



Management of Stress Policy and Procedure

For use in	All Colleges/Schools/Departments/Divisions of the University
For use by	All members of staff at the University of Leicester
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CONTENTS

Description	Page Number(s)
<i>Policy</i>	
1. Introduction	3
2. Definitions.....	3
3. Policy Statement/Aims.....	3 – 4
4. Responsibilities	4 – 8
5. Training	8
6. Implementation	8
7. Monitoring Effectiveness and Compliance	8 - 9
8. Links to other policies	9
<i>Procedure</i>	
1. Managing Stress Guidelines.....	10 – 11
1.1 Risk Assessment of work-related stress.....	10
1.2 Risk Assessment and Action Plan	11
1.3 Stages of managing a case of stress.....	11
2. Heads of Department/Manager Guidance	11 – 14
2.1 Stage 1: Identification	11 – 12
2.2 Stage 2: Exploration and Risk Assessment.....	13 - 14
2.3 Stage 3: Action	14
2.4 Stage 4: Follow-up.....	14
3. Monitoring and Review	14 – 17
4. Appendices	18 – 29
A: Links to other University policies	18
B: Flow-Chart	19 – 22
C: Stress Risk Questionnaire.....	23
D: Stress Action Plan	24 – 27
E: Guidance for Heads of Department/Managers	28 – 29

POLICY

1. Introduction

- 1.1 This policy and procedure document is intended to support the University's Health and Well-being Strategy by providing clear and simple guidance to Heads of Department and Managers on managing stress.
- 1.2 A member of staff's mental and physical health can be affected by a number of factors, which may or may not be work related. Work-related stress may cause a significant increase in sickness absence, reduced staff performance, reduced commitment and motivation, loss of productivity and general absenteeism, and may also have a negative impact on teams across the University.
- 1.3 While stress can occur among members of staff and students, these guidelines ensure that the University fulfils its responsibility as an employer through educating Heads of Department and Managers to recognise the signs of stress in members of staff. It also provides guidance on actions that can be taken in the event of any member of staff experiencing stress at work, and to provide mechanisms to monitor procedures and outcomes.
- 1.4 These guidelines are linked to the University of Leicester's Health and Safety Guidelines, which can be found on [the intranet site of our Safety Services Office](#), and should be read in conjunction with this.

2. Definitions

- 2.1 The Health and Safety Executive (HSE) define stress as:

“the adverse reaction people have to excessive pressures or other types of demand placed upon them”.

Further information relating to the HSE work-related stress guidance can be found in a [dedicated area of the HSE's website](#).

3. Policy Statement/Aims

- 3.1 The University will integrate the management of stress into its arrangements for health, safety and staff management.
- 3.2 The University will ensure work-place stress is managed appropriately through:



- Identifying, within reason, of all known workplace stressors, and the conduct of stress risk questionnaires, as appropriate, to eliminate stress, or control the risks from stress. These risk assessments will be regularly reviewed.
- Providing training in good management practices for all Heads of Department/Managers, and staff with line management responsibilities.
- Encouraging members of staff to access and attend stress awareness and stress management courses, so they are better able to self-manage stress.
- Assisting members of staff in recognising and self-managing the pressures they encounter, in so far as is possible.
- Where necessary, and following completion of a stress risk questionnaire, referring members of staff to the University's Occupational Health Service (OH), via support and guidance from HR. A copy of the questionnaire should be provided to OH.
- Assessing the risks arising from possible enhanced levels of stress, such as significant periods of change across the University.

3.3 The University is committed to promoting the well-being of its members of staff, recognising that there is a need to actively manage work-related stress, as this can be a cause of increased occupational ill-health referrals and health and safety issues. The University acknowledges the importance of identifying, and working to control and/or eliminate the impact of, these causes.

4. Responsibilities

4.1 Heads of Department and Managers

Within the University, Heads of Department/Managers have a role to play in managing stress in the following ways:

- Providing the stress risk questionnaire to the member of staff.
- Conducting and implementing recommendations from stress risk questionnaires in the event that a member of staff experiences/is absent from work as a result of stress.
- Ensuring that appropriate action is taken in accordance with relevant processes as outlined in Appendices B and C.
- Implementing and communicating effective control measures, precautions, employment adjustments, and any other appropriate support and training arising from the stress risk assessments to reduce the health risks associated with stress, with members of staff.
- Ensuring good communication with members of staff, particularly where there are organisational and procedural changes in working practices planned.



- Ensuring relevant systems and controls are in place so that changes are risk assessed, appropriate consultation takes place, the process is managed sensitively, and effective communication is maintained throughout.
- Ensuring members of staff are adequately trained, and have the necessary skills and abilities to carry out the full duties of their role.
- Ensuring that staff attend the in-house training courses and workshops relating to the identification, management and risk assessments of stress hazards.
- In line with Personal Development Discussions (PDD), ensuring that members of staff are provided with appropriate developmental opportunities.
- Regularly reviewing working conditions across departments at the University and ensuring that the work environment, job design and facilities provided to members of staff are, as far as reasonably practicable, suitable and adequate for the work concerned.
- Monitoring working hours, overtime and workload to ensure that staff are not in breach of the Working Time Directive.
- Ensuring that members of staff take appropriate breaks from work throughout the leave year.
- Participating in training in good management practice on health and safety matters, as requested.
- Ensuring that bullying and harassment is not tolerated, as outlined in our Dignity at Work Code of Practice.
- Encouraging members of staff, via supervision, one-to-one meetings or PDDs, to raise any problems arising from work or home, which may be causing, or likely to cause, stress, and to jointly initiate appropriate action.
- Being vigilant, and offering additional support to members of staff who are experiencing stress outside of work.

4.2 Occupational Health Service

- Liaising closely with Heads of Department/Managers and HR in order to reduce possible absences due to stress.
- Providing supporting advice and recommendations to address highlighted work-related concerns.
- Supporting members of staff who remain absent, or are returning to work following a period of absence, due to stress/anxiety/depression, or any other mental health issue.
- Supporting members of staff who remain at work during periods of stress/anxiety/depression, or any other mental health issue.
- Providing Heads of Department/Managers and HR with appropriate supporting advice in order to facilitate a suitable return to work.



- Informing members of staff of additional support available, such as Staff Counselling/GP, where a specialist referral is deemed as appropriate.
- Monitoring stress-related referrals in order to identify trends within the University, and reporting accordingly.
- Liaising with the Health and Well-being Lead, and the Health and Safety Committee, regarding statistics collated, and highlighting any areas of concern.

4.3 Human Resources (HR)

HR's role is to:

- Offer guidance to Heads of Department/Managers on the interpretation of this Policy and Procedure.
- Develop and organise an on-going programme of stress management briefings and workshops for all Heads of Department/Managers in how to identify and manage stress amongst members of staff.
- Develop and organise an on-going programme of briefing sessions for members of staff relating to awareness of stress hazards, recognising stress at an early stage and how stress can be dealt with effectively.
- Assist in monitoring the effectiveness of measures to address stress by collating sickness absence statistics and provide Trade Union colleagues with anonymised data in relation to stress and well-being.
- Provide continuing support to Heads of Department/Managers and members of staff in a changing environment.
- Encourage a referral to Occupational Health, or make a member of staff aware of the staff counselling services, where appropriate.
- Help to monitor the effectiveness of measures in respect of compliance with the HSE's Stress Management Standards.
- Operate a PDD system, and provide clear guidelines on work objectives and opportunities for staff regarding future, personal and career development.
- Monitor and evaluate the effectiveness of this policy in respect of stress absence levels, performance and any related initiatives.

4.4 Safety Services Office

- Ensure HR are up to date with any changes to the approach to managing stress, as determined by the HSE, and to update any associated documents.
- Support Heads of Department/Managers in implementing stress risk questionnaires.
- Work with HR to oversee the implementation and monitoring of these guidelines, and other measures, to reduce stress and promote workplace health, safety and welfare.



- Work with the Health and Well-being Lead in reviewing the effectiveness of the measures that are utilised across the University in order to reduce stress, and promote workplace health and safety.
- Analyse incidents/incident statistics and occupational trends so as to enable reports to be submitted to the University's Health and Safety Committee in order to identify unsafe and unhealthy conditions or working practices, and recommendations for corrective action and the reduction of risk.
- Report to the University's Safety Committee and University's Staffing Committee, in conjunction with HR, on the effectiveness of the implementation of these guidelines and associated arrangements.

4.5 Trade Unions and Safety Representatives

- Discuss with HR colleagues, Heads of Departments/Managers the issue of stress, including prior to conducting any workplace surveys.
- Play an active role in the stress risk questionnaire process, where a member of staff requests this, and following discussion with HR.

4.6 Members of staff

- If a member of staff believes that there is a factor in the workplace causing stress, they should bring this to the attention of their Heads of Department/Manager.
- Members of staff should inform their Head of Department/Manager, or an alternative senior member of staff, if they are experiencing stress, so that an opportunity to resolve the problem is provided. If the member of staff feels they are unable to raise the matter within their department, they should consider contacting HR or their trade union representative in the first instance.
- Take personal preventative action in terms of stress management, and avoid harmful ways of coping with stress, such as excessive drinking, smoking or taking drugs.
- Where strategies for combating stress have been identified, staff are encouraged to adopt them and to access support from the Health and Well-being Service.

4.7 Helping Others

The way in which members of staff treat each other has a powerful effect on raising or lowering pressure and stress levels at work. It is very important that we work with each other in a way which helps control uncomfortable pressure.

All members of staff have a responsibility to contribute to a supportive working environment by:

- Being respectful and considerate of others in line with the [Dignity at Work Code of Practice](#).
- Listening to the problems or concerns of others, and providing practical support, as appropriate.
- Being appreciative of people and their efforts.
- Being ready to offer help if a colleague is under pressure.
- Respecting confidentiality.
- Participating in goal setting and positive management of workload.
- Avoiding overloading members of staff with extra work or responsibility.

5. Training

5.1 An awareness of the symptoms of stress, and learning how to recognise and reduce work-related stress, is incorporated into a workshop provided by HR in relation to Managing Stress. This workshop provides support and guidance for Heads of Department/Managers in managing stress.

6. Implementation

6.1 The Director of Human Resources and the Senior HR Team are responsible for promoting and embedding all HR Policies and Procedures.

7. Monitoring Effectiveness and Compliance

7.1 The Division of Human Resources will monitor cases where a member of staff has indicated that they are experiencing work-related stress, along with information from the staff survey and maximising attendance statistics.

7.2 The University will ensure that the Stress Management Policy and Procedure is reviewed on a three-yearly basis, or sooner, if required. The Health and Safety Committee will monitor and review the guidelines and make recommendations for changes where there has been any significant change every three years from the date it was ratified.

7.3 The health performance indicators to be assessed will relate to:

- Sickness absence levels relating to stress.
- Ill-health retirements that may be stress related.
- Staff turnover rates.
- Accident statistics as an indication of a lack of attention to health and safety.
- Staff Survey and PDD processes.

7.4 On a departmental level, health performance indicators to be assessed will relate to:

- Performance Development Discussions.
- Sickness absence levels relating to stress.
- Feedback from exit interviews.

8. Links to other policies

8.1 The policy, procedure and guidance therein do not preclude any other necessary management action or the exercising of individuals' rights allowed under any University policies. Appendix A lists the policies that are relevant in this context.

PROCEDURE

1. Guidelines

1.1 Risk Assessment of work-related stress

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.

1.1.1 The six key areas are:

- **Demands** – Workload, work patterns and the work environment.
- **Control** – How much autonomy the member of staff has on the way in which they do their work.
- **Support** – How much encouragement the member of staff receives from peers, colleagues, Heads of Department and Managers in line with resource requirements.
- **Relationships** – Promoting positive working to avoid conflict, and dealing with unacceptable behaviour and issues such as bullying and harassment (see the [Dignity at Work Code of Practice](#)).
- **Role** – The member of staff understands their role and, if they have conflicting roles or role demands, how these interact with each other.
- **Change** – How organisational change is managed, supported and communicated in the University.

1.1.2 Each cause, or combination of causes, will have a varying impact on each individual, as there is not a simple relationship between any one primary cause and the level of stress that individuals experience. Information sources such as Sickness absence data, Occupational Health referrals, appraisals, team and one-to-one meetings are a useful indicator in identifying cases of stress.

1.1.3 Stress may also arise in individuals' personal lives, over which the University has no control or responsibility, and may affect work performance. The University will support members of staff to address pressures and stressors inside and outside the workplace that may have an impact on their work.

1.2 Risk assessment and action plan

1.2.1 The University has the following risk assessment procedures in place to ensure that work-related stressors are identified, and addressed as necessary, in accordance with the Management of Health and Safety at Work Regulations 1999.

1.2.2 In accordance with the stages of managing a case of stress outlined below, it is the responsibility of both the Head of Department/Manager and member of staff to identify and take appropriate action with regard to stress, and they should work together to identify and resolve any concerns or stressors. A stress-related case could be brought to a Head of Department/Manager's attention in one of the following ways:

- The member of staff raises a stress-related issue with their Head of Department/Manager.
- The Head of Department/Manager 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.

1.3 Stages of managing a case of stress

Where a member of staff indicates that they may be 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 normally be undertaken. Heads of Department/Managers should contact HR for further advice. Once completed, and where it is identified that an action plan is required, the Head of Department/Manager should ensure that this is reviewed regularly and kept up-to-date.

The flow-chart at Appendix B outlines the process that should be followed when a case of stress has been identified. The HSE stress risk assessment questionnaire, as outlined in Appendix C, should be used as a tool for identifying stressors. The stress action plan, outlined in appendix D, allows actions to be recorded and agreed. Appendix E outlines further guidance for Heads of Department/Managers in managing stress.

2. Heads of Department/Managers' Guidance

2.1 Stage 1: Identification – Identification of stress through the member of staff raising this, or a Head of Department/Manager identifying stress.

In some cases, for a member of staff to be able to express their concern to a Head of Department/Manager that is able to listen, and give assurance, may be all that is needed.

Alternatively, the problem may be more serious, and it may be more appropriate to refer the individual to Occupational Health, Staff Counselling or their GP.

It may be the case that the member of staff has raised stress-related issues with you or, as their Head of Department/Manager, you have identified possible signs of stress. Where this is the case, you will need to arrange an informal meeting with the member of staff to discuss the difficulties that they are experiencing, ensuring that the meeting is strictly confidential.

The objective of the meeting is to determine whether there is an underlying cause for the increase in stress, in line with the HSE Management Standards as outlined in 1.1.1 above, and whether you, as their Head of Department/Manager, can take action to support them, and help to reduce the stress they are experiencing.

Typical work-related stressors may include:

- Shift work.
- Long or unsociable working hours.
- Physical conditions, such as the presence of high noise levels.
- Physical isolation of some members of staff, implying a lack of social support.
- Excessive work/caseloads.
- Repetitive work.
- Physical or verbal abuse.
- Harassment.
- Members of staff not:
 - being clear about work targets.
 - feeling that they are able to input into how they do their work.
 - feeling valued for their contribution.
- Breakdown in relationships with colleagues.

Such meetings should be conducted, in so far as is possible, out of the immediate workplace, in an informal setting. The meeting must be strictly confidential, and not form part of any other policy meeting such as disciplinary, capability, management of absence, etc.

If the stress being experienced is strictly related to a member of staff's home or social life, then you will need to discuss ways in which the individual feels you, as the Head of Department/Manager, can assist and support them with these particular problems.

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

2.2 Stage 2: Exploration and Stress Risk Assessment

Heads of Department/Managers should provide the member of staff with a copy of the HSE stress risk questionnaire (Appendix C), and ask them to complete it and return it to you for a confidential discussion and action.

On receipt of the questionnaire, Heads of Department/Managers should explore the areas that are causing stress, focussing in the first instance on performance at work. It is important that the member of staff and the Head of Department/Manager talk openly about any suggestions that may address the situation in relation to work, and discuss the options available.

It is also important that the action plan, as outlined in Appendix D, is completed by the Head of Department/Manager and the member of staff, following receipt of the questionnaire.

Arranging the meeting:

- Arrange to meet in a quiet area or meeting room if possible. If the meeting is likely to concern sensitive issues, try to meet in a neutral area, not your office.
- Determine the purpose of the meeting, and what you wish to discuss.
- Look carefully at the meeting room layout to appear non-threatening and supportive – put chairs side-by-side with little distances between them and remove barriers, such as desks, where possible.
- Think about little things that may help the member of staff to feel more comfortable, such as providing a drink of water.

Conducting the meeting:

- Start by letting the member of staff know what you wish to discuss.
- Use the feedback 'sandwich': start positively, then discuss the area(s) of concern, and end with positive points. This allows the member of staff to finish on a positive note.
- Use effective questioning and listening skills to establish any problem areas, and offer support where you can, this may involve a referral to Occupational Health.
- If a problem has been identified, allow the member of staff to suggest options and possible solutions; they will show more commitment to take action if they have been involved in suggesting the solution.
- Confirm the actions agreed, and record this in writing.
- Keep the meeting on track; avoid going over old ground and prolonging the meeting.



- Be flexible: adapt your approach to the situation; if your questions are not getting a response, try a different approach. Ask if they would like to talk to someone else, if you suspect the issue is personal.
- Be prepared to accept constructive feedback in the right way – people are naturally defensive, and may want to air their views about you to deflect from their own issues.

2.3 Stage 3: Action

- Any agreed actions and solutions should be implemented and agreed by both parties and given a timescale for review
- The Head of Department/Manager and member of staff should discuss and agree any actions to help remedy the problem, which may include, re-assigning pieces of work, training or contact with the Occupational Health service
- It may be the case that temporary or relatively minor changes can help alleviate the feelings of stress and any actions or possible solutions should be noted and a date to review progress agreed
- It is important that any agreed actions are realistic and achievable, taking into consideration the resources available

2.4 Stage 4: Follow-up

- Hold a review meeting with the member of staff and monitor the agreed actions. Check that they have been carried out within the timescale agreed
- If you are concerned about the member of staff's welfare, remember to talk to them regularly and keep in touch. You may also contact HR for additional support

3. Monitoring and Review

It is important to agree a means of monitoring progress against the action plan at the time the action plan 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 Heads of Department/Manager about any changes in activity that may affect the stress action plan.

3.1 The situation is showing signs of improvement:

If there are signs of improvement, or a remedy to the situation has been identified, monitor the progress through regular discussion, and discuss any possible alternative solutions; continue to follow Stages 1 – 4 should a situation arise again.

3.2 The situation is showing little or no sign of improvement:

If there are little or no signs of improvement, seek advice from HR to review the initial solutions, and consider what further actions could be taken to try and remedy the situation, which could include:

- A referral to Occupational Health (OH).
- Consideration of any other reasonable adjustments.
- As a last resort, any action under other University procedures (this must be discussed with HR first).

If, following a referral to OH, the condition has been declared as falling within the scope of the Equality Act 2010, proceed through the stages from Stage 2 onwards, taking into consideration any recommendations from OH, and managing these in line with the University's Policy on Maximising Attendance.

Where OH confirm that the condition does not fall within the scope of the Equality Act 2010, further discussion is required with HR before considering action under other University procedures.

3.3 Sickness absence relating to stress

In most stress cases, early intervention is vital to ensure that the member of staff can, as soon as they are able, return to the work-place.

As soon as you are aware that an individual's absence is stress-related, or the member of staff provides a medical certificate indicating that a condition is related to stress, you will need to speak directly with Human Resources. The aim of this discussion is to explore, as far as possible, the issues that may have contributed to the member of staff being absent, and to support you through the management of the case. A referral to Occupational Health may also be considered and, as a duty of care, maintain contact with the member of staff. When the member of staff is able to return to work, it will be necessary to develop a plan of assistance with them to support their return, in most cases. Initially, this can be discussed with HR, although will require agreement from the member of staff.

Once a plan of assistance has been agreed with the member of staff, it should be implemented as soon as they are able to return to the work-place. Advice from the OH team will assist with this. In addition to routine communication, supervision review dates will need to be built into the plan to determine its effectiveness, and whether it needs to be modified. These would, in most cases, be held in the presence of the member of staff.

The plan of assistance would typically explore the following issues:

- Reduced working hours or changes to the working pattern.
- Reduced workload.
- Greater management support.
- Change in activity.
- Temporary re-deployment.
- Access to counselling services.
- Review meetings with Occupational Health.

3.4 It is vital to involve the member of staff in the risk assessment process because:

- They are the ones who are exposed to the risk.
- They are in the best position to identify hazards and suggest precautions to reduce risk.
- When staff are involved in the stress risk questionnaire process, they are more likely to be motivated and committed to making the solutions work.
- By involving staff, you are showing that their views are important, which can boost morale itself.

It may be that all, or the majority, of the stress the member of staff is experiencing is related to non-work-related pressures. It is important to distinguish between those pressures which the Head of Department/Manager can assist with directly (those as a result of work) and those which are outside work, eg social or domestic. Typical non-work-related pressures can include:

- Moving house.
- Marriage.
- Death of a loved one.
- Loss of friendship.
- Caring for an ill relative.
- Personal illness.
- Divorce.
- Children or parents.
- Financial/legal worries.
- Neighbour disputes.

Typical interventions/support that could be offered in such cases include:

- Offer of Special Leave.

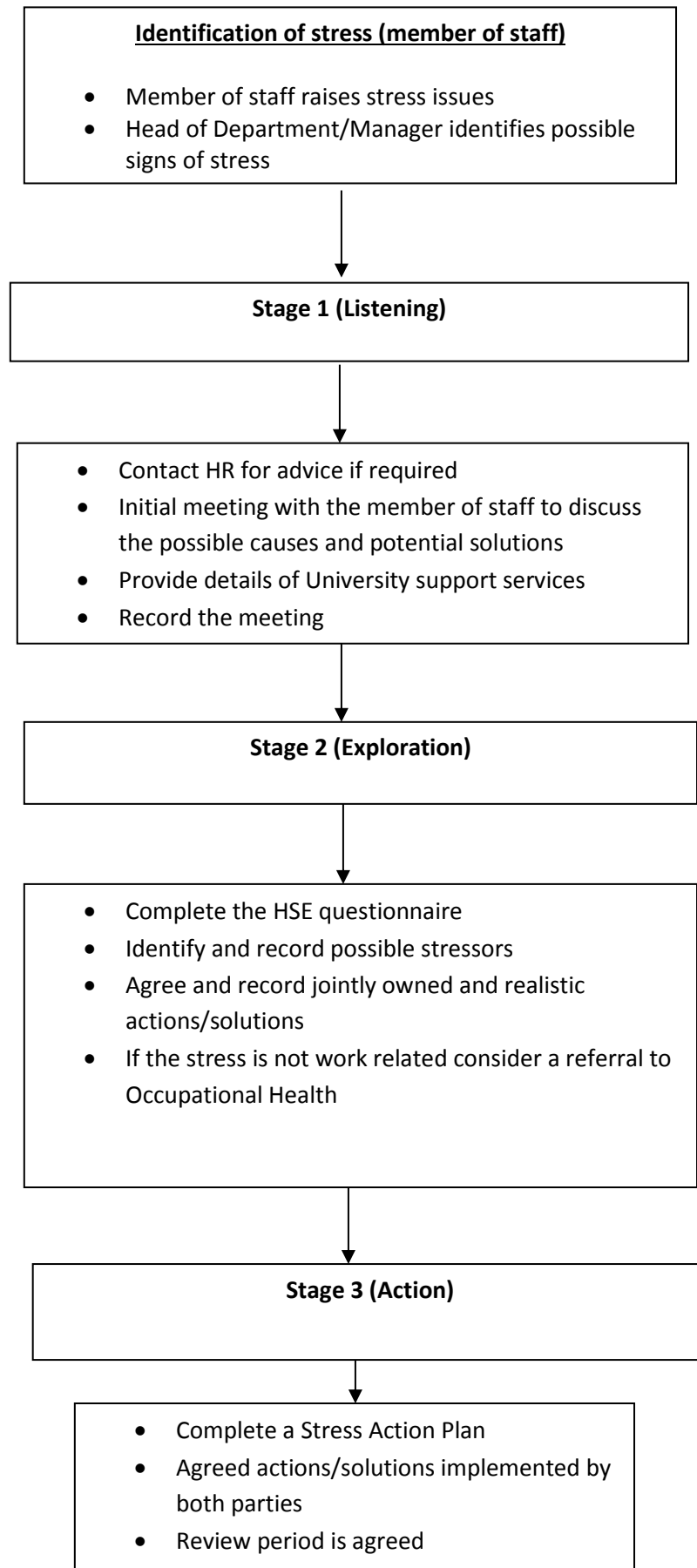


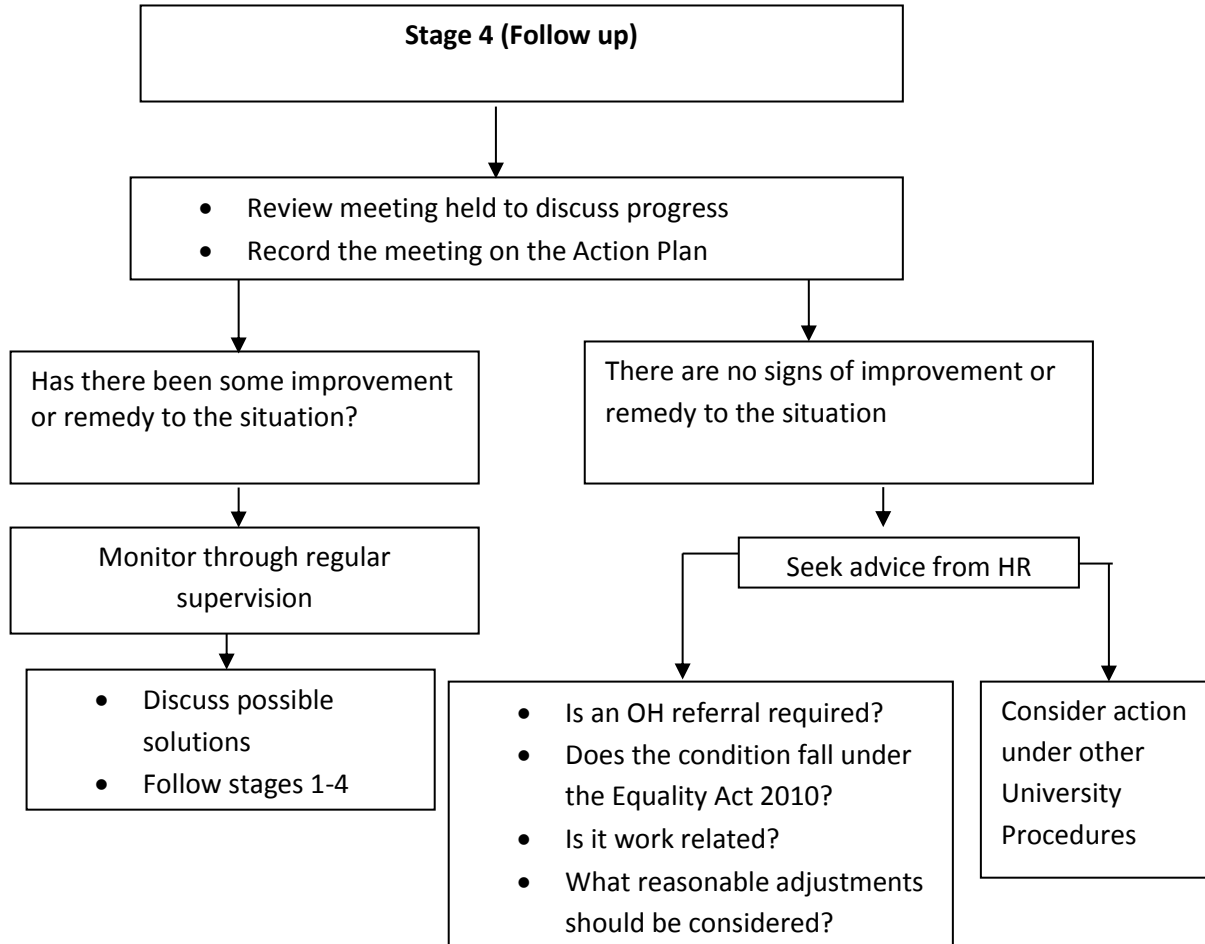
- Adjustment of working hours (temporary).
- Reasonable time off work to visit necessary agencies.
- Staff counselling.
- Network colleagues/friends.
- Citizens Advice Bureau.
- Samaritans.
- Community Bereavement Services.

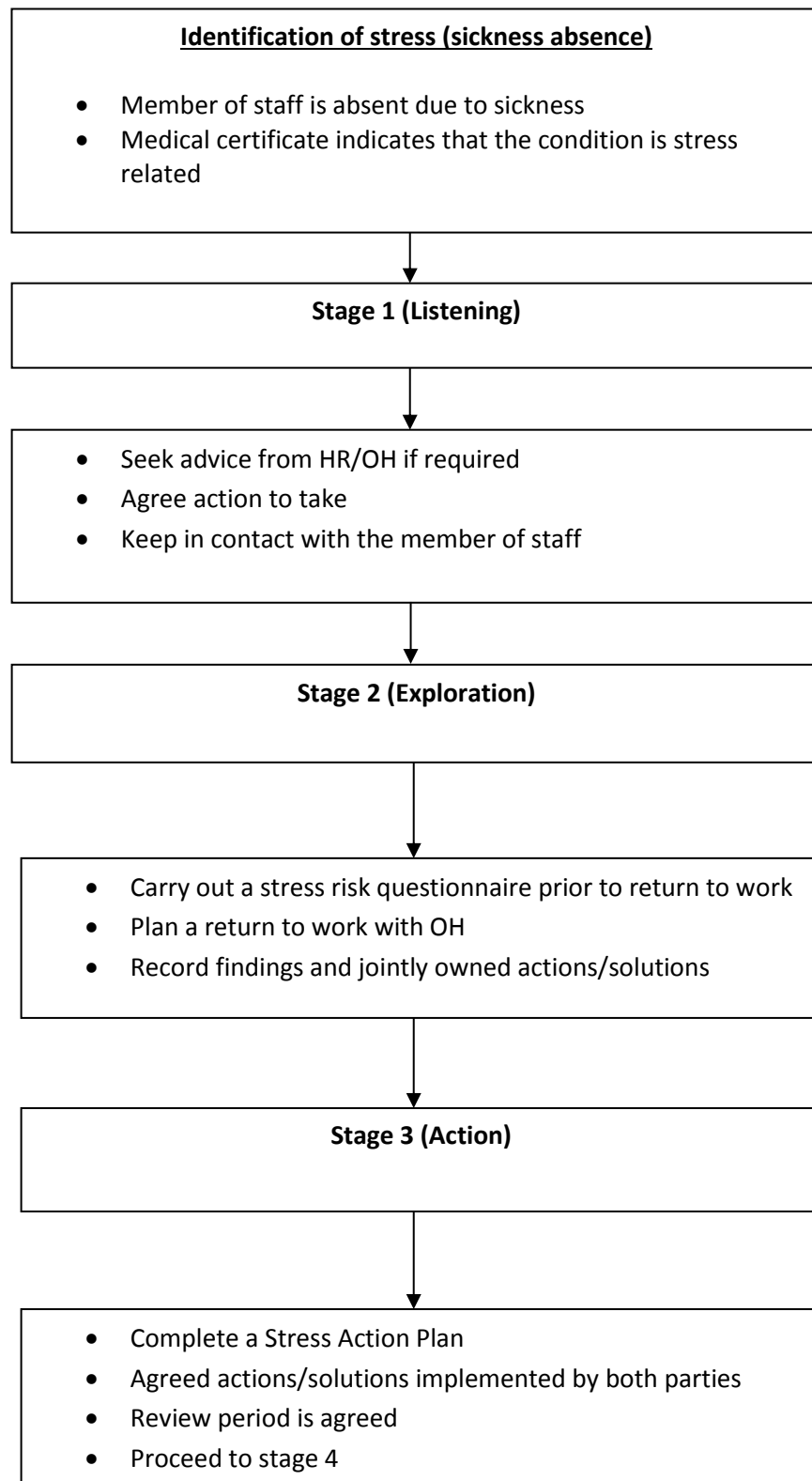
3.5 Heads of Department/Managers should aim at applying a consistent approach to all categories of staff, making due allowance for the nature of the particular difficulties faced by members of staff.

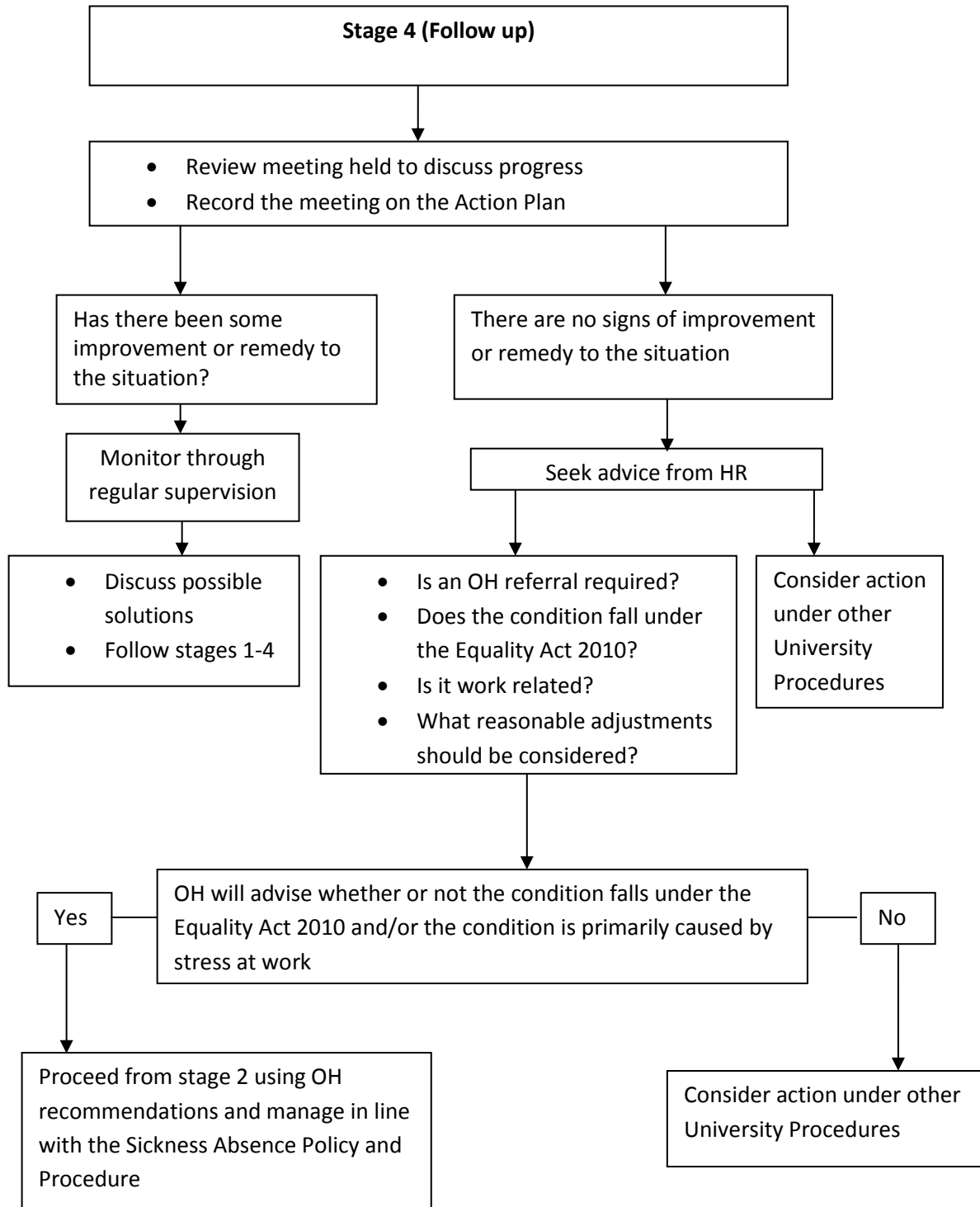
Appendix A – Links to other University of Leicester policies

1. [Dignity at Work](#)
2. [Discipline](#)
3. [Flexible Working](#)
4. [Grievance](#)
5. [Ill-Health Capability](#)
6. [Occupational Health](#)
7. [Sickness Absence](#)

Appendix B – Flow-Chart: Managing Stress-Related Cases








Appendix C – Stress Risk Questionnaire

The full version of the [stress risk questionnaire](#) can be found on the HSE’s website. A visual is provided below:


Health and Safety Executive

HSE MANAGEMENT STANDARDS INDICATOR TOOL

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

	Never	Seldom	Sometimes	Often	Always
1 I am clear what is expected of me at work	1	2	3	4	5
2 I can decide when to take a break	1	2	3	4	5
3 Different groups at work demand things from me that are hard to combine	5	4	3	2	1
4 I know how to go about getting my job done	1	2	3	4	5
5 I am subject to personal harassment in the form of unkind words or behaviour	5	4	3	2	1
6 I have unachievable deadlines	5	4	3	2	1
7 If work gets difficult, my colleagues will help me	1	2	3	4	5
8 I am given supportive feedback on the work I do	1	2	3	4	5
9 I have to work very intensively	5	4	3	2	1
10 I have a say in my own work speed	1	2	3	4	5
11 I am clear what my duties and responsibilities are	1	2	3	4	5
12 I have to neglect some tasks because I have too much to do	5	4	3	2	1
13 I am clear about the goals and objectives for my department	1	2	3	4	5
14 There is friction or anger between colleagues	5	4	3	2	1
15 I have a choice in deciding how I do my work	1	2	3	4	5
16 I am unable to take sufficient breaks	5	4	3	2	1
17 I understand how my work fits into the overall aim of the organisation	1	2	3	4	5
18 I am pressured to work long hours	5	4	3	2	1
19 I have a choice in deciding what I do at work	1	2	3	4	5

20 I have to work very fast	Never	Seldom	Sometimes	Often	Always
21 I am subject to bullying at work	Never	Seldom	Sometimes	Often	Always
22 I have unrealistic time pressures	Never	Seldom	Sometimes	Often	Always
23 I can rely on my line manager to help me out with a work problem	Never	Seldom	Sometimes	Often	Always
24 I get help and support I need from colleagues	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
25 I have some say over the way I work	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
26 I have sufficient opportunities to question managers about change at work	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
27 I receive the respect at work I deserve from my colleagues	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
28 Staff are always consulted about change at work	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
29 I can talk to my line manager about something that has upset or annoyed me about work	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
30 My working time can be flexible	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
31 My colleagues are willing to listen to my work-related problems	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
32 When changes are made at work, I am clear how they will work out in practice	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
33 I am supported through emotionally demanding work	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
34 Relationships at work are strained	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
35 My line manager encourages me at work	Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Thank you for completing the questionnaire.

Appendix D – Stress Action Plan

Name		Job Title	
Department		Line Manager	

<p>Section 1: Demands</p> <ul style="list-style-type: none"> • 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. • Employees’ concerns about their work environment are addressed. • Employees indicate that they are able to cope with the demands of their jobs. • Systems are in place locally to respond to any individual concerns. 			
<p>Helpful tips:</p> <ul style="list-style-type: none"> • Staff must take suitable breaks, especially if the work is emotionally demanding or intense. • Deadlines and workload must be realistic. Manage the expectations of colleagues. • Try to vary tasks. Monitor and spread the workload and complexity. • Make sure the work environment is suitable – limit disturbances, noise or other distractions, and ensure there is enough room to operate, sufficient storage space, etc. 			
Issues identified	Action to address	Who will ensure action is taken?	Review date
<p>Section 2: Control</p> <ul style="list-style-type: none"> • 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 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 • Employees are consulted over their work patterns • Employees indicate that they are able to have a say about the way they do their work • Systems are in place locally to respond to any individual concerns 			
<p>Helpful tips:</p> <ul style="list-style-type: none"> • Staff may need time management training or other help with organising their work • Allow your staff to plan their work and involve them in problem solving • Make sure personal objectives are clear. Use appraisals and team meetings. 			



Issues identified	Action to address	Who will ensure action is taken?	Review date

Section 3: Support

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

Helpful tips:

- It is vital to make sure staff are adequately trained. Do a regular ‘training needs analysis’ on each member of staff to make sure they have had the right training for the job.
- Try to offer constructive suggestions rather than criticism.
- Use buddying or mentoring systems.
- Communicate regularly with staff, especially those working remotely.

Issues identified	Action to address	Who will ensure action is taken?	Review date

Section 4: Relationships

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

Helpful tips:

- Encourage and support activities which improve interaction and team building.
- Be aware that employees working in isolation will miss out on social interaction. Find ways of keeping them involved.



<ul style="list-style-type: none"> - Observe and be aware of team relationships and interactions. Where tension is observed, discuss it or seek advice. - Set a good example by listening and respecting others. 			
Issues identified	Action to address	Who will ensure action is taken?	Review date
<p>Section 5: Role</p> <ul style="list-style-type: none"> • 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. • Employees indicate that they understand their role and responsibilities. • Systems are in place locally to respond to any individual concerns. 			
<p>Helpful tips:</p> <ul style="list-style-type: none"> - Have a consistent induction programme for new staff. - Ensure there is clear line management in place. - Make sure there is a personal action/development plan for each member of staff. 			
Issues identified	Action to address	Who will ensure action is taken?	Review date
<p>Section 6: Change</p> <ul style="list-style-type: none"> • 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. • Employees indicate that the organisation engages them frequently when undergoing an organisational change. • Systems are in place locally to respond to any individual concerns. 			
<p>Helpful tips:</p>			



<ul style="list-style-type: none"> - Even minor changes can lead to uncertainty and rumours. Make sure that you communicate and discuss any changes fully with your staff, and arrange suitable training if necessary. - Pass on information from management team meetings and encourage feedback. - Involve staff in planning changes. 			
Issues identified	Action to address	Who will ensure action is taken?	Review date
Employee Signature		Date	
Print Name			
Line Manager Signature		Date	
Print Name			

Appendix E – Guidance for Heads of Department/Managers 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 Head of Department/Manager 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 Head of Department/Manager:

- 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, Personal Development Discussions (PDDs), 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 University's performance and productivity.