Northern Ireland Ambulance Service Health and Social Care Trust

Title:	**Management of Stress in the Workplace – Ambulance Service Health and Safety Procedure**
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Version Control:			
Date:	**Version:**	**Author:**	**Comments:**
January 2022	1.0	Risk Manager	Review of existing policy

1.0 INTRODUCTION:

Health is wealth.

1.1 Background:

This Management of Stress in the Workplace Procedure has been developed to help the Northern Ireland Ambulance Service Health and Social Care Trust (NIAS) promote mental well-being at work. Mental well-being is more than just the absence of mental illness; it encourages staff to live a balanced life while taking a constructive role at work and in society. This procedure ensures NIAS implements best practice and meets its legal duties as an employer.

Mental well-being can be affected by factors both inside and outside of work, though the effects from either can be displayed in the workplace, so it is essential that all staff and line managers are aware of mental well-being issues and can recognise signs and symptoms. It is also essential that the organisation has open lines of communication and provides adequate support mechanisms for anyone with concerns and/or experiencing problems.

1.2 Purpose:

The purpose of this procedure is to provide guidance to management and staff on the management of stress in the workplace. It sets out recommended risk assessment approaches including the HSE Stress Management Standards. It also provides practical measures to prevent or minimise ill health and outlines how to provide support to those with stress related concerns.

1.3 Objectives:

This procedure establishes a framework for management of stress within NIAS with due regard to the following key objectives:

- To recognise that workplace stress is a health and safety issue and to acknowledge the importance of identifying and reducing workplace stressors.
- To reduce the impact of work-related stress on the delivery of the Trust's services
- To protect & promote the health and wellbeing of staff within the Trust
- To ensure that training is provided for managers and supervisory staff in the Trust Policies and Procedures relating to their management role including the recognition and management of work related stress.
- To use existing sources of statistical information to help identify where and why work-related stress is likely to be a particular concern.
- To ensure that adequate resources and commitment are identified at both a Corporate and Directorate level.
- To reduce absence and ill health associated with work-related stress.
- To ensure that staff have access to the required support and counselling services.

2.0 SCOPE:

This procedure is applicable to all NIAS staff. There are no exceptions.

3.0 ROLES AND RESPONSIBILITIES:

3.1 <u>Chief Executive, Trust Board & Trust Directors:</u>

The Chief Executive, Trust Board & Trust Directors have overall responsibility for health and safety the workplace. The Senior Management Team (SMT) are responsible for ensuring that this procedure is implemented as appropriate and the undertakings outlined are adhered to throughout the Trust.

3.2 <u>The Director of Human Resources is responsible for:</u>

- Ensuring that the organisation has access to a robust Occupational Health Service.
- Provision and updating of relevant policies and procedures that support the prevention of work related stress.
- Advice and support in managing attendance associated with work-related stress in accordance with the Trust Management of Attendance Framework.
- To provide collective and anonymous statistical information relating to staff absence and the reasons for such to the relevant Committees.
- To promote the availability of the range of psychological & counselling services for staff to help them to resolve problems and develop coping strategies.
- Ensuring that any request / requirement for adjustment are treated on an individual basis and that all reasonable adjustments are met and adhered to.
- Ensuring that all staff are treated on an equal and fair basis.

3.3 <u>Human Resources – Contracted Occupational Health Service:</u>

The Occupational Health Service will:

- Provide advice and support to staff following a referral as well as providing advice to management on fitness to return to work and recommendations following a management referral.
- Provide advice to managers and staff with advice on the effect of work on health and wellbeing.
- Direct staff to other appropriate health professionals and services (including voluntary) confidential support and counselling services.
- Provide collective and anonymous statistical information relating to staff referrals and the potential reasons for such.
- Promote the availability of a range of psychological and counselling services for staff to assist them to resolve problems and to develop coping strategies.
- Support Human Resources as appropriate on the promotion and implementation of health and wellbeing initiatives in the workplace.
- Support Human Resources / Risk Management Team as appropriate in the provision of training initiatives relating to the recognition of work related stress.

3.4 <u>Assistant Directors are responsible for:</u>

- Implementing this procedure and any associated guidance based on risk assessments within their areas of responsibility.
- Ensuring arrangements are in place for monitoring and compliance with this procedure.

- Ensuring that there are suitable resources available for the implementation of this procedure.
- Informing the Risk Management Team where there is a significant change in processes or procedures.
- Ensuring that all line managers including Ambulance Service Area Managers, Duty Control Managers, Non-Emergency Ambulance Service Managers, Resource Centre Managers / Supervisors, Station Officers and Supervisors have sufficient information, instruction and training to be competent to carry out risk assessments and to identify associated risks to staff (IOSH Managing Safely, Management of Stress etc. For further information contact the Risk Management Team / Health and Wellbeing Project Manager).

3.5 The Risk Management Team is responsible for:

- The development of suitable policies, procedures and arrangements to ensure that risks to staff from work related activities are reduced so far as is reasonably practicable.
- Providing advice to line managers on the completion of risk assessments to identify any potential health risks and identify if / what reasonable adjustments are necessary.
- Ensure adequate health and safety training is provided for staff and line management in order to facilitate them being able to carry out appropriate risk assessments.
- To work in partnership with Human Resources in implementing the Wellbeing Strategy.
- Reporting to the Health and Safety Executive for Northern Ireland (HSENI) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (NI) 1997.
- Providing a point of contact between NIAS and external parties such as HSENI.

3.6 Line Managers are responsible for:

- Obtaining the relevant information, training & guidance as are necessary to assist them in their management role and in managing work-related stress.
- Ensuring that staff who are absent with a stress-related illness are referred to the Occupational Health Service and have an appropriate return to work plan agreed prior to their return.
- Communicating and consulting with staff both collectively and individually at the earliest opportunity on decisions that will affect them such as organisational and procedural changes and to encourage open discussion to assist in the early identification of stress related problems.
- Effectively managing capability issues and management of attendance in accordance with Trust Policies. Changes in the frequency of absence and reasons for absence may be indicators of stress.
- Considering the appropriateness and value of facilitating team-building events which are important for staff morale and the development of teams working well together.
- Examining ways in which the working environment could be improved together with considering requests for flexible working arrangements under the Trust Work Life Balance arrangements and facilitating these where possible.
- Assessing whether the behaviours identified as effective for preventing and reducing stress at work are part of their management repertoire or not. Appendix 6 (Stress Management Competency Indicator Tool) can be used to assist in this regard. The aim is to help managers reflect upon their own behaviour and management style.
- Being aware of the signs and symptoms of stress and changes in individual staff behaviours. Staff may be suffering from stress that is due to external factors; this may

become apparent in the workplace and affect performance. Although managers will have no control over these external stressors, beyond recommending sources of expert advice, managers need to be alert to the warning signs of stress and be as supportive as possible.

- Dealing with individual concerns as per Health & Safety Executive guidance and Human Resources Policies. To stress risk assessment processes to assist in identifying and managing work-related stress (see Appendices for a number of templates).
- Monitoring working hours and adhere to the requirements of the Working Time Regulations to ensure that staff receive adequate breaks and monitor holidays to ensure that staff are taking their full entitlement.
- Involving Trade Union safety representatives in the risk assessment process, consult them in relation to any changes in work practices or work design that could result in work-related stress.
- Seeking advice on risk reduction from the Risk Management Team, Occupational Health or other relevant person as necessary.
- Contacting Occupational Health should a health concern be brought to their attention.
- Ensuring confidentiality is maintained.
- Ensuring that staff and individuals identified as being at risk are given appropriate information, instruction and training to minimise the risks to health.
- Ensuring that staff are adhering to this procedure and any reasonable adjustments that have been implemented.
- Ensure employees attend Occupational Health appointments if required.
- Ensuring any recommendations given by Occupational Health / GPs or other health professionals are implemented.
- Ensuring all incidences of work related illness, ill health or injury are reported on Datix as soon as possible to ensure appropriate investigation / follow up as required
- Ensuring appropriate records are kept.

Any issues beyond the control of the line manager should be escalated to a more senior manager / Risk Management Team / Human Resources as appropriate.

3.7 <u>All Staff are responsible for:</u>

- Informing their line manager at an early stage of any stress related issue; particularly work-related that they feel may be adversely affecting themselves or their work. Where staff feel unable to report their concerns to their line manager, they should feel confident to approach any of the following:
    - o Inspire.
    - o Occupational Health Service.
    - o Human Resources Department.
    - o Peer Support Team.
    - o GP.
    - o Trade Union Side or Professional Body Representative.
    - o Work Colleagues.
    - o Alternative Senior Manager within their Directorate (or any NIAS senior manager).
    - o Health and Safety Advisor.
- Adherence to this procedure and overarching arrangements; i.e. full participation in the risk assessment process.
- Informing their line manager / Occupational Health as appropriate of any advice given to them by their GP as this could have an impact/effect on the risk assessment.

- Raising any training and development needs they feel may have with their line manager.
- Attending any training courses provided by NIAS.
- Assisting their line manager in identifying the probable causes of their work-related stressors and in identifying and implementing possible solutions.
- Familiarise themselves with the HSE Stress Management Standards in order to be able to contribute to discussions and risk assessments (see Appendix 1).
- Reporting health problems in line with incident reporting procedures and participating in reviews where applicable (the aim is to provide appropriate help and support at the earliest opportunity to mitigate the effects health related issue).
- Co-operating with any control measures implemented to protect their health, including opportunities for support and counselling, when recommended.
- Attending any Occupational Health appointments. If attendance is not possible, line management should be notified at the earliest opportunity to enable rescheduling.
- Complying with any procedures, information, instruction or training deemed necessary NIAS for the health and safety of employees. This includes the implementation of this procedure where necessary, stress risk assessment, use of toolkit etc.
- Supporting colleagues if they are experiencing work-related stress or volunteer to raise the issue with management on their behalf.

3.8 The Health & Safety Committee is responsible for:

- Monitoring, measuring, review and audit measures that may be required to ensure that the roles and responsibilities pertaining to the management of stress in the workplace are applied in practice and that they continue to be effective.

3.9 Trade Union Safety Representative are responsible for:

- Consulting with their members on the issue of work-related stress including conducting workplace surveys and undertaking joint workplace inspections.
- Working in partnership with line managers to address stress in the workplace as outlined in this procedure.
- Encouraging their members to address stress related issues and access the range of support services available.

4.0 KEY PRINCIPLES:

4.1 Definitions:

The Health & Safety Executive (HSE) defines stress as "the adverse reaction people have to excessive pressure or other types of demands placed on them. This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress that can be detrimental to health.

The **HSE Management Standards** define the characteristics, or culture of an organisation where the risks from work-related stress are being effectively managed and controlled. The Management Standards cover the primary sources of stress at work. These are:

- **Demands** – this includes issues such as workload, work patterns and the work environment.

- **Control** – how much say the person has in the way they do their work
- **Support** – this includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues.
- **Relationships** – this includes promoting positive working to avoid conflict and dealing with unacceptable behaviour.
- **Role** – whether people understand their role within the organisation and if the organisation ensures they do not have conflicting roles.
- **Change** – how organisational change is managed and communicated in the organisation.

See Appendix 1 for the standards that should be achieved and for further details on the Management Standards for work-related stress, can be found at www.hse.gov.uk/stress.

4.2 Key Principles:

The Trust accepts its responsibility as an employer to provide a safe and healthy working environment and recognises that this applies both to the physical and psychological wellbeing of staff. The Trust:

- Accepts its responsibility as an employer to provide a safe and healthy working environment and recognises that this applies both to the physical and psychological wellbeing of staff.
- Recognises that staff can experience stress during their working lives and that it has a duty to assess the risk of stress related ill health, which can be associated with the workplace and to regularly review such risk assessments.
- Has a duty to take all reasonable and practical measures to prevent or minimise work-related stress.
- Will use evidence based Stress Management Standards to assess and manage workplace related stress
- Will work in partnership with managers, staff and their representatives, to continuously improve the recognition and management of work-related stress.
- Will promote the psychological wellbeing of our staff by integrating effective management, staff care and employment practices with the delivery of services.
- Recognises that individuals need to take responsibility for their own general health & wellbeing.
- Recognises that by promoting psychological wellbeing in staff, this will improve not only the quality of staff's working lives but also the quality of care to service users.

4.2 Options For Stress Risk Assessment:

Employers have a legal duty to protect employees from stress at work by doing a risk assessment and acting on it. There are a number of mechanisms for the assessment of work related stress.

4.2.1 Stress Risk Assessment:

Appendix 2 provides a basic template for further development in a directorate, team, location etc. The assessment leads with the HSE Management Standards as set out in the examples provided on the HSE website. For further information on risk assessment, please see the Risk Assessment Procedure available on SharePoint or contact the Risk Management Team.

4.2.2 Individual – Self-Assessment Assessment Toolkit:

The very individual nature of work-related stress, and the accompanying need for individuals to take a reasonable degree of personal responsibility, has been referred to several times. In order to assist individuals in meeting this responsibility a Self-Assessment Toolkit has been developed (based upon the HSE Management Standards). This can be used whenever required i.e. whenever any individual has any reason to suspect they may be feeling the effects of stress.

It is designed to be easy to use. Individuals simply work through the questionnaire section by section, responding to each question by circling the answer they feel is applicable, and then adding up the scores to achieve a section total.

The section total is then compared against the ratings table at the bottom of each page, which is based on the traffic light system whereby the score will equate to one of 3 colours, green, amber or red, which in turn will equate to recommendations as follows:

Score	Colour	What Next?
32-40	GREEN	Indicates there are no significant issues requiring immediate Action. However, consider individual options, and/or consult line management, with the aim of continual improvement, and continue to monitor the situation for relevant changes
17-31	AMBER	Indicates potential for improvement. Consider what can be done individually; discuss any issues/concerns identified with line manager(s), and/or other employee representative(s), and/or seek advice from employee counselling/health and safety
8-16	RED	Indicates action required. Look at what needs to be done individually, consult with line managers as appropriate, and/or make an appointment with Employee Counselling. Use the self-assessment questionnaire as evidence of potential problem areas

Space is then available at the end of each section for possible actions / notes.

The Self-Assessment Toolkit can be used in two ways:

1. Worked through regularly as a tool to support individual stress management.
2. Completed and discussed with line management (line managers have been provided with a Talking Toolkit to support discussion and enable them to develop action plans).

It must be emphasised that the self-assessment tool is provided purely as an aid and is not definitive. It is aimed at facilitating the identification of individually perceived workplace issues/concerns and encouraging relevant individuals to make their line managers aware of any concerns and/or to seek support from the likes of Employee Counselling. See Appendix 3 for the template and further instructions.

4.2.3 In Partnership – Self Assessment & Talking Toolkit

Line managers play an important role in helping to manage work-related stress. The earlier a problem is tackled the less impact it will have. If you are a line manager and you think that an employee is having problems, encourage them to talk! If you are a member of staff and have concerns, talk to your line manager!

The HSE has designed a toolkit to help line managers hold initial conversations with employees as one of part of an employer's journey towards preventing work-related stress. The toolkit covers the six areas in the Management Standards (also mirroring the self-assessment). It has been designed to get line managers and staff talking about issues which may be causing work-related stress or issues which could have the potential to become future causes if not managed properly.

NIAS has replicated the HSE toolkit and provided a standalone document. For the conversation, begin by reading page one and then when moving to page two you can see that the kit is broken down into six conversations, each with two page. The first sheet gives the line manager a series of questions to start discussions with an employee about the causes of stress. The second sheet helps the line manager to develop ideas for how to begin tackling causes. There is no strict format for these conversations, or how line managers should conduct them, and the layout of the toolkit is not prescriptive. Conversations could focus on just one topic or cover all six. The conversations can fit into an existing one-to-one, they could be built into the next training day or a new meeting could be set up solely to talk about stress and how to prevent it.

Whenever taking this approach, you must make sure that there is adequate time available and that both line manager and member of staff are willing to have an open and honest conversation. Line managers should listen to what is being said rather than trying to offer excuses or explanations. Action points and solutions should be agreed together. The important thing is to start talking and to start planning (See Appendix 5 for an Action Planning Flow Chart and templates which can be used in more complex cases).

It's important to remember that it's not an employer's or a line manager's job to diagnose or treat stress, whatever its cause. If an employee is having problems, it's important that they get help as soon as possible. See Appendix 4 for the Line Managers Talking Toolkit and further instructions.

4.2.4 Group – Stress Survey Tool / Questionnaire:

The HSE Management Standards approach suggests using a survey when assessing a larger group. Evidence suggests that individual perceptions play an important role in predicting stress-related ill-health. The survey tool or stress questionnaire can be downloaded directly from the Health and Safety Executive Website http://hse.gov.uk/stress/standards/index.htm. The Risk Management Team or Human Resources can provide further advice on the tool, focus groups and the development of associated action plans.

Information can also be gathered from sickness absence data, exit interviews, team meetings, annual appraisals, or other surveys to help identify any hot spots where work related stress is likely to be a particular problem and may also suggest what the likely underlying cause may be.

4.3 Action!

Now that there is a plan, action must be taken! Any actions outside of the remit or control of the line manager must be escalated via normal risk management arrangements. For further

information please see the Corporate Risk Management Policy and Procedures or contact the Risk Management Team.

5.0 IMPLEMENTATION OF PROCEDURE:

5.1 <u>Dissemination:</u>

With regards to dissemination this procedure will be:

- Issued to Chief Executive, Directors and Assistant Directors.
- Disseminated to the required staff by Assistant Directors.
- Made available on the Internet and SharePoint so that all employees and members of the public/stakeholders can easily have access.
- Discussed during Corporate Induction.

5.2 <u>Resources:</u>

Information contained within this procedure will be made available to new employees at the commencement of employment and at employee induction programmes.

For existing employees, information and training will be made available through updates, stress management standards training, health and safety training, risk assessment training and statutory / mandatory training in accordance with Trust Policies. Training for all line managers will take place within 12 months of implementation of this procedure.

5.3 <u>Exceptions:</u>

There are no exceptions to this procedure.

6.0 MONITORING:

It is the responsibility of the Health and Safety Committee to monitor the implementation of and assess the level of compliance with this procedure.

7.0 EVIDENCE BASE/REFERENCES:

This procedure is evidenced by a number of pieces of guidance and legislation including the following:

- The Health & Safety at Work Order (NI) 1978.
- The Management of Health and Safety at Work Regulations (NI) 2000.
- Tacking Work-Related Stress Using the Management Standards Approach, Health and Safety Executive.

8.0 CONSULTATION PROCESS:

This procedure has been developed by the Risk Management Team. Consultation took place with Human Resources, Trade Unions, Senior Managers, Assistant Directors and Directors within the organisation. The final content of the document was agreed Health and Safety Committee, before SMT approval on recommendation by the Health and Safety Committee.

9.0 APPENDICES:

Appendix 1 – Management Standards for Work Related Stress
Appendix 2 – Risk Assessment Template
Appendix 3 – Preventing Work Related Stress Self-Assessment
Appendix 4 – Preventing Work Related Stress Talking Toolkit For Line Managers
Appendix 5 – Action Planning Flow Chart & Meeting Templates
Appendix 6 – Line Managers Self-Assessment (Stress Management Competency Tool)

10.0   EQUALITY STATEMENT:

10.1   In line with duties under Section 75 of the Northern Ireland Act 1998; Targeting Social Need Initiative; Disability Discrimination Act 1995 and the Human Rights Act 1998, an initial screening exercise, to ascertain if this procedure should be subject to a full impact assessment, has been carried out.

10.2   The outcome of the equality screening for this procedure undertaken on PENDING 2021:

Major impact   ☐
Minor impact   ☐
No impact.   ✓

11.0   SIGNATORIES:

Katrina Keating   Date: 20th January 2022
Lead Author

Dr Nigel Ruddell   Date: 20th January 2022
Lead Director

APPENDIX 1 – MANAGEMENT STANDARDS FOR WORK RELATED STRESS:

ISSUES	HSE STANDARD	STATES TO BE ACHIEVED
Demands		
Work-load, work patterns, and the work environment	Employees indicate that they are able to cope with the demands of their jobs	1. The organisation provides employees with adequate and achievable demands in relation to the agreed hours of work 2. People's skills and abilities are matched to the job demands 3. Jobs are designed to be within the capabilities of employees 4. Employees' concerns about their work environment are addressed
Control		
How much say the person has in the way they do their work	Employees indicate that they are able to have a say about the way they do their work	1. Where possible, employees have control over their pace of work 2. Employees are encouraged to use their skills and initiative to do their work 3. Where possible, employees are encouraged to develop new skills to help them undertake new and challenging pieces of work 4. The organisation encourages employees to develop their skills 5. Employees have a say over when breaks can be taken 6. Employees are consulted over their work patterns
Support		
Encouragement, sponsorship and resources provided by the organisation, line management and colleagues	Employees indicate that they receive adequate information and support from their colleagues and superiors	1. The organisation has policies and procedures to adequately support employees 2. Systems are in place to enable and encourage managers to support their staff 3. Systems are in place to enable and encourage employees to support their colleagues 4. Employees know what support is available and how and when to access it 5. Employees know how to access the required resources to do their job 6. Employees receive regular and constructive feedback
Relationships		
Promoting positive working to avoid conflict and dealing with unacceptable behaviour	Employees indicate that they are not subjected to unacceptable behaviours (e.g. bullying) at work	1. The organisation promotes positive behaviours at work to avoid conflict and ensure fairness 2. Employees share information relevant to their work

		3. The organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour 4. Systems are in place to enable and encourage managers to deal with unacceptable behaviour 5. 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	Employees indicate that they understand their role and responsibilities	1. The organisation ensures that, as far as possible, the different requirements it places upon employees are compatible 2. The organisation provides information to enable employees to understand their role and responsibilities 3. The organisation ensures that, as far as possible, the requirements it places upon employees are clear 4. Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities
Change		
How organisational change is managed and communicated in the organisation	Employees indicate that the organisation engages them frequently when undergoing an organisational change	1. The organisation provides employees with timely information to enable them to understand the reasons for proposed changes 2. The organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals 3. 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 4. Employees are aware of timetables for changes 5. Employees have access to relevant support during changes

APPENDIX 2 – RISK ASSESSMENT TEMPLATE (SEE SHAREPOINT FOR FULL TEMPLATE / VERSION):

Northern Ireland Ambulance Service
Health and Social Care Trust

RISK ASSESSMENT

Directorate:		Division:		Station / Location:	

Completed By:			Designation(s):	
Staff Consulted:			Designation(s):	

Task / Risk Description:	

No.	Description of Hazard(s)	Persons Affected / Consequences	Existing Controls	Impact	Likelihood	Risk Rating	Further Controls? Yes	No
1	The HSE Stress Management Standards describe a set of conditions that reflect high levels of health, well-being and organisational performance. The six standards cover the primary sources of stress. • Control • Support • Relationships • Role • Change • Demands	E.g. staff, patients, public, visitors, contractors etc.						

Northern Ireland Ambulance Service
Health and Social Care Trust

RISK ASSESSMENT

ACTION PLAN

No.	Further Action To Control Risk	Person Responsible	Target Date	Date Completed	Revised Risk Rating Impact	Likelihood	Rating
1		Note name & Designation					
2							
3							
4							
5							

For further details on the process including the regional matrix, consultation, review etc., please see the NIAS Risk Management Strategy.

ASAM / AD (Print Name):				Division:	
Signature:				Date:	
Agreed H&S Committee (Tick ✓):	Yes	No	N/A	Date:	
Agreed Directorate Meeting (✓)	Yes	No	N/A	Date:	

APPENDIX 3 – PREVENTING WORK RELATED STRESS SELF-ASSESSMENT (SEE SHAREPOINT FOR FULL TEMPLATE / MOST UP TO DATE VERSION):

HSC Northern Ireland Ambulance Service
Health and Social Care Trust

PREVENTING WORK-RELATED STRESS

Self-Assessment Toolkit

Health and Safety Executive (HSE) research has identified that poor management of the following areas can increase the risk of work related stress:

1. Demands.
2. Control.
3. Support.
4. Relationships.
5. Role.
6. Change.

They have made recommendations on the standards to be achieved in the six areas and called them the 'Management Standards'.

How to Use the Self-Assessment Toolkit:

This toolkit contains a questionnaire based on the six areas in the 'Management Standards', a scoring system is provided to help you determine any potential areas of risk. Instructions are as follows:

- Work through each question in turn.
- Answer every question by circling the response you fell is most applicable.
- Add up the score for each section.
- Check the total against the table and identify the relevant "what next" box.
- Follow the instructions on what to do next!
- Make some notes in the blank table to help you focus on the areas for improvement!

This questionnaire can be used in two ways!

You can analyse your own responses and take action where scores indicate any areas of concern.

OR

You can use it to raise areas of concerns with your line manager and agree an action plan.

DEMANDS

	Demands	Never	Seldom	Sometimes	Often	Always
1	Different groups at work demand things from me that are hard to combine	5	4	3	2	1
2	I have unachievable deadlines	5	4	3	2	1
3	I have to work very intensively	5	4	3	2	1
4	I have to neglect some tasks because I have too much to do	5	4	3	2	1
5	I am unable to take sufficient breaks	5	4	3	2	1
6	I am pressured to work long hours	5	4	3	2	1
7	I have to work very fast	5	4	3	2	1
8	I have unrealistic time pressures	5	4	3	2	1

My Score for Demands | |

Score	Colour	What Next?
32-40	GREEN	Indicates there are no significant issues requiring immediate Action. However, consider individual options, and/or consult line management, with the aim of continual improvement, and continue to monitor the situation for relevant changes
17-31	AMBER	Indicates potential for improvement. Consider what can be done individually; discuss any issues/concerns identified with line manager(s), and/or other employee representative(s), and/or seek advice from employee counselling/health and safety
8-16	RED	Indicates action required. Look at what needs to be done individually, consult with line managers as appropriate, and/or make an appointment with Employee Counselling. Use the self-assessment questionnaire as evidence of potential problem areas

	Demands	Possible Actions / Notes
1		
2		
3		
4		
5		
6		
7		
8		

APPENDIX 4 – PREVENTING WORK RELATED STRESS TALKING TOOLKIT FOR LINE MANAGERS (SEE SHAREPOINT FOR FULL VERSION):

HSC Northern Ireland Ambulance Service
Health and Social Care Trust

PREVENTING WORK-RELATED STRESS

Talking Toolkit for Line Managers

Health and Safety Executive (HSE) research has identified that poor management of the following areas can increase the risk of work related stress:

1. Demands.
2. Control.
3. Support.
4. Relationships.
5. Role.
6. Change.

They have made recommendations on the standards to be achieved in the six areas and called them the 'Management Standards'.

How to Use the Talking Toolkit:

This Talking Toolkit sets out the standards, provides a number of question to enable you determine any potential areas of risk and provides an area to record actions. Instructions are as follows:

- Arrange to meet with the member of staff, ensuring that there will be plenty of time available for discussion.
- Read the Management of Work Related Stress Procedure and familiarise yourself with the 'Management Standards' in Appendix 1.
- Either obtain a copy of the Self-Assessment completed by the member of staff or keep a copy of the Self-Assessment Toolkit handy (print or on screen).
- Work through each of the standards / conversations set out below in turn.
- Listen carefully to the member of staff and consider how and why they have answered / scored their self-assessment in the way they have.
- Note down any suggestions they make during the conversation.
- Discuss and jointly agree actions / improvements.
- Record any actions required and set a date to revisit proposed changes.
- Be clear about the follow up actions and set timescales.
- Be realistic about what you can influence directly.
- Be clear what issues need to be fed into and addressed at an organisational level.
- Be open about the situation.

CONVERSATION ONE – DEMANDS

How your staff 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.

Does your workload feel achievable? Think about which tasks take up the most time and how your organisation, team or department copes at busy times.

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Do you feel the priorities/deadlines you are given are realistic? Do you often have conflicting priorities?

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Have you got the necessary skills, experience and training to carry out the core functions of your job?
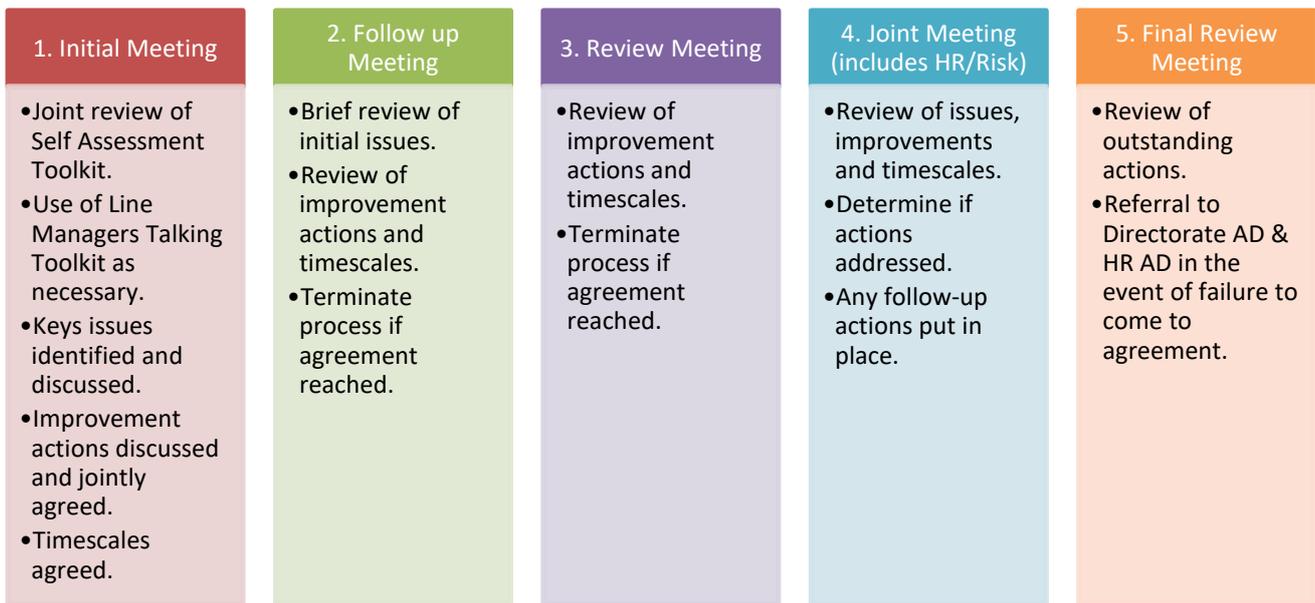
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What improvements or support could be put in place to help with any of the issues you have talked about? Think about you, your manager, your department, your organisation or Trust.

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APPENDIX 5 – ACTION PLANNING FLOW CHART & MEETING TEMPLATES (SEE SHAREPOINT FOR FULL TEMPLATES / VERSIONS):

This process can be implemented for more complex cases.

The process is led by the line manager and **can be terminated at any stage** should a resolution be reached.

In the event of a failure to come to an agreement after five steps, the matter should be referred to the Directorate AD and HR AD.

1. Initial Meeting	2. Follow up Meeting	3. Review Meeting	4. Joint Meeting (includes HR/Risk)	5. Final Review Meeting
• Joint review of Self Assessment Toolkit. • Use of Line Managers Talking Toolkit as necessary. • Keys issues identified and discussed. • Improvement actions discussed and jointly agreed. • Timescales agreed.	• Brief review of initial issues. • Review of improvement actions and timescales. • Terminate process if agreement reached.	• Review of improvement actions and timescales. • Terminate process if agreement reached.	• Review of issues, improvements and timescales. • Determine if actions addressed. • Any follow-up actions put in place.	• Review of outstanding actions. • Referral to Directorate AD & HR AD in the event of failure to come to agreement.

1. <u>INITIAL MEETING:</u>

Staff Name:		Job Title:	
Manager Name:		Job Title:	
Directorate:		Location:	

Key issues identified:	
Actions agreed:	
Timescales agreed:	

Staff Print Name:		Sign:	
Manager Print Name:		Sign:	

Date of meeting:		Date of next meeting:	

APPENDIX 6 – STRESS MANAGEMENT COMPETENCY INDICATOR TOOL (SEE SHAREPOINT FOR FULL TEMPLATES / VERSIONS:

Behaviour/Competency	Strongly Disagree	Disagree	Slightly Agree	Agree	Strongly Agree
Integrity					
I am a good role model					
I treat my team members with respect					
I am honest					
I do what I say I will do					
I never speak about team members behind their backs					
Managing Emotions					
I act calmly in pressured situations					
I take a consistent approach to managing					
My moods are predictable					
I don't pass on my stress to my team					
I approach deadlines calmly					
I welcome suggestions for improvements from my team					
Considerate Approach					
I allow my team to plan their workloads					
The deadlines I create are realistic					
I give more positive than negative feedback					
I deal with problems myself rather than relying on others					
I allow my team to approach their work in their own way					
I show a consideration for my team's worklife balance					
Note down the total number of ticks in each column					
Now multiply each column total by the number indicated to calculate your column score	x 1 =	x 2 =	x 3 =	x 4 =	x 5 =
Add the column scores together and note the total score (maximum score is 85)					
Now divide your total score by 85 and multiply by 100	(.........../85) x 100 =				

Behaviour/Competency	Strongly Disagree	Disagree	Slightly Agree	Agree	Strongly Agree
Proactive Work Management					
I clearly communicate job objectives to my team					
I develop action plans					
I monitor my team's workload on an ongoing basis					
I encourage my team to review how they organise their work					
When necessary, I stop additional work being taken on by my team					
I work proactively					
I see projects/tasks through to delivery					
I review processes to see if work can be improved					
I prioritise future workloads					
Problem Solving					
I deal rationally with problems					
I follow up problems on behalf of my team					
I deal with problems as soon as they arise					
I am decisive when decision making					
Participative/Empowering					
I give employees the right level of job responsibility					
I correctly judge when to consult the team and when to make a decision					
I keep my team informed of what is happening in the organisation					
I act as a mentor to my team					
I delegate work equally					
I help team members to develop in their role					
I encourage participation from the whole team					
I provide regular team meetings					
I give the right level of direction to my team members					
Note down the total number of ticks in each column					
Now multiply each column total by the number indicated to calculate your column score	x 1 =	x 2 =	x 3 =	x 4 =	x 5 =
Add the column scores together and note the total score (maximum score is 110)					
Now divide your total score by 110 and multiply by 100	(.........../110) x 100 =				