

Individual Staff Stress Assessment Procedure

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Please record details of any changes made to the document in the table below

Date	Record of changes made to document
June 2025	V 0.1 - New Procedure Document.
July 2025	V 0.2 – amendments following feedback from Hospital Management Team.
Aug 2025	V 0.3 – Add information regarding a short training course for managers in the stress risk assessment process and feedback on document retention from HR / OHS.
Nov 2025	Version 1.0 following formal Governance Approval of new procedure.

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1. Introduction

In NHS Shetland (NHSS), the Board recognises the risks posed from stress and stress related ill-health. The Board also acknowledges the importance of staff as our most important asset, and the role staff wellbeing plays in positively promoting the furtherance of NHS Shetland goals and objectives. This procedure has been developed in accordance with relevant legislation, in particular:

- The Health and Safety at Work etc Act 1974
- The Management of Health and Safety at Work Regulations (1999)
- The Equality Act 2010?
- Human Rights Act 1998 (HRA)

The procedure also links to the NHS Shetland Stress Management Policy, which provides the strategic overview for stress management within the organisation.

The procedure is specific to individual stress Assessments that can be used to support a colleague who is either beginning to feel under a high level of pressure or is already overwhelmed by work and / or home life pressures.

The aim of this procedure is to identify potential stressors at an individualistic staff level and identify and agree actions to mitigate these personal feelings, **so far as is reasonably practicable**.

Completing stress risk assessments / assessments is a key aspect in managing stressors. By undertaking an individual stress risk assessment, NHSS can:

- Support the objectives contained within the Stress Management Policy
- Support the Health and Safety Policy
- Determine specific workplace or home life stressors
- Establish stress risk control measures and
- Do all that is reasonable to ensure a safe and healthy working environment.
- Achieve compliance with workplace health and safety legislation.

NHSS has a legal and moral obligation to consider all reasonable control measures or mitigations for any perceived workplace stressors identified through the process of individual stress risk assessment. Completing the individual stress risk assessment will enable the manager and the employee to come up with an action plan to manage the perceived stress and mitigate against the stressors

However, some potential stressors are outside of the organisation's control such as personal / home life situations, Scottish Government funding restrictions or surges in service user needs that exceed staffing capabilities within a small rural island Board. In these circumstances, NHS Shetland will do all that is within its gift to reduce pressures and provide reasonable support and / or adjustments (either short or long-term) for staff, but with the recognition that there may be some circumstances where these actions may be limited as they fall outside of the Board's control.

2. Definitions

2.1 Stress: The Health & Safety Executive (HSE) define stress as:

“the adverse reaction people have to excessive pressure or other types of demand placed on them”

This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress, which can be detrimental to health.

2.2 Potential Stressors: The primary sources of work-related stress which, if not properly managed, can lead to poor health and wellbeing and increased sickness absence, are referred to as the Health and Safety Executive’s (HSE) Stress Management Standard’s.

2.3 Mental Health: How a person thinks, feels and behaves. Having good mental health can build personal resilience to stress.

2.4 Common Mental Health Problems: Common mental health problems (CMHP) include anxiety and depression and are often a reaction to a difficult life event and may be long term. However, people can have CMHP with no obvious cause. CMHP are treated by medication from the General Practitioner (GP).

2.5 Post Traumatic Stress Disorder: Post Traumatic Stress Disorder (PTSD) is a psychiatric disorder that can occur in people who have experienced or witnessed a traumatic event, such as a natural disaster, a serious accident, a terrorist act and violent personal assault. This type of incident is covered under Trauma Risk Management (TRiM) service provided by NHS Shetland.

3. Stress assessment and risk identification

To assist line managers to meet their obligations in relation to the management of stress, a generic risk assessment on stress is available within the Control Book risk management system. This assessment process enables potential stressful situations to be risk profiled at Organisational and Directorate levels within NHSS and then target identified risks in priority order.

However, while it is important (and a legal requirement) to produce an organisational wide stress risk assessment, the individualistic nature of stress means that a ‘one size fits all’ approach to managing stress in the workplace, may not fully identify stressors at an individual level, which may leave some staff more vulnerable to being exposed to stress related ill-health.

Therefore, this procedure is designed to provide a stress Assessment, solely at an individual staff member level and designed to enable line managers to understand what the stressors are and consider what can be done to improve the situation for the specific individual team member.

The HSE has designed Stress Management Standards to help employers and staff to manage the causes of work-related stress. It is based on the familiar ‘Five steps to risk assessment’ model, requiring management and staff to work together. The Standards refer to six areas of work that can lead to stress if not properly managed.

There are six key ‘Stress Management Standards’ that represent a set of conditions that reflect high levels of health, well-being, and organisational performance. These management standards provide a practical framework which managers and supervisors can use to minimize the impact of work-related stress.

The HSE Management Standards are as in the table below:

	HSE Management Standard
Demands	Staff are able to cope with the demands of the job
Control	Staff are able to have a say about the way work is done
Support	Staff receive adequate information and support from colleagues and superiors. <i>Note: 'Support' is further sub-divided into Peer and Manager's Support</i>
Relationships	Staff are not subjected to unacceptable behaviours, e.g. bullying or harassment at work
Roles	Staff understand their role and responsibilities
Change	Staff are involved in and consulted about any organisational changes

However, the Management Standards are aimed predominantly at work related stressors, so the NHSS Individual Stress Assessment takes this a step further and introduces opportunities for staff to have open and honest conversations with their line manager around potential home life stressors that may be adversely affecting them and may also ultimately affect their work life.

4. Responsibilities

The **Chief Executive** will ensure that suitable risk assessments are carried out under the Management of Health and Safety at Work Regulations 1999, so enabling the most appropriate means of reducing the risks from work related stress.

The Chief Executive will ensure that adequate resources are made available for the effective and proactive management of work-related stress within NHS Shetland.

Line managers

Line managers are responsible for:

- Early intervention to identify causes of and potential solutions to stress
- Ensuring all staff are aware of the individual stress Assessment arrangements
- Ensuring all staff are aware of the Health and Safety Executive's (HSE) 6 Management Standards which, if not managed properly, act as the primary sources of work-related stress
- Ensuring all staff are aware that they may self-refer to the NHSS Occupational Health Service should they have concerns relating to stress and that self-referrals are confidential
- Ensuring they are mindful of personal stressors and offer support to staff who are experiencing non-work-related stress and make appropriate referral to either OHS and/or HR, with consideration to offer support from counselling services

- Ensuring that there is a suitable structure in place to manage stress and ensure all relevant staff receive appropriate relevant training including the Turas Learn “Stress Awareness for Staff” module
- Contacting HR to appoint a representative manager, should the line manager be deemed inappropriate for dealing with any specific stress related issues
- Undertaking and coordinating the completion of Individual Stress Assessments
- Ensuring follow-up management meetings with the staff concerned at appropriate stages of the individual stress Assessment and regularly review the effectiveness of any action plans and control measures
- Developing and reviewing individuals’ action plans with advice and support from the H&S Team, OHS and HR, as appropriate and potentially other external specialist services, such as counselling
- Ensuring appropriate confidential document retention in line with other personal information for their staff.
- Identify where referral to the Trauma Risk Management (TRiM) Manager / Co-ordinator is required rather than an individual stress assessment, for post-incident TRiM assessment and support sessions with staff as required, following potentially traumatic incidents which are work related

The Health and Safety Lead is part of the Human Resources and Support Services Directorate, and is responsible for:

- Providing advice and guidance regarding the completion of stress risk assessments
- Collating the results from the Individual Staff Stress Assessment at Part 2 of the form
- Advising managers and staff about their legal obligations and for providing specialist advice and support in relation to the management of stress.

All staff are responsible for:

- raising concerns with their line manager at the earliest opportunity to prevent pressures becoming too excessive for them to cope with.
- engaging with the completion of the Individual Staff Stress Risk Assessment process if need arises, to enable their manager to identify problem situations and work with their staff to take appropriate action.
- taking reasonable care for their own safety and that of colleagues and patients
- following the precautions and procedures set up for avoiding or reducing the risk from stress and following the risk assessments and safe operating procedures:
- attending or undertaking training courses at induction and further updates, following safe working practices for stress and asking for extra training, if they feel that they need it
- reporting to their Line Manager any risks which they think have not been handled effectively

- ensuring that adverse events are promptly reported and completed by following the procedure for all incidents; and reporting any problems or shortcomings in the risk assessment or safe system to their line manager.

The Occupational Health Service is part of the Human Resources and Support Services Directorate and are responsible for supporting and advising management and staff by recommending mitigations and supportive measures, which can include onward signposting to potentially assist with resolving difficulties with stress.

Provide directorate with anonymised data around stress referrals to inform the organisation at a strategic level.

All staff can consult the service, confidentially, on any aspect of health and safety while at work.

If individual staff self-refer to the Occupational Health Service, OHS will advise the individual to speak to their line manager, so an Individual Staff Stress Assessment can be completed, as per this procedure.

Human Resources will:

Support managers to engage and communicate with employees about stress/mental health at work and provide relevant advice around HR processes linked to work-related stress, such as the Sickness Absence Policy and/or other HR related policies.

Provide continued support to managers and individuals in a changing environment and encourage management referral to the OHS and

Monitor and review the effectiveness of attendance management, by collating absence statistics and analysing absence trends

5. Training

The best way of reducing the risk from stress is by putting measures in place which reduce:

- the likelihood of being harmed through excessive pressure
- reducing the risk factors in tasks that remain

NHS Shetland provides Turas training modules which teaches the principles of general Stress Awareness for Staff & Stress Awareness for Managers. Where staff are struggling with specific gaps in their skills, NHS line managers will identify further training needs and appropriate training will be provided, dependent upon the individual training need.

A short training course for managers is available through the Health & Safety Team to provide further guidance and information around the Individual Stress Risk Assessment process. Course dates and bookings are available within the Turas system.

6. Monitoring and reviewing

This procedure will be reviewed three years from its effective date by the Health & Safety Lead with corporate governance through the Health, Safety & Wellbeing Committee and Area Partnership Forum.

7. Dissemination and communication

The procedure is made available via the Health & Safety Departmental Intranet page to ensure ease of access for all staff. Paper copies can also be made available in some departments where it is more practical to be held in that format.

8. Individual Stress Assessment Procedure

Pressure is a normal part of life that can help us learn, grow and motivates us to get out of bed in the mornings and go to work. However, when that pressure becomes excessive, this can lead to a stress reaction that if unmanaged, may have an adverse effect on staff wellbeing and performance at work.

NHS Shetland utilises an Individual Staff Stress Assessment that consists of four-stages to effectively identify and manage risk associated with stress within the workplace and at home.

To address any emerging issues, staff and/or managers can initiate the individual stress Assessment procedure at any time, outlined within this procedure document. A flow chart that provides an overview of the procedure is available at Appendix A below.

The Health & Safety Lead can provide a copy of the blank Individual Staff Stress Assessment form (See Appendix B) following a request from a line manager and this is also available on the Health & Safety Department Intranet page.

Part 1 - This is completed anonymously by the individual staff member concerned and returned to their line manager to be forwarded to the Health & Safety Lead for analysis and result collation.

Part 2 – The Health & Safety Lead uses the HSE Stress Management Analysis Tool to produce results based upon the staff member's answers to the questions set. The form is then returned to the Line Manager with suggested priority areas for improvement. This will be done as soon as is possible following the e-mail submission of the form. Depending upon workload, annual leave or other absence, this may take up to 2 weeks to return the form to the line manager with Part 2 completed, but every effort will be made to turn this around at the earliest opportunity.

Part 3 – Once the form is returned to the line manager, they will complete Part 3 of the form to detail what are the current controls in the department to mitigate against work related stressors.

Part- 4 Line manager to arrange a confidential one-to-one meeting with the individual staff member to discuss the results of the Assessment and complete the action planning process to determine what further reasonable controls / adjustments are required to support the staff member. However, due to the unpredictable nature of NHS work in some departments / disciplines, there may be occasions when proposed adjustments to work cannot be accommodated as they are unreasonable due to the nature of the individual's tasks or working environment, so may not always meet staff expectations around stress reduction.

Part 4 is concerned primarily with work related stressors. Part 4a considers home life stressors and encourages staff to discuss these in an open and honest way using the questions provided. However, further topics may become necessary once the discussions take place.

Following this stage, the line manager may need to request further support from the Health & Safety Team, Occupational Health Service and Human Resources, depending upon the individual circumstances of the Assessment results.

Agreed actions ('SMART' in nature) are to be reviewed on a regular basis and progress recorded in the Assessment form as appropriate.

Once completed, and signed off by both parties, the Assessment is filed by the line manager and a copy sent to HR for recording on the relevant personnel file.

The Individual Staff Stress Assessment is not necessarily limited to a one-off process, and should an individual require a further stress Assessment to be completed in the future, this can again be arranged following the same procedure.

9. Data Protection

NHS Shetland is subject to and fully compliant with the General Data Protection Regulation (GDPR) and the Data Protection Act 2018.

Data will only be used for legitimate and lawful purposes, namely, to enable line managers and other Departments (H&S, OHS, HR) to fulfil the specified requirements of their role / job. This will be on a 'need to know' basis. Any concerns can be raised with the Information Governance Team.

10. Equality and Diversity

The equality issues associated with this arrangement are covered in the overarching Equality Impact Assessment on the NHS Shetland Health and Safety Policy, to which interested parties are directed for associated equality issues both directly and indirectly relevant to this arrangement. Health & Safety legislation is fully inclusive and does not discriminate against any protected characteristics.

11. Legislative and Professional Guidance Documents

The Health & Safety at Work etc Act (1974)

The Management of Health & Safety at Work Regulations (1999)

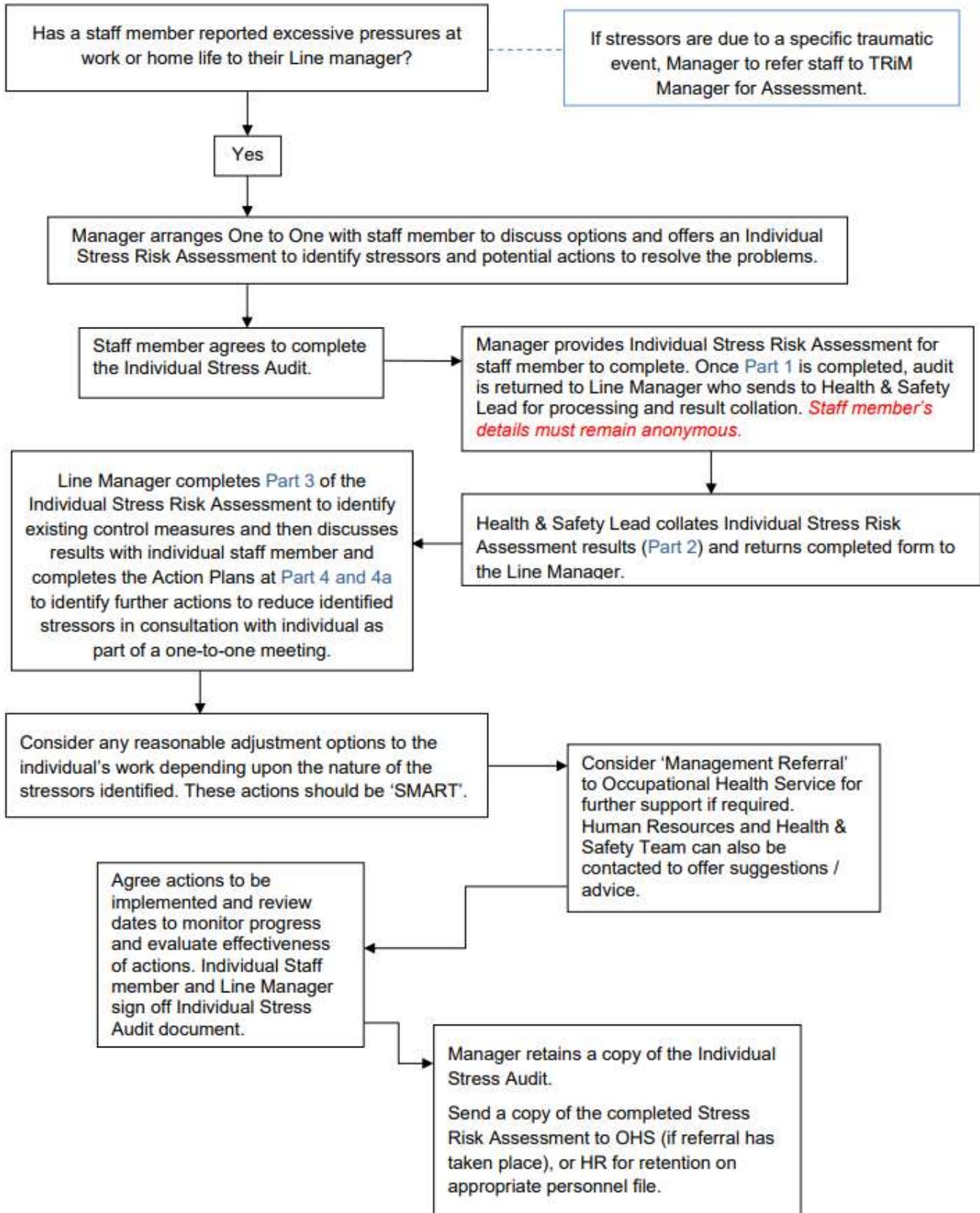
Occupational Health - Guidance for Managers and Supervisors in managing work related stress

NHS Shetland - Stress Management Policy

Once for Scotland - Bullying and Harassment Policy

NHS Shetland - Trauma Risk Management (TRiM) procedure

INDIVIDUAL STRESS RISK ASSESSMENT – PROCESS FLOW CHART



NHS Shetland - Individual Staff Stress Assessment**PART 1 – Work related stressors - Employee input***(The stress audit MUST remain anonymous at this stage)*

Results to be sent to (line manager):	NAME:	E-Mail:
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Left click on appropriate check box. Please click one box only for each question

No	Statement	Never	Seldom	Sometimes	Often	Always	H&S Lead Use Only
1	I am clear what is expected of me at work	<input type="checkbox"/>					
2	I can decide when to take a break	<input type="checkbox"/>					
3	Different groups at work demand things from me that are hard to combine	<input type="checkbox"/>					
4	I know how to go about getting my job done	<input type="checkbox"/>					
5	I am subject to personal harassment in the form of unkind words or behaviour	<input type="checkbox"/>					
6	I have unachievable deadlines	<input type="checkbox"/>					
7	If work gets difficult, my colleagues will help me	<input type="checkbox"/>					

No	Statement	Never	Seldom	Sometimes	Often	Always	
8	I am given supportive feedback on the work I do	<input type="checkbox"/>					
9	I have to work very intensively	<input type="checkbox"/>					
10	I have a say in my own work speed	<input type="checkbox"/>					
11	I am clear what my duties and responsibilities are	<input type="checkbox"/>					
12	I have to neglect some tasks because I have too much to do	<input type="checkbox"/>					
13	I am clear about goals and objectives for my department	<input type="checkbox"/>					
14	There is friction or anger between colleagues	<input type="checkbox"/>					

No	Statement	Never	Seldom	Sometimes	Often	Always	
15	I have a choice in deciding how I do my work	<input type="checkbox"/>					
16	I am unable to take sufficient breaks	<input type="checkbox"/>					
17	I understand how my work fits into the overall aim of the organisation	<input type="checkbox"/>					
18	I am pressured to work long hours	<input type="checkbox"/>					
19	I have a choice in deciding what I do at work	<input type="checkbox"/>					
20	I have to work very fast	<input type="checkbox"/>					
21	I am subject to bullying at work	<input type="checkbox"/>					

Go to next page

Left click on appropriate check box. Please click one box only for each question

No	Statement	Never	Seldom	Sometimes	Often	Always	H&S Lead Use Only
22	I have unrealistic time pressures	<input type="checkbox"/>					
23	I can rely on my line manager to help me out with a work problem	<input type="checkbox"/>					

No	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
24	I get help and support I need from colleagues	<input type="checkbox"/>					
25	I have some say over the way I work	<input type="checkbox"/>					
26	I have sufficient opportunities to question managers about change at work	<input type="checkbox"/>					
27	I receive the respect at work I deserve from my colleagues	<input type="checkbox"/>					
28	Staff are always consulted about change at work	<input type="checkbox"/>					

No	Statement	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	<input type="checkbox"/>					
30	My working time can be flexible	<input type="checkbox"/>					
31	My colleagues are willing to listen to my work related problems	<input type="checkbox"/>					
32	When changes are made at work, I am clear how they will work out in practice	<input type="checkbox"/>					
33	I am supported through emotionally demanding work	<input type="checkbox"/>					
34	Relationships at work are strained	<input type="checkbox"/>					
35	My line manager encourages me at work	<input type="checkbox"/>					

If you are feeling under high levels of pressure at the moment, are these feelings: <i>Left Click on the relevant check box</i>	<input type="checkbox"/> Work Related	<input type="checkbox"/> Personal Life Related	<input type="checkbox"/> Combination of Work and Personal Life
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Once completed, send to Lawrence Green, Health & Safety Lead (lawrence.green@nhs.scot) for results processing.

PART 2 – Stress Assessment Results

To be completed by Health & Safety Lead before returning to Manager for discussion with individual staff member.

Results from Individual Employee Assessment.

Demands

No	Statement	Employee Score			
3	Different groups at work demand things from me that are hard to combine				
6	I have unachievable deadlines				
9	I have to work very intensively				
12	I have to neglect some tasks because I have too much to do				
16	I am unable to take sufficient breaks				
18	I am pressured to work long hours				
20	I have to work very fast				
22	I have unrealistic time pressures				
Total			Divided by 80% =	Risk Rating	

Control

No	Statement	Employee Score			
2	I can decide when to take a break				
10	I have a say in my own work speed				
15	I have a choice in deciding how I do my work				
19	I have a choice in deciding what I do at work				
25	I have some say over the way I work				
30	My working time can be flexible				
Total			Divided by 60% =	Risk Rating	

Manager's Support

No	Statement	Employee Score			
8	I am given supportive feedback on the work I do				
23	I can rely on my line manager to help me out with a work problem				
29	I can talk to my line manager about something that has upset or annoyed me about work				
33	I am supported through emotionally demanding work				
35	My line manger encourages me at work				
Total			Divided by 50% =	Risk Rating	

Peer Support

No	Statement	Employee Score		
7	If work gets difficult, my colleagues will help me			
24	I get help and support I need from colleagues			
27	I receive the respect at work I deserve from my colleagues			
31	My colleagues are willing to listen to my work related problems			
Total			Divided by 40% =	Risk Rating

Relationships

No	Statement	Employee Score		
5	I am subject to personal harassment from colleagues in the form of unkind words or behaviour			
14	There is friction or anger between colleagues			
21	I am subject to bullying at work by other colleagues			
34	Relationships at work are strained			
Total			Divided by 40% =	Risk Rating

Role

No	Statement	Employee Score		
1	I am clear what is expected of me at work			
4	I know how to go about getting my job done			
11	I am clear what my duties and responsibilities are			
13	I am clear about goals and objectives for my department			
17	I understand how my work fits into the overall aim of the organisation			
Total			Divided by 50% =	Risk Rating

Change

No	Statement	Employee Score		
26	I have sufficient opportunities to question managers about change at work			
28	Staff are always consulted about change at work			
32	When changes are made at work, I am clear how they will work out in practice			
Total			Divided by 30% =	Risk Rating

Risk Rating Key:	Below 20 =	Urgent Action Required.	
	20 to 50 =	Average, clear need for improvement.	
	51 to 80 =	Good, but need for further improvement.	
	Above 80 =	Doing very well – need to maintain performance	

PART 3 – Managers Input

Part 2 Assessor: Name: Lawrence Green Job Title: Health & Safety Lead	Employee Department / Ward:
Individual Affected: Name:	Job Title:
Reason for the completion of an individual stress risk assessment:	

Identify the Existing Control Measures <i>(Add any other existing departmental controls as appropriate)</i>
NHS Shetland Stress Awareness for Managers and Stress Awareness for Staff training modules available on Turas Learn. Occupational Health Service support available. NHS Silver Cloud wellbeing and stress on-line self-help facility available to all staff. See specific Management of Stress policy. See specific Bullying & Harassment policy. See Equality and Diversity policy. See Healthy Eating policy. See Whistleblowing policy. See specific Grievance policy. Annual appraisals system via Turas in place where work and personal issues can be discussed. Stress Talking Toolkit available from the HSE website to provide support in tackling the causes of stress (Talking Toolkit: Preventing work-related stress)

PART 4 – Action Planning

Manager completes with the individual employee

Action plan / recommendations to further reduce the level of risk			
Management Standards	Additional Controls <i>(delete / add as appropriate)</i>	Who will ensure the action is completed	Date to be completed by
Demands Employees should feel: They are able to cope with the demands of their job. They are provided with achievable demands in relation to the hours they work. Their skills and abilities are matched to the demands of their job. Concerns about their work environment are addressed.	<i>Re-allocation of duties (temporary or permanent)</i> <i>Guidance over prioritisation of tasks.</i> <i>Adjustment of hours/work patterns (temporary or permanent).</i> <i>NHS Shetland Stress Awareness Training.</i> <i>Ensure appropriate communication mechanisms are in place and operating effectively (individual and group).</i> <i>Physical adjustments – hazards properly controlled.</i>		
Control Employees should feel: They are consulted over the way their work is organised and undertaken, e.g. through regular	<i>Appropriate empowerment of staff members.</i> <i>Appropriate flexibility over work schedules.</i> <i>Flexible working.</i> <i>Ensure appropriate communication mechanisms are in place and operating effectively (individual one to ones and team meetings).</i>		

<p>meetings, one-to-ones, performance reviews.</p> <p>They have regular opportunities for discussion and input at the start of projects or new pieces of work.</p> <p>They are encouraged to use their skills and initiative to do their work.</p> <p>They are consulted over things affecting their work.</p> <p>They are encouraged to develop new skills and undertake new and challenging pieces of work.</p>			
<p>Support (manager & peer) Employees should feel:</p> <p>They receive information and support from other employees and their managers.</p> <p>The organisation has systems in place to enable and encourage managers to support their employees and for employees to support one another.</p> <p>They know what support is available and how to access it.</p> <p>They know how to access the resources they need.</p> <p>They receive regular and constructive feedback.</p>	<p><i>Ensure appropriate communication mechanisms are in place and operating effectively (individual one to ones and team meetings).</i></p> <p><i>Reference to appropriate existing policies and procedures within the Board.</i></p> <p><i>Staff made aware of supportive mechanisms available, and how to access them (e.g., Counselling Service, Occupational Health).</i></p> <p><i>Advice sought from Occupational Health / HR.</i></p> <p><i>Support from the Counselling Service.</i></p> <p><i>Supervision/Mentoring within department.</i></p>		
<p>Relationships Employees should feel:</p> <p>They are not subjected to unacceptable behaviours such as bullying or harassment at work.</p> <p>The organisation promotes positive behaviours at work.</p> <p>The organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour.</p> <p>The organisation has systems in place to enable and encourage managers to deal with unacceptable behaviour.</p> <p>The organisation has systems in place to enable and encourage employees to report unacceptable behaviour.</p>	<p><i>Ensure appropriate communication mechanisms are in place and operating effectively (individual one to ones and team meetings).</i></p> <p><i>Encourage more team working.</i></p> <p><i>Encourage staff to communicate verbally rather than by email.</i></p> <p><i>Communication from management to department to reinforce Trust position in relation to work interactions.</i></p> <p><i>Management intervention to resolve specific issues appropriately and at an early stage.</i></p> <p><i>Reference to appropriate existing policies and procedures within the Trust, including complaint procedures.</i></p> <p><i>Advice sought from HR / Occupational Health.</i></p> <p><i>Consider diversity and equality training.</i></p>		
<p>Role Employees should feel:</p> <p>They understand their role and responsibilities.</p> <p>The organisation provides information to enable them to understand their role and all of their responsibilities.</p> <p>The requirements the organisation places on them are clear.</p> <p>They are able to raise concerns about any uncertainties or conflicts they have in their role and responsibilities through the systems that the organisation has in place.</p>	<p><i>Ensure role description clearly defines the role, expectations, reporting lines, etc. Consider any necessary revisions.</i></p> <p><i>Ensure appropriate communication mechanisms are in place and operating effectively (individual one to ones and team meetings).</i></p> <p><i>Make effective use of Annual Appraisal discussions.</i></p>		
<p>Change Employees should feel:</p> <p>The organisation engages with them frequently when undergoing change.</p> <p>They are provided with timely information, enabling them to understand the reasons for proposed changes.</p>	<p><i>Ensure appropriate communication mechanisms are in place and operating effectively (individual one to ones and team meetings).</i></p> <p><i>Additional efforts may be appropriate to involve/engage/consult staff in a timely manner during key change initiatives, allowing opportunities for staff to feed in their views.</i></p> <p><i>Efforts made to explain reasons for changes, and the benefits, as well as information on timescales.</i></p> <p><i>Training needs considered.</i></p>		

<p>They are consulted on changes and provided with opportunities for them to influence proposals. They are aware of the probable impact of any changes to their job and, if necessary, they are given training to support any changes in their job.</p>			
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PART 4a – Personal non-work related stressors

Manager completes with the individual employee

HEALTH, RELATIONSHIPS, FINANCIAL QUESTIONS (Non-work related stressors)	EMPLOYEE'S ANSWERS	Any Support / Adjustments Required:	Date to be in place by:
Are you aware of the importance of keeping physically active?	YES <input type="checkbox"/> NO <input type="checkbox"/>		
Do you generally manage to incorporate physical exercise into each day / week?	YES <input type="checkbox"/> NO <input type="checkbox"/>		
Are you aware of the importance of a healthy balanced diet and incorporating 5 portions of fruit and vegetables into your daily diet?	YES <input type="checkbox"/> NO <input type="checkbox"/>		
Do you generally manage to eat a healthy balanced diet?	YES <input type="checkbox"/> NO <input type="checkbox"/>		
Are you generally in good health?	YES <input type="checkbox"/> NO <input type="checkbox"/>		
Do you generally manage to have an adequate restful sleep pattern?	YES <input type="checkbox"/> NO <input type="checkbox"/>		
Do you generally feel you are able to create adequate quality time with family / friends?	YES <input type="checkbox"/> NO <input type="checkbox"/>		
Are you free from significant concerns regarding your close relationships (partner, relatives, friends, suffering from bereavement, family illness etc)?	YES <input type="checkbox"/> NO <input type="checkbox"/>		
Are you free from significant concerns regarding your financial security / wellbeing?	YES <input type="checkbox"/> NO <input type="checkbox"/>		

Current duties / activities <u>not</u> able to be carried out by employee: (add rows as necessary)	Outcome agreed by both employee and manager	Date to Commence
	YES <input type="checkbox"/> NO <input type="checkbox"/>	
	YES <input type="checkbox"/> NO <input type="checkbox"/>	
	YES <input type="checkbox"/> NO <input type="checkbox"/>	
	YES <input type="checkbox"/> NO <input type="checkbox"/>	
	YES <input type="checkbox"/> NO <input type="checkbox"/>	

Duties / activities able to be carried out but <u>only</u> with additional support / adjustments in place: <i>(add rows as necessary)</i>	Support / Adjustment Required:	Date to be in place by:

Advice sought from:	Health & Safety Team YES <input type="checkbox"/> NO <input type="checkbox"/>	Occupational Health Service YES <input type="checkbox"/> NO <input type="checkbox"/>
If YES, provide details of suggestions / advice given:		
Human Resources advice sought for outcomes not agreed by both parties YES <input type="checkbox"/> NO <input type="checkbox"/>		
If YES, provide details and reasons / concerns:		
Human Resources actions / comments / recommendations:		
Employee's name:	Manager's name:	
Initial Assessment date:		
Review date	Details	
Date all actions completed:		
Employee's signature:		Manager's signature: <input type="text"/>

NOTE: Where management referral to the Occupational Health Service (OHS) has been initiated, a completed copy of this Stress Risk Assessment should be passed to the Occupational Health Services for retention on the staff member's file.

Where no referral to the OHS has occurred, a copy of the completed Stress Risk Assessment should be passed to Human Resources for retention on the appropriate personnel file.