


POLICY/PROCEDURE CONTROL SHEET

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Title	Management of Stress in the Workplace		

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Version Control

Version Number	Date Ratified	Reason for Revision	Brief Description of revisions made
1.0	24.9.03	New Document	New Policy
1.1	28.6.06	Full Review	Minor Revisions
2.0	24.6.08	Full Review	Update of whole document
3.0	25.5.10	Full Review	Update of whole document
4.0	1.4.11	Full Review	Harmonised Policy following integration of CDDFT and CHS
5.0	16.1.12	Partial Review	Section 6 - Additional information added on process for monitoring workplace stressors
5.1	17.2.12	Partial Review	Section 8 - Clarity on monitoring of action plans Section 9 - Minor revision

Procedural Document Validity Statement

Users of this document should ensure that they are using the current signed version of this documentation. The guidance will remain valid, including during any period of review, for the duration stated above. The document must be reviewed at least once every three years, or sooner if there is a change to national guidance/practice.

This template should be completed in conjunction with POL/CA/0001 (Policy for Policies)

			Section 10- Review of monitoring period
5.2	18.12.12	Full Review	Amendments to Committee Structure/approval route & changes in titles
5.3	17.5.13	Partial Review	Additional triggers for individual Stress Risk Assessments Clarification on process for department risk assessment New appendix E – template action plan New appendix F – Process Flowchart
5.4	10.4.15	Full Review	Minor revisions. New Policy Format
5.5	25.5.18	Extension	Extension of review date to 31 October 2018 pending full review Updated to reflect the requirements of GDPR
		Extension	April 2019 - Extension of Review Date to 31 December 2019 pending full review 26.11.19 - Extension of Review date to 31 March 2020
5.6	24.3.20	Full Review	Minor Revisions, New Policy Format Section 5 – Duties: Updated to include Trust Board & Directors and Staff Representatives Section 6 – Main Content of Policy: Updated to include various stages of managing stress for clarity, to ensure best practice and supportive measures Previous Appendix A: ‘Causes of Workplace Stress’ now incorporated into Section 6 – Main Content of Policy Appendices: Changed to numbers rather than letters (i.e. 1 – 4) 22.12.22 - Extension of Review date to 30 September 2023
6.0	25.9.23	Full Review	Improved Readability of document Detail of HSE management standards moved to Appendix Consistent formatting

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1 Introduction

The Trust recognises the health and wellbeing of staff as a key priority and is committed to protecting the health, safety and welfare of its employees. The Trust is also committed to building a supportive and fully inclusive work environment where all staff can flourish and succeed in their respective roles. It is recognised that workplace stress is a health and safety issue and acknowledges the importance of identifying and reducing workplace stressors for those affected by those stressors. The correct level of positive pressure can be stimulating and enhance performance. However, long term or excessive pressure is counter-productive and has a negative effect on creativity, achievement and health.

The Trust has a legal duty under the Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations 1999 to assess the risk of stress-related ill health arising from work activities; and take measures to control that risk.

This policy supports staff and managers who find themselves affected by stress and provides appropriate advice, guidance and support, should it become an issue at work.

2 Purpose and Definition

This policy is designed to promote the wellbeing of staff through supportive and proactive management of work related stress.

- The Trust is committed to addressing any work related factors that may contribute to excessive stress and/or undue pressure at work
- The Trust encourages staff to take responsibility for their own health and wellbeing including healthy lifestyle changes
- The Trust expects staff to adhere to the Trust's Values and Behaviours Framework; ensuring everyone is treated with dignity, courtesy and respect
- The Trust recognises that stress, whether personal or work related, can have an adverse effect on staff wellbeing and the organisation, as a whole, so will make every effort to support staff in managing stress
- The Trust aims to increase staff engagement, reduce absenteeism and improve patient safety by promoting physical and mental wellbeing. To achieve this the Trust will undertake the following action:
 - Conduct the annual NHS Staff Surveys that helps to identify levels and areas of stress
 - The Health & Wellbeing Working Group will receive, review and analyse data to identify potential areas of concern to care group/directorate leads/service managers

Definitions

Stress - The Health and Safety Executive (HSE) (www.hse.gov.uk) define stress as ***“the adverse reaction people have to excessive pressure or other types of demand placed on them”***.

3 Scope

This policy applies to all staff employed by the Trust Group; including temporary workers, bank workers, volunteers and students on work placements.

This policy applies to all staff within the employment of County Durham and Darlington NHS Foundation Trust Group

The 'CDDFT Group' includes CDDFT and its wholly owned subsidiary; County Durham and Darlington NHS Services (CDD NHS Services). Any reference to the 'Trust' shall be interpreted as a reference to the Trust Group

This policy/procedure also applies to persons who, although not employed by The Trust, have authorised access to the Internet through the equipment owned or managed by The Trust. This includes staff working for any affiliated organisations.

4 Duties

4.1 Trust Board and Directors

The Trust Board and Directors have overall responsibility to ensure that systems, processes and policies are in place to identify and manage work related stress; ensuring Trust policies meet statutory legislation and guidance where appropriate

4.2 Managers will

- Ensure that this policy is applied in their department and that staff are aware of it
- Act on any concerns of work related stressors as soon as these are identified or raised by staff. Managers should make available to staff the details of the Employee Assistance Programme (EAP)
- Acknowledge that prevention is the most effective tool in managing work related stress.
- Implement measures to proactively control work place environment to prevent instances of work place stress.
- Ensure clear communication between management and staff at all times. This should include verbal and written updates, access to minutes of meetings and opportunity for consultation. This is of particular importance during times of organisational and procedural changes.
- Ensure staff are fully trained to undertake their duties and attend training as identified in appraisal/PDP in good management practice and health and safety issues
- Ensure that individuals are not working excessive hours and are taking their full holiday entitlement
- Ensure that any inappropriate behaviours are not tolerated within their areas (ref: Dignity at Work Policy - POL/PD/0002)
- Be vigilant and offer support to a member of staff who is experiencing stress outside work e.g. bereavement or separation. It should be the norm to allow special leave in such circumstances (Ref: Trust Special Leave Policy - POL/PD/0029, Flexible

Working Policy - POL/PD/0038, Employment Break/Sabbatical Scheme Policy - POL/PD/0030)

- Ensure that where employees are absent from work due to work related stress/anxiety/depression/general debility, measures are implemented to address the specific work place concerns. Referral to Occupational Health & Wellbeing should be considered.
- Ensure that prior to referral to occupational health that appropriate support has been put in place. If the absence is due to work related stress, a stress risk assessment should be carried out along with a review of the employees current work load. Further guidance can be sought from the HR team.
- Conduct Stress Risk Assessments where appropriate in accordance with this policy and implement measures to reduce the risk of stress within their areas. The Guidance Notes and Individual Risk Assessment Form should also be used
- Managers should refer to the HSE website for guidance and must document their risk assessments and action plans using the template forms available on the Staff Intranet under the Workforce & Organisation Development Directorate (WF&OD) Support can be obtained from Occupational Health & Wellbeing, Non-clinical Risk Management and HR when completing
- Copies of completed Stress Risk Assessments will be sent to the HR Department
- Where a Stress Risk Assessment has been completed in advance of a referral to the Occupational Health & Wellbeing Department, a copy should be enclosed with the referral
- Managers of service where potential concerns have been raised, to explore highlighted issues with staff (including staff representatives where available) and agree action plan to prevent identified work related stressors
- Managers of service/Care Group or Directorate lead will report response they have taken to address areas of concern to the Health & Wellbeing working Group
- Ensure a referral is made to the 'Teams In Need of Support' (TINS) team if work related stress is affecting the team

4.3 Employees will

- Comply with contractual responsibilities to take reasonable care to avoid injury (including psychological harm) to themselves and others and to co-operate with the Trust in meeting its legal requirements
- Raise issues of concern with their Manager, Health & Safety representative, HR Department or the Occupational Health & Wellbeing Department. Staff Support Officers are also able to assist in issues connected with Dignity at Work
- Raise concerns at an early stage to ensure that any appropriate corrective action can be taken
- Consider, when recommended, contacting the EAP, to access counselling, if required; or when work is being affected by stress or poor mental health caused by personal issues
- Not work such hours that are excessive and may affect general wellbeing or work performance. Make available to their manager details of hours worked in second or bank jobs, or voluntary work, in order to assess compliance with the Working Time Regulations. in accordance with Trust policy (POL/PD/0019)

4.4 Occupational Health and Wellbeing Department will

- Provide independent medical advice to managers and employees to aid managers to identify work-related causes of stress and how they can be minimised.
- Provide advice and support to managers on recognising and managing stress. Provide details of the EAP (including counselling) support and wellbeing resources that are available throughout the Trust to manage stress.
- Occupational Health & Wellbeing staff to meet regularly with HR colleagues to discuss 'themes' in regard to work related stress

4.5 Workforce and Organisation Development Directorate will

- Give guidance to Line Managers on the implementation of this policy and other associated policies
- Provide relevant training resources and leadership development opportunities
- Provide continuing support to managers and individuals, in a changing environment and encourage referral to the Occupational Health and Wellbeing Service or EAP, where appropriate
- Record and monitor Data on sickness absence, turnover, exit questionnaires and referrals to Occupational Health & Wellbeing. Where areas of concern are identified, these will be raised with the appropriate Senior Manager and the Health & Wellbeing Working Group
- Record recommendations for a risk assessment detailed in Occupational Health & Wellbeing Reports and follow up with managers to ensure these are carried out
- Record the reasons where a Stress Risk Assessment has not taken place
- Ensure appropriate training interventions are available to develop the skills of managers to deal with managing stress and support staff in the workplace

4.6 Care Groups

Care Groups/Directorate leads should ensure that progress against actions is monitored and reviewed

4.7 Staff Reps

- Bring themes/issues regarding work related stress to the Health and Wellbeing Working Group for discussion
- Support their member in line with the requirements of this policy
- Ensure their members are aware of the sources of support and help available for staff suffering from stress and other mental health problems

5 Main Content of Policy

5.1 Stress – What is it?

The Health and Safety Executive (HSE) (www.hse.gov.uk) define stress as ***“the adverse reaction people have to excessive pressure or other types of demand placed on them”***.

Stress can affect how people feel, think and behave. Changes in behaviour or work performance can often be signs that a member of staff may be suffering from stress.

If workers start acting differently, it can be a sign they are stressed. Managers should look out for signs of stress in teams and workers, listed below. Think about whether the stress could be linked to work pressure.

Acting early can reduce the impact of pressure and make it easier to reduce or remove the causes. If managers are worried that a worker is showing some of these signs, they should encourage them to see their GP. These signs can be symptoms of other conditions. If there is something wrong at work, and this has caused the problem, managers should take action.

Signs of stress in teams:

There may be signs of stress in a team, like:

- arguments
- higher staff turnover
- more reports of stress
- more sickness absence
- decreased performance
- more complaints and grievances
- Employers must assess the risks of work-related stress in their workplace and take action to protect workers.

Signs of stress in a worker:

A change in the way someone acts can be a sign of stress, for example they may:

- take more time off
- arrive for work later
- be more twitchy or nervous
- A change in the way someone thinks or feels can also be a sign of stress, for example:
 - mood swings
 - being withdrawn
 - loss of motivation, commitment and confidence
 - increased emotional reactions – being more tearful, sensitive or aggressive

When we are aware of the above issues happening in our work environment we must seek advice or support to ensure that solutions can be sought and practices changed wherever possible.

Each working area may require different levels and types of guidance for instance, senior colleagues, Human resources, regional colleagues, specialty experts, health and safety offices, estates colleagues, occupational health and staff representatives.

HSE Management Standards

The HSE identifies the following potential causes of workplace stress in accordance with the HSE management standards; and where these are properly managed, work place stressors can be reduced.

Stress affects people differently – what stresses one person may not affect another. Factors like skills and experience, age or disability may all affect whether a worker can cope.

There are six main areas of work design which can effect stress levels. You should manage these properly. They are:

- demands
- control
- support
- relationships
- role
- change

Employers should assess the risks in these areas to manage stress in the workplace.

Further information is found in Appendix 3 and on the HSE website:

<https://www.hse.gov.uk/stress/standards/index.htm>

5.2 Stages of Managing Stress

5.2.1 Identification of Stress

It is the responsibility of both the line manager/head of department and the member of staff to identify and take appropriate action with regard to stress; they should work together to identify and resolve any concerns or stressors. A stress-related issue could be brought to the attention of a manager in the following ways:

- The member of staff raises a stress-related issue with their line manager/head of department or member of the HR department
- The line manager/head of department raises a concern that a member of staff may be showing signs of stress
- The member of staff is absent with a potential stress-related condition
- Occupational health has identified the issue within a report following consultation with the staff member

Each year information is available on which NHS Staff Survey questions link to each of the 6 management standards. This may lead to identification of high risk areas within the organisation.

5.2.2 Initial steps in managing stress

Where work place factors are identified as contributing to individual stress, these factors must be examined. In some circumstances, this may be a simple process via a supportive

discussion between employee and senior colleague. Further exploration and completion of an individual stress risk assessment is usually required and must be considered.

Where initial discussion has identified colleague relationship difficulties, it may be appropriate to refer to alternative Trust policies e.g. Dignity at Work Policy (POL/PD/0002), Resolution Procedure (PROC/PD/0010)

If the stress being experienced is strictly related to a member of staff's home or social life, then discussions should take place to see how the line manager/head of department can assist and support them with these particular issues.

Great care must be taken to ensure that the individual feels able to talk openly about the issues they may be experiencing.

Wellbeing resources must be made available via the Staff intranet and contact details for the EAP provided.

All employees can contact the HR Department, Occupational Health & Wellbeing Department, Risk Management Departments, or a Trade Union Representative or a Staff Support Officer at any time to seek advice and/or support.

5.3 Exploration and Stress Risk Assessment:

Where a member of staff indicates that they are experiencing stress, which they perceive is work related, or following a period of absence due to work related stress, an individual stress risk assessment will be undertaken.

Managers can contact the HR department for further advice.

Once completed the line manager/head of department should explore the areas that are causing stress; focussing in the first instance on performance at work. It is important that this is an open and supportive discussion, addressing the situation in relation to work and options available should be discussed.

If following this discussion it is identified that an action plan is required, the line manager should ensure that this is reviewed regularly and kept up-to-date.

5.4 Undertaking a Stress Risk Assessment:

It is the responsibility of the line manager/head of department to ensure that appropriate risk assessments are undertaken; particularly if they aware that an employee or whole team are suffering from or are likely to suffer from work related stress.

Where teams are facing periods of significant change, a risk assessment should be performed to identify how the process of change may impact the team and to log an action plan. In this instance feedback from all members of the team should be included in the stress risk assessment. Guidance on NHS transformation projects can be found in the NHS change model (<https://www.england.nhs.uk/sustainableimprovement/change-model/>). See also Trust Policy on organizational change (PROC/PD/0011)

If it is not feasible or appropriate for the line manager/head of department to complete an individual's stress risk assessment, this can be done by a colleague, following the processes outlined in this policy.

An individual risk assessment for work related stress should be undertaken according to the Trust template and should follow these steps:

- Consider the factors which may be causing stress or indicating that stress may occur in accordance with the 6 areas as identified within the HSE management standards. Use the HSE stress talking toolkit if required to aid the conversation. <https://www.hse.gov.uk/stress/assets/docs/stress-talking-toolkit.pdf>
- Assess the risk and if possible remove the factor causing it, or at least take steps, to limit or manage the risk
- Effective questioning and listening skills should be used to establish any problem areas/issues, and support offered where possible and practicable
- If a problem or issue is identified, the member of staff should be able to suggest options and possible solutions, this will allow commitment to take action if they are involved in suggesting the solution
- Confirm the actions agreed, record in writing and monitor the effectiveness of any action plan

In creating an Action Plan:

- Any agreed actions and solutions should be implemented and agreed by both parties and a timescale for review agreed
- The line manager/head of department and member of staff should discuss and agree any actions to help remedy the problem
- It may be that temporary or relatively minor changes, can be put in place, to help alleviate the feelings of stress and any actions or possible solutions should be recorded and a date to review progress agreed
- It is important that any agreed actions are realistic and achievable, taking into account the resources available

Monitoring and Review

A review meeting should be held with the member of staff to monitor any agreed actions and to check that they have been carried out within the agreed timescales

If line manager/head of department is concerned about the member of staff's welfare, ensure regular contact is maintained with the member of staff. Additional support can be accessed via the HR department or the Occupational Health Department

It is important to agree a means of monitoring progress against the action plan at the time it is developed; similarly it is important to check that the solutions implemented have been effective in improving the situation.

It is the member of staff's responsibility to advise their line manager/head of department about any changes that may affect the stress action plan.

If there are signs of improvement, or a remedy to the situation has been identified, it is important to have regular discussions with the member of staff, and discuss any possible alternative solutions. Should the situation arise again, in the future, the above process should be repeated.

If there is little or no signs of improvement, advice should be sought from HR to consider what further actions could be taken to try and remedy the situation which could include:

- o A referral to Occupational Health
- o Consideration of any other reasonable adjustments
- o Undertake mediation (if applicable)

5.5 Employee Assistance Programme (EAP)

The EAP is an independent, free and confidential advice service, available to all staff. It offers practical advice and emotional support with either work or personal issues.

It is available 24 hours per day, 7 days per week, 365 days per year via Freephone number. The EAP will signpost and offer information and services to staff including support and counselling.

The EAP can help with a wide range of life events and circumstances including:

- Stress and Emotional Support
- Financial & Debt Management
- Legal Issues
- Health and Wellbeing
- Counselling (both face to face and telephone)

The service is completely confidential and details of how to access the service is available on the Staff Intranet or by contacting the Occupational Health Department via telephone -01388 455715 or via e-mail to cddft.occhealth@nhs.net

6 Monitoring

6.1 Compliance and Effectiveness Monitoring

Compliance with this policy will be monitored as outlined in the table below.

6.2 Compliance and Effectiveness Monitoring Table

Monitoring Criterion	Response
Who will perform the monitoring?	The Occupational Health & Wellbeing Service Manager and the HR Manager with responsibility for Health & Wellbeing
What are you monitoring?	Compliance in relation to the: <ul style="list-style-type: none"> • Duties • Stages 1 – 6 of Managing Stress

	requirement to undertake appropriate risk assessments for the prevention and management of work-related stress
When will the monitoring be performed?	Annually
How are you going to monitor?	<p>Audit of compliance with the following: Section 5 of the Policy (duties) Section 6 of the Policy Stages 1 – 6 of Managing Stress</p> <p>A random sample of absences, in the twelve months period, where reasons for absence are stress/anxiety/depression will be audited to ascertain if ISRA was completed</p> <p>The date the above were carried out will be recorded, together with evidence of completed actions</p>
What will happen if any shortfalls are identified?	Where shortfalls are identified the Occupational Health & Wellbeing Service Manager will link with the HR Manager with responsibility for Health and Wellbeing and report findings to the Health & Wellbeing Working Group
Where will the results of the monitoring be reported?	Health & Wellbeing Working Group; HR Department; Workforce Engagement & Improvement Group
How will the resulting action plan be progressed and monitored?	<p>Managers will be responsible for instigating appropriate measures to prevent the shortfalls recurring.</p> <p>Recommendations following identification of areas of concern will be monitored by the Health & Wellbeing Working Group to ensure issues are explored at a local level by relevant managers and where necessary action is taken</p>
How will learning take place?	Feedback and/or training for managers in relevant areas

7 Glossary of Terms

HSE - Health & Safety Executive

EAP - Employee Assistance Programme

HR - Human Resources

WFOD - Workforce & Organisation Development

TINS - Teams in Need of Support

GP - General Practitioner

8 Associated Documentation & References

This Policy refers to the following policies and procedures:

Policy for the Development and Management of Policy and Guidance Documents (POL/CA/0001)
 Clinical Audit and Effectiveness Policy (POL/N&Q/0025)
 Dignity at Work Policy (POL/PD/0002)
 Special Leave Policy (POL/PD/0029)
 Flexible Working Policy (POL/PD/0038)
 Employment Break Policy (POL/PD/0030)
 Management of Attendance and Wellbeing Policy (PROC/PD/0001)
 Resolution Procedure (PROC/PD/0010)
 Working Time Regulations (POL/PD/0019)
 Managing Organisational Change and Redundancy (PROC/PD/0011)
 Health & Safety Policy (POL/H&S/0001)
 Data Protection Policy (POL/HI/IG/0005)

Additional References:

- Health and Safety Executive, Management Standards, Available at: <https://www.hse.gov.uk/stress/standards/index.htm> (accessed 4 5 2023)
- Health and Safety Executive, Stress Talking toolkit, Available at: <https://www.hse.gov.uk/stress/assets/docs/stress-talking-toolkit.pdf> (Accessed 4 5 2023)
- NHS England, NHS Change Model, Available at: <https://www.england.nhs.uk/sustainableimprovement/change-model/> (Accessed 4 5 2023)

9 Appendices

Appendix 9.1 - Symptoms of Stress

Appendix 9.2 - Flowchart - Process for Identification and Management of Work Related Stress

Appendix 9.3 - HSE Management Standards

Appendix 9.4 - Guidance for Line Managers / Heads of Department to Reduce Stress

Appendix 9.5 – Equality Impact Assessment

Appendix 9.6 – Document Approval Request Form

Appendix 9.1 – Symptoms of Stress

The more common signs of stress can include:

- Chronic tiredness and depression/Anxiety attacks
- Headaches/migraines
- Excessive drinking/smoking
- Over eating/Under eating
- Irritability and other “out of character” behaviours
- Muscle tension (neck/back)
- Sleeplessness or a change in sleep pattern
- Frustration/dissatisfaction
- Deteriorating Work Performance
- Symptoms of mental illness or coronary heart disease
- Absenteeism or presenteeism

Psychological symptoms may include the following:

- Fixation
- Repetition of arguments
- Belligerence
- Refusal to listen to advice and suggestions

Regression

- Crying
- Arguments
- Immature behaviour
- Personality clashes
- Sulking
- Temper
- Emotional responses

Withdrawal

- Arriving late
- Leaving early
- Long lunch breaks
- Avoidance of colleagues
- Absenteeism
- Resigning

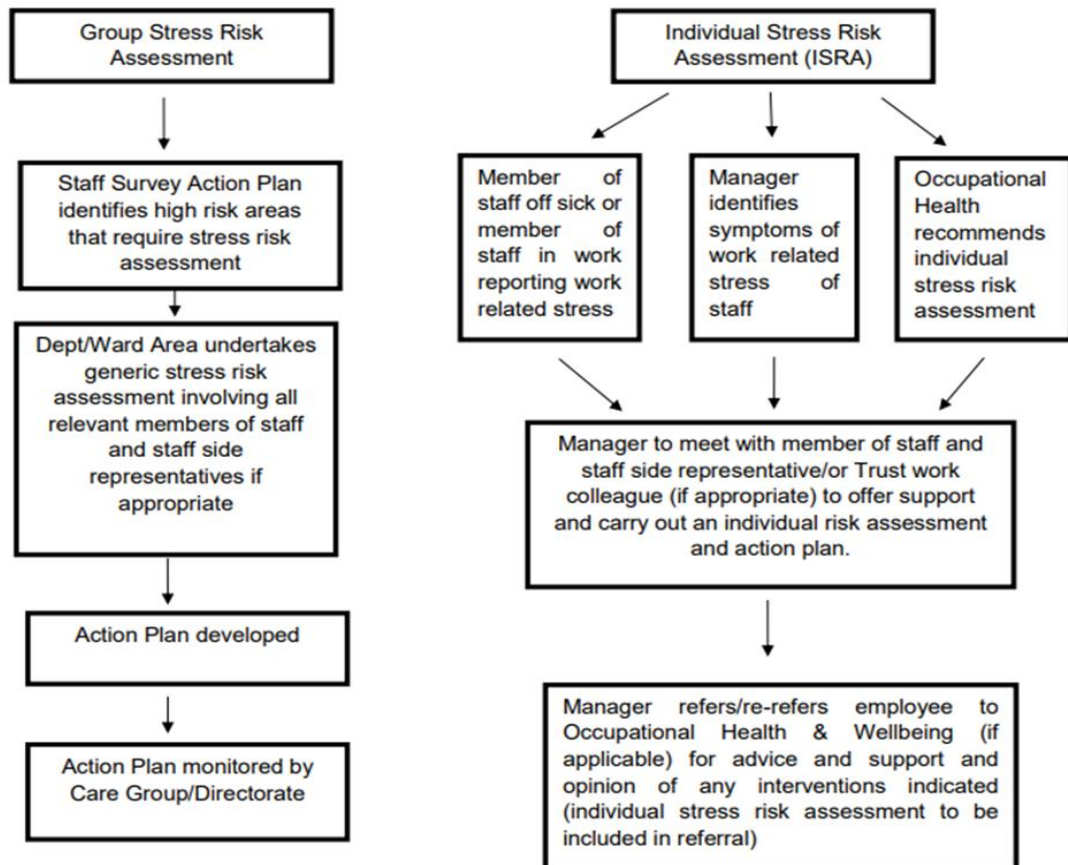
Aggressive behaviour

- Malicious gossip
- Criticism of others
- Refusal to work normally
- Refusal to work
- Graffiti
- Damaging property
- Shouting
- Placing unreasonable demands on more junior staff
- Intimidation of colleagues

These lists are not exhaustive

Appendix 9.2 – Flowchart – process for identification and management of work related stress

The Trust will employ two types of Stress Risk Assessment to identify and mitigate any risk of work related stress – a generic risk assessment for groups of staff identified as high risk areas in the Staff Survey results and an individual risk assessment for members of staff reporting work related stress



Appendix 9.3 – HSE Management Standards

DEMANDS

Includes issues like workload, work patterns and the work environment.

The standard is that

- Employees indicate that they are able to cope with the demands of their jobs; and
- Systems are in place locally to respond to any individual concerns

Examples of what should be happening to achieve this standard are:

- 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 designed to be within the capabilities of employees; and
- Employee's concerns about their work environment are addressed

CONTROL

How much say the person has in the way they do their work

The standard is that

- Employees indicate that they are able to have a say about the way they do their work; and
- Systems are in place locally to respond to any individual concerns

Examples of what should be happening to achieve this standard are:

- Where possible, employees have control over their pace of work
- 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 learn and undertake new and challenging pieces of work
- The organisation encourages employees to develop their skills
- Employees have a say over when breaks can be taken; and
- Employees are consulted over their work patterns

SUPPORT

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

The standard is that

- Employees indicate that they receive adequate information and support from their colleagues and superiors; and
- Systems are in place locally to respond to any individual concerns

Examples of what should be happening to achieve this standard are:

- 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 support 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; and
- Employees receive regular and constructive feedback

RELATIONSHIP

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

The standard is that

- Employees indicate that they are not subjected to unacceptable behaviours, e.g. bullying at work; and
- Systems are in place locally to respond to any individual concerns

Examples of what should be happening to achieve this standard are:

- 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; and
- Systems are in place to enable and encourage employees to report unacceptable behaviour

ROLE

Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles

The standard is that

- Employees indicate that they understand their role and responsibilities; and
- Systems are in place locally to respond to any individual concerns

Examples of what should be happening to achieve this standard are:

- 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; and
- Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role or responsibilities

CHANGE

How organisational change (large or small) is managed and communicated in the workplace

The standard is that:

- Employees indicate that the organisation engages them frequently when undergoing an organisational change; and
- Systems are in place locally to respond to any individual concerns

Examples of what should be happening to achieve this standard are:

- 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; and
- Employees have access to relevant support during changes

Appendix 9.4 – Guidance for Line Managers / Heads of Department to Reduce Stress

1. We all experience too much pressure from time to time, and stress can result in an accumulation of varying circumstances. It is important that we work with the mind-set that stress isn't a weakness – it's a strength to admit it, and do something about it.

2. ***Ensure you are not suffering from stress yourself***

A stressed Line Manager / Head of Department has a 'knock-on effect' throughout the organisation. Dealing with your own stress will prevent members of staff from suffering, and results in a more relaxed and productive atmosphere.

3. ***Analyse your management style and behaviour***

Ask yourself (honestly) if this is causing any stress. Good management is the best method of reducing stress.

A good Line Manager / Head of Department:

- Ensures a realistic understanding of the workload and the time it should take.
- Sets individual work objectives and targets, and consults and discusses before setting them.
- Gives clear, effective instructions.
- Makes sure he/she defines roles and tasks adequately – and discusses priorities.
- In times of high workload, prepares members of staff for the work ahead.
- Varies work where possible, and provides opportunities for individuals to influence their jobs.
- Delegates effectively, and not just the boring bits.
- Ensures staff have adequate training to do a good job, or coaches where training is needed.
- Give timely feedback and constructive criticism where necessary.
- Is approachable. Admits to weaknesses and takes responsibility for own mistakes.
- Communicates effectively through 'one-to-one meetings, Appraisals, Personal Development Discussions, Team meetings and Team briefings.
- Is flexible in approach.
- Is enthusiastic about the service, and role models good practice.

4. ***Ensure the working environment is suitable***

A poor working environment can cause employees a great deal of stress. While this is impossible to change completely, many small things can be done to improve the situation.

5. ***Help your members of staff to cope with change – no matter how big or how small***

Before introducing a change, listen to the views of your members of staff. How will it be for them? Where possible, update them on any changes taking place, and explain the reasons.

Identify those who resist change and help them to accept it. Listen to doubts and fears, coach and boost self-esteem. Check how things are progressing during and after change.

6. *Improve Communications*

Where possible, keep members of staff informed of all changes and major decisions. Listen and hear what they are saying. Act on any good ideas around service improvement. Talk to your members of staff informally and regularly. It will be easier for them to come to you or for you to approach them if there's a problem. Observe your staff – you'll learn a lot from watching.

7. *Think of yourself in your members of staff 'shoes'*

What causes one individual's stress may be healthy pressure to someone else, so it is important not to belittle it. If it isn't a problem for you, it does not mean it isn't a problem for them. Remember, they may be able to deal with issues that cause you stress. Consider undertaking regular assessments of your members of staff, as appropriate, to check nobody is subjected to work-related stress.

8. *Create an overall environment that promotes well-being.*

Remember that relaxed and happy members of staff will work more effectively, therefore, increasing the Trust's performance and productivity

Appendix 9.5 – Equality Analysis/Impact Assessment

Care Group/Specialty	Workforce & Organisation Development
Document Type	Policy
Lead Person Responsible	Occupational Health Physician
People involved with completing this document	
Type of Policy, procedure, decision, project, function or service	Existing
Date Completed	19/02/2020

Step 1 – Scoping Your Analysis
What is the aim of your policy, procedure, project, decision, function or service and how does it relate to equality?
The policy details the Trust's commitment to protecting the health, safety and welfare of its employees. Acknowledges the importance of identifying and reducing workplace stressors, as long term or excessive stress is counter-productive and has a negative effect on creativity, achievement and health. The Trust has a legal duty under the Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations 1999 to assess the risk of stress related ill health arising from work activities; and take measures to control that risk
Who is the policy, procedure, project, decision, function or service going to benefit and how?
Staff will benefit by ensuring suitable support when excessive stress is an issue Patients will benefit as quality service will be provided by staff not experiencing excessive stress
What are you hoping to achieve?
What barriers are there to achieving these outcomes?
N/A
How will you put your policy, procedure, project, decision, function or service into practice?
Via the normal communication channels and line management arrangements with support from the HRM Team for professional advice
Does this policy link, align or conflict with any other policy, procedure, project, decision, function or service?

See Section 8

Step 2 – Collating your information

What existing information/data do you have?

Monitoring is carried out annually to ensure the Procedure is followed and risk assessments are undertaken as appropriate. ESR records sickness absence – reasons for absence is not currently reported in all cases. HR records grievances and tribunal cases where stress may be a factor

Who have you consulted with?

Staff Reps via Policy Review Group & Joint Consultative & Negotiating Committee
Staff have been consulted though the Policy Review Forum which is made up of staff with characteristics protected under the Equality Act 2010.

What are the gaps and how do you plan to collect what is missing?

None identified

Step 3 – What is the Impact?

Using the information from step 2 explain if there is an impact or potential for impact on staff or people in the community with characteristics protected under the Equality Act 2010?

Ethnicity or Race

No differential impact identified

Sex/Gender

No differential impact identified

Age

No differential impact identified

Disability

Staff with certain medical conditions may be subject to a higher level of stress in the workplace. Where staff or managers identify concerns or following a recommendation by the Occupational Health & Wellbeing Department, a Stress Risk Assessment will be carried out to identify areas of concern and appropriate support put in place

Religion or Belief

No differential impact identified

Sexual Orientation	
No differential impact identified	
Marriage and Civil Partnership (applies to workforce issues only)	
No differential impact identified	
Pregnancy and Maternity	
No differential impact identified	
Gender Reassignment	
No differential impact identified	
Other socially excluded groups or communities e.g. rural community, socially excluded carers, areas of deprivation, low literacy skills etc.	
No differential impact identified	
Step 4 – What are the differences?	
Are any groups affected in a different way to others as a result of the policy, procedure, project, decision, function or service?	
None identified	
Does your policy, procedure, project, decision, function or service discriminate against anyone with characteristics protected under the Equality Act 2010?	No
If Yes, explain the justification for this. If it cannot be justified, how are you going to change it to remove or mitigate the affect?	
N/A	
Step 5 – Make a decision based on steps 2 – 4	
If you are in a position to introduce the policy, procedure, project, decision, function or service? Clearly show how this has been decided	
The policy should be adopted as it ensures appropriate support for staff who may be experiencing excessive stress	
If you are in a position to introduce the policy, procedure, project, decision, function or service, but still have information to collect, changes to make or actions to complete to ensure all people affected have been covered please list:	
N/A – existing policy	
How are you going to monitor this policy, procedure, project or service, how often and who will be responsible?	
As per monitoring table at section 6.2	

Appendix 9.6 Document Approval Request Form

This form should be completed when creating or reviewing this document. Documents will not be considered for approval until this form has been completed. Should you need any assistance contact Governance Support Team or the Corporate Records Lead on ext 43700.

Document Title		
1. Document Type		Policy
2. Is this a new document		No
3. If no, provide brief details of amendments made to this version.		
4. Are there any documents (policies or procedures) to be withdrawn following the ratification of this document because they are no longer valid?		Yes
If yes please provide reference number and name of documents to be removed POL/PD/0006 Management of Stress in the Workplace v5.6		
5. Please confirm that consultation has been completed and that there are no outstanding issues. This should be evidenced on CDDFT Quality Insights		Confirmed
6. Specific assurance to approving Committee	Abbreviations/Short hand are explained	<input checked="" type="checkbox"/>
	Grammar and spelling has been proof checked	<input checked="" type="checkbox"/>
	A monitoring table is included	<input checked="" type="checkbox"/>
	The correct template has been followed	<input checked="" type="checkbox"/>
	Reference number correct	<input checked="" type="checkbox"/>
6. Paragraph numbering is correct		<input checked="" type="checkbox"/>
7. Are there any financial implications from this document? If so, how will it be funded None identified		
8. Dissemination Plan Please detail how you will disseminate this policy/procedure Trust Bulletin Copy available on StaffNet <i>All Trustwide procedural documents will be disseminated once ratified in the Trust Bulletin</i>		