

Workplace Stress Risk Management Procedure

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Workplace Stress Management Procedure

1 Introduction

The Tavistock and Portman NHS Foundation Trust (the Trust) is committed to ensuring that its employees are kept safe, healthy and are not subjected to workplace factors that many have a detrimental impact on them, which may result in workplace stress.

The management of workplace stress procedure underlines the Trust's commitments to the welfare of its staff. It will assist the Trust in achieving its objectives in relation to the recruitment and retention of staff and improving working lives. In addition this procedure has been designed to ensure that the Trust meets its legal obligations in relation to the management of Health and Safety at Work Regulations 1999 and the Equality Act 2010

2 Purpose

The purpose of this procedure is to:

- Provide managers with advice and support on how to recognise and minimise stress in the workplace
- Provide a structure for stress related risk assessments
- Provide a process to ensure that all episodes of stress at work are handled in a progressive, sympathetic, fair and consistent manner enabling the employee to continue working or, following absence, return to work in a supportive way.

3 Scope

The procedure applies to all employees of the Trust on matters related to workplace stress.

The procedure will be applied consistently and fairly to all employees.

Stress management cannot be considered in isolation but is an on-going activity requiring interventions that best balance individual and service needs. Its prevention and management therefore requires consideration within other organisational strategies and policies and procedures (see section 10 for a list of other key relevant documents)

4 Definitions

Stress is defined as the *'adverse reaction people have to excessive pressures or other types of demand placed on them'* (ACAS, 2017)

'There is a difference between pressure and stress. Pressure can be positive and a motivating factor, and is often essential in a job. It can help us achieve our goals and perform better. Stress occurs when this pressure becomes excessive. Stress is a natural reaction to too much pressure' (HSE, n.d)

There are 6 main areas that can lead to work-related stress if they are not managed properly: demands; control; support; relationships; role; and change.

For example, employees may say that they:

- are not able to cope with the demands of their jobs
- are unable to control the way they do their work

- don't receive enough information and support
- are having trouble with relationships at work, or are being bullied
- don't fully understand their role and responsibilities
- are not engaged when a business is undergoing change

Stress affects people differently, what stresses one person may not affect another. Factors like skills and experience or disability may affect whether an employee can cope.

Stress can cause physical effects such as raised heart rate, increased sweating, headache, dizziness, blurred vision, aching neck and shoulders, skin rashes and lowering of resistance to infection.

Stress can also cause behavioural effects such as increased anxiety and irritability, a tendency to drink alcohol and smoke more, difficulty sleeping, poor concentration and an inability to deal calmly with everyday tasks and situations.

These effects are usually short-lived and cause no lasting harm, and when the stressors recede; there is a quick return to normal.

Stress is not therefore the same as ill-health, but in some cases, particularly where pressures are intense and continue for some time, the effects of stress can be more sustained and far more damaging, leading to longer term psychological problems and physical ill health.

Everyone has mental health and, like physical health, it fluctuates along a spectrum from good to poor. Work can have a huge impact – it can promote well-being or trigger problems. Consequently, the causes of unmanageable stress and mental health problems are often complex. Over half of poor employee mental health is caused by a combination of issues at work and at home (CIPD, 2018).

Mental Health problems should be supported in the same, honest and consistent way that physical health problems are. Mental Health problems cover a range of conditions such as (the list is not exhaustive) depression, anxiety, panic attacks, obsessive compulsive disorder phobias, bipolar disorder (manic depression), schizophrenia, personality disorders and psychosis'.

According to a report by Chartered Institute of Personnel and Development and Mind '*while stress itself is not a medical condition prolonged exposure to unmanageable stress is linked to psychological conditions such as anxiety and depression*'

<https://www.cipd.co.uk/knowledge/culture/well-being/mental-health-support-report>

5 Duties and responsibilities

Chief Executive

The Chief Executive is ultimately responsible for the welfare of staff and for ensuring that this procedure is effective in reducing as far as possible stress levels experienced by staff

Human Resources are responsible for:

- Providing support and guidance to managers to implement the workplace stress management procedure
- Providing professional help and support to managers in reducing stress levels for staff and supporting local risk assessment. Human Resources will advise and support managers in action planning to reduce risk if required as deemed necessary.
- Providing professional advice and support to any member of staff experiencing the symptoms of stress, including liaison with managers in relation to work patterns and demands and supporting staff with risk reduction strategies and access to professional help from the staff consultation service and or occupational health services as appropriate
- Leading the Trust wide annual review of stressors as identified via the staff survey and other forms of intelligence.

- Working with Directorates to address any issues raised through sickness absence management
- Provide support to managers and staff encouraging referrals to Occupational Health as required

Line managers are responsible for:

- Ensuring good communication between management and staff, particularly where there are organisational and procedural changes.
- Attending relevant training hosted by the HR department to help managers recognize and react to potential stress in their departments/ teams
- Undertaking appraisals and identifying issues that could be potential stressors that require action
- Ensuring employees have appropriate training to enable them to fulfil their duties effectively and efficiently
- Ensuring employees are provided with meaningful development opportunities
- Monitoring workloads within their area to ensure employees are not overloaded
- Monitoring contracted hours and overtime to ensure staff are not overworking
- Monitoring annual leave to ensure that individual leave requirements are used equitably and within the leave year
- Ensuring bullying and harassment is not tolerated within their jurisdiction, in line with the Trust's bullying and harassment procedure
- Undertaking return to work interviews following sickness absence to establish if any stress-related problems are responsible for the absence
- Undertaking risk assessments for recognised stress risks e.g. service/restructure/ relocation etc.
- Ensuring through the departmental induction process that all employees are aware of Trust initiatives, support programmes and events held that relate to the improvement of their personal health & wellbeing
- Providing direct help and support (with advice from HR and or Occupational Health) for staff who are experiencing work place stress
- Carrying out stress risk assessment as recommended by HSE stress standards, following advice from Occupational Health, as a useful way of addressing concerns, identifying adjustments that may be needed to

support individual staff in their role.

- Supporting staff who are experiencing symptoms of stress to seek medical intervention via their GP and supporting staff to contact the Staff Consultation Service

Clinical managers are responsible for:

- Promoting the trust's approach to clinical supervision and encouraging all clinical staff to make maximum use of the supervision arrangements available to them as a way of minimising the stress on each clinician arising from the nature of work that the trust undertakes in the course of its business.

All staff are responsible for:

- Minimising excessive pressures and demands on themselves and others by behaving responsibly and acting reasonably
- Raising any concerns about excessive pressure, both work related or from external factors, with their line manager or occupational health. This can be done by informal discussion and completion of an individual stress risk assessment (see Appendix C)
- Recognising and managing external issues that may impact and take steps to minimise the impact on work by using the appropriate Trust policies
- Ensuring that they identify where training and developmental needs or other appropriate support may be required in order to meet the demands of their job
- Contributing positively to the appraisal process and to use it as a tool to communicate any concerns to their manager
- Accept opportunities for counselling when recommended
- Recognising the early signs of emotional distress or behaviours likely to lead to ill health from work related stress in colleagues, offering support and encouraging discussion with their manager and/or referral to the Occupational Health Department
- Ensuring that they are familiar with the workplace stress management procedure and participate in the stress risk assessment process when asked
- Participating in the completion of an individual stress risk assessment tool when recommended

- Highlight to manager if unable to participate in any Trust initiatives, support programmes and events that relates to the improvement of their personal health and wellbeing
- Reporting to their manager any illness (including stress) that they feel may be caused or exacerbated by work
- Accessing available help and support such as supervision, one to one meetings with their manager etc. to raise assessments relating to stress when requested to do so and specifically on advice from Occupational Health following management referral
- Accessing, as necessary, support of Occupation Health and/or staff counselling service to help them cope with stress

Trade Union Representatives should be:

- Asked to assist with stress in the workplace risk assessments
- Involved in joint inspections of the workplace to ensure that environmental stressors are properly controlled
- Offer support to individuals who may have stress related issues

Trade Union Representatives must be:

- Consulted on any changes to working practices or design which might precipitate a change or rise in stress levels
- Provided with an opportunity to consult with staff on the issue of stress, including conducting workplace surveys.
- Allowed paid time away from normal duties to attend appropriate training events related to stress at work.

Occupational Health Services are responsible for:

- Providing specialist advice and support to staff who have been referred to the service
- Providing advice to managers about the effect of work on health and wellbeing, and make recommendations relating to the employees return to work following a period of sickness absence

Mental Health First Aiders have:

- An in depth understanding of mental health and the factors that can affect wellbeing
- Practical skills to spot the triggers and signs of mental health issues
- Confidence to step in, reassure and support a person in distress
- Knowledge to help someone recover their health by guiding them to further support – whether that’s self–help resources, through the employer, the NHS, or a mix
- Details for the mental health first aiders can be found on the Trust Intranet

NHS Employers recommends The Health and Safety Executive’s (HSE) Talking toolkit to help employers prevent work–related stress

<http://www.hse.gov.uk/gohomehealthy/assets/docs/StressTalkingToolkit.pdf> Supporting staff who are experiencing mental Health problems,

managers can make staff feel supported by “*communicating, listening and being open to adjustments where required and by providing support*” as necessary.

6 Procedures

Guidance for managers on identifying and responding to workplace stress can be found in Appendices A and B. In addition, managers are advised to access the Health and Safety Executives website for further advice and support.

See <http://www.hse.gov.uk/stress/furtheradvice/wrs.htm>

Professional advice and support is also available from the Human Resources team.

6.1 Informal conversations

Stress in the workplace can take many forms, managers play an important role in protecting the health and wellbeing of their staff and will need to carefully consider whether a team member is experiencing stress. If

indicators are present, the first approach should be an informal discussion to understand the challenges.

Mind and CIPD have produced a list of the types of questions that managers can use to start a conversation with the member of staff to explore concerns about stress, examples include:

- How are you doing at the moment?
- You seem to be a bit down/upset/ under pressure/frustrated/angry. Is everything okay?
- I've noticed you've been arriving late recently and I wondered if you're okay?
- I've noticed the reports are late when they usually are not. Is everything okay?
- Is there anything I can do to help?
- What would you like to happen? How?
- What support do you think might help?
- Have you spoken to your GP or looked for help anywhere else?

The CIPD/MIND's also detail a number of approaches how to support staff. If an employee discloses a mental health problem it is important to:

- Choose an appropriate place to have the conversation
- Avoid making assumptions
- Embed confidentiality
- Encourage people to talk

- Respond flexibly
- Be honest and clear
- Develop an action plan
- Encourage staff to seek support
- Reassure staff
- Seek advice if required

The full details can be found on

http://www.mind.org.uk/assets/0001/6314/Managin_and_supporting_MH_at_work.pdf

This approach also advises on a Wellness Recovery Plan (WRP) which Managers and the member of staff may find useful and outlines:

- What signs and symptoms of the mental health problem in the member of staff may be
- What the triggers may be and what support can be offered
- Who should be contacted in event of a crisis

Making any reasonable adjustments with advice from the Trust's Occupational Health not only fulfils, a general duty of care but helps promote positive working environment for the member of staff where they are able to carry out the duties of their role.

The managers should seek advice from Human Resources where necessary and the Trust's Sickness and Absence Procedure should also be read in conjunction with this policy.

6.2 Process for identifying workplace Stressors– Risk Assessment

The nature of our work means that some staff, especially within the clinical directorates, are likely to be exposed to service users who describe difficult and disturbing experiences in the course of their assessment and treatment, for this reason we are committed to ensuring that each clinical member of staff receives supervision for support and development, this is described in detail in the Trust's Supervision Procedure.

Managers are encouraged to undertake risk assessments for all staff when there are particular or unusual workplace stressors. Examples include:

- When service change is proposed or in progress
- following an adverse event that raised stress levels
- when indicators of stress have been identified (e.g. the staff survey or other sources of intelligence)
- when more than one person in the department has expressed to a manager that they are experiencing stress

To support managers in carrying out a stress risk assessment the Trust has developed guidance for staff on identifying stressors, see Appendix A.

To assist action planning arising from the risk assessment the trust has developed a check list of possible actions that can be taken to reduce stress see Appendix B.

A risk assessment schedule to support this is shown in Appendix C, further information on conducting a risk assessment can be found in the risk assessment procedure from the trust internet.

Managers are required to keep copies of completed risk assessments and where appropriate develop and implement action plans designed to reduce and/or control stress levels faced by staff, and demonstrate the ways in which work place stress is managed.

The Trust's Human Resources team can also provide training, coaching and advice about how to carry out a stress risk assessment.

6.3 Process for individual employees who wish to seek support for stress.

Any member of staff who is experiencing stress whether as a result of workload or other work pressure or issues outside of work should approach their line manager in the first instance to request support.

Alternatively the member of staff can approach HR who can make a referral to Occupation Health, if required, and offer advice. In addition staff can seek support from their Trade Union Representative, Mental Health First Aiders or request support via the Staff Consultation Service (see Appendix D)

6.4 Process for Managers responding to staff members experiencing stress

Line managers have a responsibility to deal with any disclosure in a confidential, timely, sensitive and respectful way.

Alternatively in consultation with HR, an Occupational Health referral can be organised for the staff member. Line managers may also make the staff aware of the availability of the Staff Consultation Service, Mental Health First Aiders, Trade Union representatives and members of HR as a point of contact for any support and advice.

Line Managers can seek specialist advice from HR in order to best support the individual member of staff.

Once a staff member has identified that they are experiencing unacceptable levels of stress that are affecting them, either at work or outside of work, reasonable and practical steps should be taken to make adjustments in the workplace in order to alleviate the stress.

It should be recognised that although personal problems that are causing stress cannot be resolved by the Trust in the same way as workplace issues,

discussions on best ways of supporting employee and service needs should be explored.

Managers can create a supportive culture, which will help to eliminate feelings of isolation and the feeling that employees have when they are feeling that they cannot cope. This can be achieved by:

- Encouraging employees to discuss feelings of stress and encouraging and commending supportive behaviour in others
- Developing an 'open door' approach to management
- Helping individuals to recognise stressors (i.e. causes of stress) and use appropriate coping mechanisms
- Encouraging employees to make use of the specialist help available (e.g. staff consultation service, counselling, occupation health), particularly if managers own capability are limited.
- On-going review of procedures for induction for all new employees
- Dealing with individual performance issues
- Dealing in a timely manner with accidents, incidents and risk.

Managers should be aware that while most of those returning to work after a time off with stress related illnesses may return to their original employment without too many problems, there will be those who will experience a great loss of self-confidence and may need help. Following advice from Occupational Health an agreed planned programme of return with supervision can be offered over a period of time including reasonable adjustments.

Managers should be aware that training has a major part to play in the management of stress. In addition to stress management courses, and

other health related training, more general training courses such as time management and personal effectiveness, are aids to reducing stress in the workplace

Managers should encourage employees that advice and support on stress management may be sought from any of the following:

- Line Manager
- Senior Manager
- Occupational Health
- Staff Consultation Service
- Human Resources

Guidelines on strategies for reducing stress in the workplace are shown at Appendix A.

6.5 Reasonable Adjustments

An employer is required to make adjustments that are reasonable, which will depend on the circumstances of the case. Potential adjustments should be considered on a case-by-case basis, but factors which may be helpful to consider include:

- The effectiveness of the adjustment in preventing the disadvantage
- The practicability of making the adjustment
- The extent to which making the adjustment would impact on service delivery
- Financial and other costs – and any financial assistance, for example available under the Access to Work scheme

- The potential impact on colleagues.

7 Training Requirements

There are no specific training requirements for the application of this procedure, however, if a manager requires guidance or assistance then the Human Resources team can provide training, coaching and advice.

8 Process for monitoring compliance with this Procedure

The Trust will monitor compliance with this procedure but recording and reporting its application through the quarterly assurance report.

9 References

ACAS (2017) *Dealing with stress in the workplace*,
<http://www.acas.org.uk/index.aspx?articleid=6062>

CIPD / MIND (2018) *Supporting mental health at work*
<https://www.cipd.co.uk/knowledge/culture/well-being/mental-health-support-report>

The Equality Act (2010)
<https://www.legislation.gov.uk/ukpga/2010/15/contents>

Health and Safety at Work Regulations (1999)
<http://www.legislation.gov.uk/uksi/1999/3242/contents/made>

Health and Safety Executive (HSE) Website (2019)
<http://www.hse.gov.uk/stress/>

Health and Safety Executive Talking Toolkit (2019)
<http://www.hse.gov.uk/stress/assets/docs/stress-talking-toolkit.pdf>

Health & Safety Executive (2019)

<http://www.hse.gov.uk/stress/furtheradvice/wrs.htm>

NHS Employers (2019) Stress and its impact on the workplace

<https://www.nhsemployers.org/your-workforce/retain-and-improve/staff-experience/health-and-wellbeing/protecting-staff-and-preventing-ill-health/taking-a-targeted-approach/stress-and-its-impact-on-the-workplace>

10 Associated documents¹

The following documents can be accessed from the HR page on the trust intranet:

- Sickness Absence Procedure
- Flexible Working Procedure
- Disciplinary Procedure
- Capability Procedure
- Equality, Diversity and Inclusion Policy
- Recruitment and Selection Procedure
- Health and Safety Policy

The following documents can be accessed from the policy section from the front page of the trust intranet

- Risk Assessment Procedure

¹ For the current version of Trust procedures, please refer to the intranet.

Management of workplace stress procedure, 3.0, Feb 2019

Guidance for Managers : Undertaking a 'Stress Risk Assessment What signs/ symptoms should be identified?

Introduction

There is no simple way of predicting what will cause harmful levels of stress. People respond in different ways to pressure and what may be one person's exciting challenge may cause a sense of panic in another. A person's ability to deal with pressure will be affected by a number of factors, including their personality, experience and motivation and the support available both within and outside of the workplace.

Pressure may emanate from any number of sources such as financial concerns, marital or other interpersonal problems. Although those factors are beyond the employer's responsibilities, good employers may want to be aware of them, since they could make employees more vulnerable to excess pressure at work as well as affecting their performance and judgement.

High Level Stressors

In general, harmful levels of pressure leading to stress are more likely to occur where:

- Pressures pile on top of each other or are prolonged
- Staff have little control over their work
- There is no potential for job satisfaction
- Conflicting demands lead to confusion.

Underlying Stressors

The following is a list of potential stressors which can be considered in relation to an individual workload, or work by department or directorate level. They are 'underlying factors', which can cause work-related stress, and include the following:

Organisation:

- Uncertainty caused by major or rapid change
- Inflexible and over demanding work schedules
- Poor communication and lack of information
- Uncertainty about work objectives and unclear job descriptions
- Lack of training
- Inadequate resources
- Lack of understanding and leadership from managers or supervisors
- Poor facilities for child/dependant support.

Work demands:

- Demanding workloads
- Pressure to meet deadlines
- No potential for job satisfaction.

Difficult jobs:

Current jobs, by their nature place heavy emotional demands on employees which, if not properly addressed, can result in harmful levels of stress these include:

- Dealing with angry, violent, difficult or disruptive patients, clients, relatives or carers
- Those involving exposure to human suffering
- Those which involve continuous contact with or responsibility for people.

Physical Conditions:

- Excessive noise, heat, humidity and vibration
- The presence of hazardous materials
- Badly sited workstation or design that does not take into account the physical characteristics of the person who operates it.

Relationships:

- Prolonged conflict between individuals, including possible sexual or racial harassment, or bullying.
- Staff being treated with contempt or indifference
- Lack of communication and inequitable distribution of work.

Indicators of Stress

The following are a list of **signs** which may indicate a stress problem: In carrying out a risk assessment it is helpful to consider if any of these are prevalent.

Staff attitude and behaviour:

- Loss of motivation and commitment
- Staff working increasingly long hours for diminishing returns
- Erratic or poor timekeeping.

Work Performance:

- Reduction in output or productivity
- Increase in wastage and error rates
- Poor decision making
- Deterioration in planning and control of work.

Relationships at work:

- Tension and conflict between colleagues
- Poor relationship with patients/ relations/ carers/ clients
- Increase in disciplinary problems or industrial relations.

Sickness absence:

- Increase in overall sickness absence, in particular frequent short periods of absence.

Appendix B: Stress Management Interventions Checklist

Introduction

Each case/risk assessment needs to be considered individually. Below is a checklist of options that can be considered.

Stress Management Interventions Checklist	
Stressor	Management considerations
Restructuring	<ul style="list-style-type: none"> • Consider and seek to manage the impact of change on employees • Involve and inform employees appropriately • Consult employees and trade unions at the earliest appropriate stage with a view to gaining cooperation.
Communication	<ul style="list-style-type: none"> • Establish systems which encourage two-way communication with employees • Check communications with employees have been received and understood • Listen and give appropriate consideration to comments and representations from employees and trade unions.
Health & Safety Risk Management	<ul style="list-style-type: none"> • Undertake risk assessment of hazards which may cause stress e.g. violence, poor working conditions, heavy workload • Establish systems which encourage employees to report stress in themselves and others • Recognise that stress at work can result from a single incident or an accumulation over time, and seek to minimise both types of risk • Be aware of own stress levels and take steps to control them.
Job Design/ Workload Management	<ul style="list-style-type: none"> • Analyse job design to ensure a reasonable degree of variety and control for the post holder • Avoid placing unreasonable demands on employees by prioritising workloads and delegating appropriately. • Respect other's time and seek to negotiate an efficient and effective solution to workload problems • Ensure employees take annual leave and work breaks to

	avoid fatigue.
Recruitment	Provide adequate information for candidates on working conditions, including special features of the job such as tight deadlines, or dealing with disturbed or aggressive clients. Take into consideration the ability to meet any special requirements of the job.
Induction	<ul style="list-style-type: none"> • Provide adequate information to new recruits, including details of emergency procedures and staff facilitates and nominate a colleague as a mentor • Make time available to meet new recruits when they start at frequent intervals during the induction period
Training	<ul style="list-style-type: none"> • Ensure that employees are adequately trained to undertake their duties and responsibilities • Provide training, as appropriate, in dealing with the potential health and safety hazards of the job • Encourage employees to develop stress and time management techniques
Supervision	<ul style="list-style-type: none"> • Agree clear objectives with reasonable timescales, taking care to explain how duties and responsibilities fit into the wider work context • Ensure regular supervision of employees in order to respond promptly to problems • Provide positive feedback and recognition of good performance when appropriate action.
Staff Appraisal	<ul style="list-style-type: none"> • Undertake regular staff development and performance review meetings in accordance with the Trust's appraisal procedure • Provide training for employees who are likely, by nature of their jobs, to witness or deal with upsetting situations • Provide adequate and prompt debriefing and subsequent counselling in case of emotional upset where necessary.
Counselling and Support	<ul style="list-style-type: none"> • Ensure employees are aware of the Staff Consultation Service facilities available to them • Be aware of own limitations in counselling employees with problems • Advise employees of their right to access staff counselling service.

<p>Occupational Health Referral/ Follow Up/Advice</p>	<ul style="list-style-type: none"> • Seek advice on any health issues at work from Human Resources/ Health & Safety or where appropriate Occupational Health • Consider referral to occupational health or invite employees to make a self-referral to the occupational health service. • If a manager makes a referral to the occupational health Department this must be in line with the trust's sickness and absence procedures. • The aim of the referral should not be at offering support to the staff member and this referral should not be used as a first action by managers who should first arrange more informal meetings to discuss absence issues • Ensure that employees who are referred to Occupational Health Service are properly briefed on any special physical and psychological demands of jobs which must be considered when deciding upon medical suitability and on the health problems of employees referred, including how these impact on employee's ability to perform his/her duties and responsibilities • Seek advice on the issue of possible redeployment - short term
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Appendix C: Stress Risk Assessment Proforma

Stress Risk Assessment Proforma

Name of Individual		Team	
Directorate		Site	
Job Title		Line Manager	
People affected by the risk of stress <i>Tick if all that apply</i>	Individual All staff in department Clinical staff only Other: <i>specify</i>		
Name of assessor		Date of assessment	

What stressors are present?	Yes	No	Partly	Notes and Actions to put in place
<p>DEMANDS</p> <p>1 Is the individual able to cope with the demands of their job?</p> <p>2 Do they have adequate and achievable demands in relation to the agreed hours of work?</p> <p>3 Do their skills and abilities match to the job demands?</p> <p>4 Is their job aligned to their capabilities (training required)?</p> <p>5 Are the employees concerned about their work environment?</p> <p>6 Are they subject to work demands from different groups that are hard to combine?</p> <p>Is the work boring, monotonous or unchallenging?</p>				
<p>CONTROL</p> <p>1 Do they feel involved in how decisions are made about their role, and informed of changes?</p>				

What stressors are present?		Yes	No	Partly	Notes and Actions to put in place
2	Do they have regular meetings with their line manager e.g. 1:1s or performance reviews?				
3	Do they have control over the pace of their work?				
4	Do they use their skills and initiative to do their work?				
5	Are they encouraged to develop new skills to help them undertake new and challenging pieces of work?				
SUPPORT					
1	Do they receive support from their line manager / supervisor?				
2	Do they receive support from their colleagues?				
3	Do they know what support is available, to hand				
4	and how to access it				
5	Do they know how to access the required resources to do their job?				
6	Do they receive regular constructive feedback?				
7	Have they had an appraisal in the past 12 months?				
8	Do they require additional training to undertake their role?				

What stressors are present?	Yes	No	Partly	Notes and Actions to put in place
<p>RELATIONSHIPS</p> <p>1 Are they subjected to unacceptable behaviour at work? E.g. bullying and harassment?</p> <p>2 Are they the subject of any conflict at work?</p> <p>3 Can they share information relevant to their work with anyone?</p> <p>4 Do they know about the Trust procedures on harassment, discrimination, managing attendance etc.</p> <p>5</p> <p>6 Do they know how to report unacceptable behaviour? Do they feel able and encouraged to report unacceptable behaviour?</p>				
<p>ROLE</p> <p>1 Do they understand their role and responsibilities? Are the different requirements placed upon them</p> <p>2 compatible?</p> <p>3 Do they have an up to date job description?</p>				

What stressors are present?	Yes	No	Partly	Notes and Actions to put in place
<p>4 Are the requirements contained within the job description clear?</p> <p>5 Do they feel able to raise any concerns about any uncertainties or conflicts they have in their role and responsibilities?</p> <p>6 Do they understand how work is structured in their department and wider organisation – who is doing what and how their role fits in?</p>				
<p>CHANGE</p> <p>1 Does the organisation engage them frequently when undertaking any changes?</p> <p>2 Do they feel they are provided with information to enable them to understand the proposed</p> <p>3 changes?</p> <p>Do they feel the Trust consults with them appropriately and provide them with the</p> <p>4 opportunity to influence proposals?</p> <p>Do they feel they are given training to support any</p> <p>5 changes in their jobs?</p> <p>6 Are they aware of any timetables for changes?</p>				

What stressors are present?		Yes	No	Partly	Notes and Actions to put in place
7	Do they have access to relevant support during such changes? Do they feel able to freely express any concerns?				
1	OTHER Are there any other issues or stressors either in work or outside of work that are present? These can include, difficulties at home, financial stress etc.				
Existing control measures used What is already in place to reduce the consequence or likelihood of harm occurring?					
Date action started					
Date action complete					

Signed (Employee):
Signed (Manager):
Date:

The Staff Advice and Consultation Service

NHS employees are known to be affected by significantly higher levels of stress than employees in general in the UK.

The field of mental health is one of the most stressful areas of work in the health service. It has long been recognised that the close contact all staff in mental health services have with the types of painful personal difficulties brought by our clients brings a particular enduring psychological stress. The problem is very significant and the associated costs, both human and financial are high.

In recognition of the increasing levels of stress and concerns for staff health and welfare, the Trust's Staff advice and Consultation Service (SACS) allows all staff access to counselling services.

This service gives the Trust staff access to high quality counselling or psychotherapy. This accessible, confidential and professionally accountable service aims to be a 'first port of call' for staff who may seek help with a wide range of issues that may affect their working and personal lives.

The consultations can address specific problems, offer help in making decisions, or give support in coping with crises such as bereavement, relationship breakdown or experience of trauma. In addition to dealing with psychological difficulties, the service can also provide support with a wider range of issues that can affect in their working lives, for example, financial, career or retirement advice. The consultation may also offer help in diffusing difficult situations at work or in dealing with workplace conflicts.

The Consultation

The consultation is for up to three sessions only. In the initial meeting an assessment is made of the nature of the difficulty and the

need for more specialist or longer-term help. Each consultation varies according to the needs of the individual. In some situations staff may need help in accessing a more appropriate specialist service, whereas in some cases up to three advice sessions would be sufficient to address specific issues.

Consultation Staff

The service is provided by a range of clinical and non-clinical staff. Clinical staff will be available to offer counselling and psychotherapy, psychiatrists, psychologists or social workers with extensive experience in counselling and psychotherapy, and who come from a variety of ethnic backgrounds. Non-clinical staff will be available to offer advice on work related problems.

There will be a sufficient pool of staff available, to ensure that any staff member wishing to use the service would be able to see someone that they do not normally work with. Confidentiality is assured and no notes will be kept of the Consultation. Any correspondence written on behalf of the staff member would also be available to the staff member.

Accessing the Service

Most staff will be able to self-refer, but some staff members may use the service after a recommendation by others within the Trust, such as a colleague, HR, manager or trade union representative. Such recommendations need to be made thoughtfully as it is essential that the consultation is entered into voluntarily.

Staff members interested in accessing the Service can find the list of available Consultation staff they can contact on the Trust's intranet in the Human Resources section, or they can also initially contact Human Resources, their Clinical Directors, Head of Discipline, and Directorate/Unit Managers. This is to ensure that staff can access the service through a range of pathways. Consideration will also be given to the location of the consultation so that staff members are comfortable.

As the service will be audited, there will be an opportunity for anonymous feedback from users in the form of a questionnaire at the end of the consultation.

Accountability

Overall responsibility for the service and day-to-day service delivery will lie with Louise Lyon, Director of Quality and Patient Experience. All responsibility for issues of professional practice will remain with the professional line manager of the individual consultant.

Consultation Staff

For an up to date list of Consultation staff members please visit the Trust's intranet, or phone, email or send a written request to any of the following:

- Heads of Discipline
- Clinical Directors
- Directorate Managers
- Human Resources

Appendix E: Equality Analysis

Completed by	Sarah Mountain
Position	HR Business Partner
Date	11 February 2019

The following questions determine whether analysis is needed	Yes	No
Is it likely to affect people with particular protected characteristics differently?		X
Is it a major policy, significantly affecting how Trust services are delivered?		X
Will the policy have a significant effect on how partner organisations operate in terms of equality?		X
Does the policy relate to functions that have been identified through engagement as being important to people with particular protected characteristics?		X
Does the policy relate to an area with known inequalities?	X	
Does the policy relate to any equality objectives that have been set by the Trust?		X
Other?		X

If the answer to *all* of these questions was no, then the assessment is complete.

If the answer to *any* of the questions was yes, then undertake the following analysis:

	Yes	No	Comment
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Do policy outcomes and service take-up differ between people with different protected characteristics?		X	
What are the key findings of any engagement you have undertaken?		X	
If there is a greater effect on one group, is that consistent with the policy aims?		X	
If the policy has negative effects on people sharing particular characteristics, what steps can be taken to mitigate these effects?		X	
Will the policy deliver practical benefits for certain groups?		X	
Does the policy miss opportunities to advance equality of opportunity and foster good relations?		X	

Do other policies need to change to enable this policy to be effective?		X	
Additional comments			

If one or more answers are yes, then the policy may unlawful under the Equality Act 2010 –seek advice from Human Resources.