Stress Risk Assessment: Questions to identify Concerns in each of the 6 main stress categories.

Stress Risk assessment for: Department/ Directorate:

Manager: Date of Meeting:

Overview:

Sources of Stress	Questions to ask	Possible Solutions	Comments / Issues identified
Demand			
Long hours Excessively busy periods Inadequate staffing Inadequate rest periods	Do you feel you have just the right amount of work to do (i.e. not too much or not too little) Have you had sufficient training to do your job? Are you taking work home? Is there constant communication during off duty time by email, text or phone? Are there any problems with your work environment?	Look at the job design and working practices Check all leave is being taken Cut out unnecessary communications Stop taking work home Review workloads and resources (including staffing levels) and allow sufficient time for individuals to plan their work. Schedule work in a way that allows recovery time after unavoidable busy periods Consider time management training.	
Inappropriately qualified for the job. Over promotion. Skills not recognised – promotion prospects not fulfilled.	Do you feel overlooked? Do you think you have been promoted too quickly? Do you need more training to carry out your job? Have you got skills that can be used within the department? Do you feel you are using the skills you have got to full effect?	Make sure individuals are matched to their jobs – people can be over and under qualified. Analyse skills alongside the tasks. Provide training for those who need more e.g. when introducing new technology. Review and consider selection, skill criteria, job summaries, training and supervision. Carer planning discussion, training needs evaluation. Monitor workplace policies in practice: discrimination	

Boring or repetitive work. Too little to do. Employees experiencing excessive workloads Employees working under excessive pressure	Do you find your work repetitive? How would you do the work differently? Do you keep having to look for work to do?	Job enrichment/ job rotation/ role review. Consider changing the way jobs are done by moving people between jobs, giving individuals more responsibility, increasing the scope of the job, increasing the variety of tasks, or giving a group of workers greater responsibility for effective performance of the group.	
Employees experiencing excessive workloads. Employees working under excessive pressure.	What aspects of your job do you find challenging? Do you find yourself under pressure all the time or only at certain periods? Do you think the work could be redistributed better?	Review workloads and demands regularly and as part of the appraisals systems. Support staff in planning and prioritising their work. Redistribute work or set different work priorities if they are not coping. Check management skills and assess training needs such as time management.	
The physical working environment. • Poor temperature control • Noise • Lack of facilities for rest/ breaks • Poor lighting	Do you find your work environment too hot or too cold Do you find it difficult to concentrate due to the noise levels? Do you get headaches using the computer?	Make sure workplace hazards are properly controlled. Consider purchasing a headset for using the telephone. Undertake risk assessments of workspace and significant task.	

• Poor ventilation • Badly placed or designed workstations	Are there any issues with the environment that you feel is detrimental?	Carry out a DSE assessment. Contact the Health and Safety Advisor for advice.	
The psychological working environment. • Threat of aggression or violence • Verbal abuse • Poor management practices	Have you ever been verbally abused? Have you ever felt or been threatened whilst at work? Do you think management practices are not best practice?	Report violence to line manager or local security management specialist. Complete and submit an incident form. Assess risk, implement controls including investigation of complaints and appropriate training. Monitor absence levels and trends. Look at the individual and any risk factors that apply to the particular person.	
Control			
Not being able to balance the demands of work and life outside work.	Do you feel you have no personal time when you leave work? Do you feel you have a healthy work life balance?	Encourage a health work-life balance. Ensure staff to distribute holidays across the year. Develop communications protocol that ensures people have rest time completely free of all work related messages.	

		Over anxious people often need to be in constant contact. Over controlling management tends not to respect off duty time.	
Rigid work patterns and breaks. Fixed deadlines occurring in different parts of the year. Lack of control over work.	Do you feel included in decision making in the team? Do you take your entitled breaks?	Try to provide some scope for varying working conditions and flexible work schedules (e.g. flexible working hours, working from home, 9 day fortnight). Consult with people to allow them to influence the way their jobs are done, what the real deadlines are and what the priorities are.	
Conflicting work demands	Do you have a say in how your job is done? Are you reporting to more than one line manager?	Set realistic deadlines for task. Take into account that individuals are different, and try to allocate work so that everyone is working in the best way that helps them work best, takes account of their home obligations and makes best use of their skills. Be clear about tasks required.	

Support			
Return to work system Sickness and absence management Managerial support through emotionally demanding work	Have you felt supported during long term sick? How did you find the return to work process? Do you get support from your manager? Do you get support from your colleagues?	Policies and systems in place, monitored and consistently applied. Measure trends and changes and investigate variations. Check management skills assess training needs. Ensure people have the support they require and access to any specialist advice about counselling services.	
Inductions	Did your induction follow process? Are you aware of the support available for HR and Occupational Health? Were you supported during your first month in post?	New staff properly inducted, existing staff transferring or promoted or returning to work after long absence also to be inducted. Special attention for young people as required. OH/ HR support. DDA adjustments in place, reviewed and checked.	
Post disciplinary, grievance or suspension.	Have you felt supported during this process?	Support staff as appropriate and in line with good practice.	

Relationships			
Poor relationships with others. Staff complaints or rising absence trends.	Have you had any problems with colleagues related to work issues? Have you had any complaints made against you? Do you feel there is conflict within the team?	Investigate casual factors. Provide training in interpersonal skills, non-discriminatory rules and workplace conduct standards. Discuss the problem openly with individuals. Follow the complaint procedures. Check management skills and assess training needs.	
Bullying or confrontational communication styles.	Do you feel there are communication issues within the department or trust?	Encourage constructive and positive communications between staff. Managers should discuss or address bullying and/ or confrontational communication styles with member of staff who display those behaviours. Consider training and policy guidance.	
Bullying, racial or sexual harassment	Have you ever been bullied or harassed? Are you being bullied or harassed? If so, have you followed the	Adhere to guidance on bullying and harassment. Practice by example and make it clear what behaviours are not acceptable.	

	procedure? Have you felt supported during this process?	Provide details of any empirical evidence: absence trends, complaints etc.	
Lack of support or fear culture within, from management and co-workers.	Do you feel that people are afraid to report issues? Do you think there is a lack of support for yourself? Do you feel the whole team works well?	Support and encourage staff, protect them from reprisals. Consider introducing a mentoring and counselling scheme. Investigate and take action as appropriate as soon as possible.	
Role			
Clear lines of accountability and responsibility.	Are you clear on how your job role fits into the department and the trust? Do you understand your lines of accountability? Do you understand the role and responsibilities of others in the team?	Ensure employees have a recent Job Description which has clear roles and responsibilities. Ensure individuals are provided with appropriate information that sets out their roles and responsibilities. Make it clear to staff that management will try to ensure that their problems will be handled sensitively and at the appropriate level of management.	
Lack of communication and consultation.	Is there a lack of communication or consultation within the department or trust? Do you think communication	Ensure communication lines for discussing issues with roles and responsibilities are clearly defined.	

	could be better and if so how?	Communicate how role fits into the trusts strategic aims. Aim for good communication and close employment involvement, particularly during periods of change or high pressure.	
A culture of blame when things go wrong, denial of potential problems. Failure to recognise success.	Does the department or trust operate a no blame culture? Do you get praise when work has been well done?	Be honest, set a good example, and listen to and respect others. Acknowledge and reward success.	
A culture that considers stress a sign of weakness	Do you think the trust sees stress as a sign of weakness? Does your manager or colleague see stress as a sign of weakness?	Approachable management which wants to know about problems and will try to help to resolve them.	
Change			
Fears about job security/ banding. Poor communication – uncertainty about what is happening. Not enough time allowed to implement change. Inexperience/ fear of new technology. Lack of skills for new	Do you feel you have job security? Are you comfortable with your banding? Do you feel change is implemented well? Do you have any fears on how the department is progressing? Do you feel you need further training to carry out your role?	Provide effective support for staff throughout the process. Consult with staff likely to be involved in a change of management programme – fear and uncertainty can lead to increased anxiety, unfounded gossip, poor employment relationships and increased absence. Getting together as a team can help people to feel less isolated	

tasks. Not enough resource allocated for change process. Other personal fears, relocation.	Do you understand why the change is happening? Do you understand the impact on your job of any change? Do you feel supported during change?	with their concerns. Ensure effective two-way communication throughout the process – knowing exactly what is going to happen, help people feel less anxious about a change. Consider training needs – do people have the tools and skills to effect change? Consider changes in teams or work environment – small change, e.g. a different positioning of desks, can have a major impact on communication and work relationships to help people not to feel isolated.	

Stress Risk Assessment: Action Plan.

Confirmation that the above contents are accurate.

Individual: Signed   Date:

Manager: Signed: Date:

Health & Safety: Signed   Date: