Appendix 1 The Six Management Standards in Depth

1 Demands

The following list of stages can be used to help allocate resources. It is not exhaustive. Further stages may be required, or some listed may not be relevant or could be combined into a single step. It may be that for some staff the work done as part of the process would have been done anyway, e.g. compiling sickness absence data.

The standard	Employees indicate that they are able to cope with the demands of their jobs.
What should be happening	- The Organisation provides employees with adequate and achievable demands in relation to the agreed hours of work. - People's skills and abilities are matched to the job demands. - Jobs are appointed based on the capabilities of employees. - Employees' concerns about their work environment are addressed.
Ways to achieve the standard	
Workload	- Develop personal work plans to ensure staff 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 regular meetings with individuals to discuss their workload and any anticipated challenges. - Adjust work patterns to cope with peaks and staff absences (this needs to be fair and agreed with employees). - Ensure sufficient resources are available for staff to be able to do their jobs (time, equipment etc). - Provide training (formal or informal) to help staff prioritise, or information on how they can seek help if they have conflicting priorities.
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 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 staff? - Consider changes to start and end times to help employees to cope with pressures external to the organisation (e.g. childcare, poor commuting routes). - 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 and others who can help (e.g. the police, charities). - Provide training to help staff deal with and defuse difficult situations (e.g. difficult phone calls, aggressive customers).

Do:

- Allow regular breaks, especially when the work is complex or emotionally demanding.
- Set realistic deadlines.
- Design jobs that provide stimulation and opportunities for workers to use their skills to keep staff motivated and interested in their work.
- Attend to the physical environment – take steps to reduce unwanted distraction, disturbance, noise levels, vibration, dust etc where possible.
- Assess the other inherent risks of the work, e.g. physical and verbal abuse, MSDs, and take steps to deal with them; these may be stressful and add to the problems.
- Provide support to those less experienced or under pressure.
- If you are a team-leader – learn to say no to work if your team is already at full capacity.

Don't:

- Ask people to do tasks that they are not capable of or trained to do.
- Allocate more work to a person or team unless they have the resources to cope with it.
- **Allow workers to 'cope' by working longer hours, starting earlier, finishing later, taking** work home or working through breaks and lunch.
- Contact staff by phone or email (even when they have equipment provided by the **employer) outside of working hours or when they are on leave or otherwise 'off duty'.**

2 Control

How much say does the person have over the way they do their work?

The standard	Employees indicate that they are able to cope with the demands of their jobs.
What should be happening	- Where possible, employees have control over their pace of work, e.g. have a say over when breaks can be taken. - Employees are encouraged to use their skills and initiative to do their work. - Where possible, employees are encouraged to develop new skills to help them undertake new and challenging pieces of work. - The organisation encourages employees to develop their skills. - Employees are consulted over their work patterns.
Ways to achieve the standard	- Agree systems that enable staff to have a say over the way their work is organised and undertaken, e.g. 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: discuss and define teams at the start of a project. - Agree objectives and roles. - Agree timescales. - Agree the provision of managerial support, e.g. 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?

Do:

- Allow staff some control over the pace of their work.
- Allow and encourage staff to participate in decision-making, especially where it affects them, e.g. those about the way they work.
- Negotiate shift-work schedules that do not impose on staff.

Don't:

- Monitor employees' movements in detail (including breaks).
- Monitor working style, unless necessary (e.g. where there are child-protection needs).
- Ask staff to stay late without notice.

3 Support

Includes encouragement, sponsorship and resources provided by the organisation, line management and colleagues.

The standard	Employees indicate that they receive adequate information and support from their colleagues and superiors.
What should be happening	- The Organisation has policies and procedures to adequately support employees. - Systems are in place to enable and encourage managers to support their staff. - Systems are in place to enable and encourage employees to support their colleagues. - Employees know what support is available and how and when to access it. - Employees know how to access the required resources to do their job. - Employees receive regular and constructive feedback.
Ways to achieve the standard	- Hold regular one-to-one and team meetings to talk about any emerging issues or pressures. - Include 'work-related stress/emerging pressures' as a standing item for staff 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, e.g. 'open door' policies or agreed times when managers are able to discuss emerging issues or 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 could provide support if someone is experiencing problems outside work. - Disseminate information on other areas of support (human resources department, occupational health, trained counsellors, charities). - Offer training in basic counselling skills/access to counsellors.

Do:

- Ensure staff receive sufficient training to undertake the core functions of their job.
- Provide constructive, supportive advice at annual appraisal.
- Provide flexibility in work schedules, where possible.
- Allow phased return to work after long-term sickness absence.
- Hold regular liaison/team meetings.
- Provide opportunities for career development.

- Deal sensitively with staff experiencing problems outside work.

Don't:

- Trivialise the problems of others.
- Discriminate, or allow other to discriminate, against people for any reason.

4 Relationships

Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour.

The standard	Employees indicate that they are not subjected to unacceptable behaviours, e.g. bullying at work.
What should be happening	- The organisation promotes positive behaviours at work to avoid conflict and ensure fairness. - Employees share information relevant to their work. - The organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour. - Systems are in place to enable and encourage managers to deal with unacceptable behaviour. - Systems are in place to enable and encourage employees to report unacceptable behaviour.
Ways to achieve the standard happening	- Develop a written policy for dealing with unacceptable behaviour and grievance and disciplinary procedures for reporting incidents – communicate these to staff. - Agree and implement a confidential system for people to report unacceptable behaviour. - Agree and implement procedures to prevent, or quickly resolve, conflict at work – communicate this to staff. - Encourage good communication and provide appropriate training to aid skill development (e.g. listening skills, confidence building). - Select or build teams which have the right blend of expertise and experience for new projects. - Discuss how individuals work together and how they can build positive relationships. - Identify ways to celebrate success (e.g. informal lunches).

Do:

- Encourage good, honest, open communication at all levels in work teams.
- Provide opportunities for social interactions among workers.
- Provide support for staff who work in isolation.
- Create a culture where colleagues trust and encourage each other.
- Agree which behaviours are unacceptable and ensure people are aware of these and how to report incidents.

Don't:

- Allow any bullying behaviour or harassment.

5 Role

Do people understand their role within the organisation? Does the organisation ensure the person does not have conflicting roles?

The standard	Employees indicate that they understand their role and responsibilities.
What should be happening	- The organisation ensures that, as far as possible, the different requirements it places upon employees are compatible. - The organisation provides information to enable employees to understand their role and responsibilities. - The organisation ensures that, as far as possible, the requirements it places upon employees are clear. - Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities.
Ways to achieve the standard	- Hold team meetings to enable members to clarify their role and discuss any role conflict. - Display team/department targets and objectives to help clarify unit and individual role. - 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 unit. - Introduce or revise job descriptions to ensure the core functions and priorities are clear. - Hold regular one-to-one meetings to ensure individuals are clear about their role and know what is planned for the coming months. - Develop suitable induction arrangements for new staff – make sure all members of the team understand the role and responsibilities of the new recruit.

Do:

- Provide a clear job description and define work objectives (e.g. through a personal work plan).
- Define work structures clearly, so that all team members know who is doing what, and why.
- Give all new members of staff a thorough induction to your organisation.
- Avoid competing demands, such as situations where it is difficult to meet the needs of the business and the customer.

Don't:

- Make changes to the scope of someone's job, or their responsibilities (e.g. at promotion) without making sure that the individual knows what is required of them and accepts it.

6 Change

How is organisational change (large or small) managed and communicated?

The standard	Employees indicate that the organisation engages them frequently when undergoing an organisational change.
What should be happening	- The Organisation provides employees with timely information to enable them to understand the reasons for proposed changes. - The organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals. - Employees are aware of the probable impact of any changes to their jobs. If necessary, employees are given training to support any changes in their jobs. - Employees are aware of timetables for changes. - Employees have access to relevant support during changes.
Ways to achieve the standard	- Ensure all staff 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 (e.g. meetings, notice boards, letters, email, feedback forums) and frequency (e.g. weekly, monthly). - Ensure staff are aware of the impact of the change on their jobs. - Provide a system to enable staff to comment and ask questions before, during and after the change, e.g. for staff who want to raise their concerns. - Review unit and individual work plans after the change to ensure objectives are clear and workloads are appropriately distributed.

Do:

- Explain what the organisation wants to achieve and why it is essential that the change(s) takes place.
- Consult staff at an early stage, and throughout the change process.
- Involve staff in the planning process so that they understand how their work fits in.
- Explain timescales and how changes will impact directly on them.

Don't:

- Delay communicating new developments.

- Underestimate the effects of minor changes.

Individual/Team Stress Risk Assessment Form

Appendix 2
Site/School: ……………………………………… Department: ……………………………… …………………………………………………………… Date: ……………………………

*Individual/Team Assessment For: ……

The 6 Work Related Stress Factors (HSE 2005)	Hazard Identified	Remedial Action			
		Already Taken		To Be Taken	
		Action	Sufficient Yes / No	Action	Date Completed

1) **Demands** - Work overload or underload.
 	
  ▪ Qualitative
    ▪ Pace of work
    ▪ Conflicting priorities
    ▪ Capability and capacity of individuals
    ▪ Job satisfaction
 	
  ▪ Physical Environment
    ▪ Violence
    ▪ Isolation
    ▪ Noise etc
    ▪ Harmful substances etc					

2) **Control**
 	
  ▪ Staff involvement
 	
  ▪ Work / Life Balance
 	
  ▪ (Flexible Working)
 	
  ▪ Problem Solving
 	
  ▪ Working Time Regulations					

Haringey Council Health and Safety Team January 2020

The 6 Work Related Stress Factors (HSE 2005)	Hazard Identified	Remedial Action			
		Already Taken		To Be Taken	
		Action	Sufficient Yes / No	Action	Date Completed
3) Support ▪ Adequate Training ▪ Communication ▪ Social Support					
4) Relationships ▪ Bullying and Harassment					
5) Role ▪ Role Conflict ▪ Role Ambiguity					
6) Change ▪ Communication ▪ Involvement ▪ Support					

*This form is to be used for individual and team assessments.

Haringey
LONDON

Appendix 3

Cause of stress	Question	Was it a problem for you? *Use this space to detail what the problem was. If it was not a problem, leave it blank*	What can be done about it? *Can we make any adjustments?*
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* (Manager)	Did your manager give you enough supportive feedback on the work you did?		
	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?		
Support* (Manager)	Did you feel your manager supported you through any emotionally demanding work?		
	Did you feel your manager encouraged you enough at work?		
(Peers)	Did you feel your colleagues would help you if work became difficult?		
	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 work

This list of questions on return to work has mainly focused on factors at work. However, there may be factors outside work, for example in your 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 you would normally be able to cope with.

You may want to share these issues with your 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 you are under.

If you do not feel happy telling your manager about these things, is there anyone else you can turn to, for example, Human Resources department or the employee assistance programme?