

1. Policy Statement

The University recognises its duty to provide a safe and healthy working environment. It believes its employees are its most important asset in delivering quality services to students and places a high value on their health, wellbeing and resilience.

2. The University will ensure all claims of ill health due to workplace stress are investigated by line managers, in liaison with HR colleagues, in accordance with this policy and supporting guidance.

3. Definition of Stress

The University has adopted the Health and Safety Executive's definition of 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. Under demand as well as over demand can contribute to a stressful situation.

4. Not all stress is work related and employees experiencing a stressful situation at home can bring stress with them into work. At times this can have an impact at work and/or on work colleagues. Stress may be personal, organisational, cultural or simply caused by trying to balance home and work commitments, which can cause harmful mental and physical effects.
5. It is important to remember that managers themselves are not immune to the effects of stress and may need support to ensure they are not affected by stress as well.

6. Managers' Responsibilities

Organisational - to:

- acknowledge when their area is under pressure, be approachable and ensure a clear, consistent and fair framework of boundaries
- conduct and implement recommendations of risks assessments within their areas of control, use the Managers Checklist, to ensure all relevant areas are considered;
- design jobs that can be done and are manageable from first principles which link to job evaluation and understanding the workload of each job;
- recruit through University's procedures;
- ensure good communication between management and employees particularly during organisational and procedural changes;
- contact their own line manager, HR Business Partner, Health, Safety and Resilience, and /or refer to Occupational Health to seek further advice and guidance for stress related issues;
- early referral to Occupational Health for stress related illness for early intervention;
- ensure line managers are supported through change to lessen any effect of stress;
- use EAP, PAM Assist 0800 882 4102, for further additional support;
- look at own resilience and signpost employees to free self-help tools, see paragraph 15 below for an example;
- refer to relevant University Policies, including following the [reasonable adjustment policy for staff](#);

- attend training as requested in good management practice and health & safety;
- follow the requirements of employee responsibilities.

For their Team - to:

- ensure all employees, and new employees at induction, are aware of University Policies, including for [reasonable adjustments](#), and where to find them;
- have a regular programme of 1 to 1s, probation meetings and appraisals which support, develop and motivate team members to ensure they meet their objectives effectively;
- monitor hours and workload ensuring employees take breaks and annual leave;
- promote, where feasible and reasonably practicable, flexible working.

For individuals within their team - to:

- ensure all employees are supported on return to work after sickness particularly relating to stress, or showing signs of stress, and a return to work plan is developed (see [Sickness Absence Policy and Procedure](#)). Refer to Occupational Health for advice, as necessary;
- endeavour to create a safe environment and encourage employees to talk at an early stage about any concerns at work using the Formal Action Plan, see Resources for Staff, as necessary;
- reassure information given by the employee will be treated in confidence as appropriate; (however there may be occasions where confidence has to be broken i.e. for legal or safety reason and as a manager, you may have to refer this on);
- ensure the employee is made aware of the support available through the University's confidential staff counselling service (EAP – PAM Assist – Freephone 0800 882 4102);
- offer additional support to an employee who is experiencing stress outside work e.g. as a result of bereavement or separation, on a case by case basis; and
- be aware of the steps to take if you are concerned the employee may be having suicidal feelings

7. Employees' Responsibilities

Employees to:

- take responsibility for themselves to minimise their own stress;
- ensure behaviour does not have an adverse effect on colleagues, peers, staff managed or students, modifying as appropriate if it is causing stress in others;
- report issues of concern and inappropriate behaviour of others to their manager or HR Business Partner if the manager is involved;
- work with management to reduce stressors;
- encourage others experiencing workplace stress to speak to their line manager;
- attend training, as identified through the appraisal process, relevant to the job competencies and on managing personal stress levels to improve their resilience;
- follow Health and Safety guidelines, e.g. for [Abuse of Staff](#), [Lone Working](#);
- take active steps to manage their time effectively at work, ensure breaks are taken during the working day and annual leave managed and planned;

- consider accessing the Employee Assistance Programme (PAM Assist – Freephone 0800 882 4102) if appropriate, considering opportunities for counselling as offered;
- take appropriate steps to facilitate a return to work e.g. by obtaining medical advice, attending OH appointments and, where appropriate, treatment and participate in back to work interviews;
- consider using free resilience tools, see paragraph 15 below for an example; and
- obtain advice from suitable help groups on taking care of yourself outside of work.

8. Health, Safety and Resilience Responsibilities

The Health, Safety and Resilience Team to:

- provide consistent guidance to managers and employees on this policy;
- actively involve Trade Union and Employee Representatives in how the issue of occupational stress will be managed within the University;
- provide specialist advice and awareness training on stress and resilience;
- work with HRBPs to use a range of interventions to support managers and staff in recognising and alleviating stress;
- refer to Employee Assistance Programme &/or specialist agencies as required;
- monitor and review the effectiveness of measures to reduce stress utilising Occupational Health, EAP and HR statistics; and
- provide regular updates to the Executive and the Health and Safety Joint Committee of statistics, developments and changes for stress at work;

9. HR Business Partners

HR Business Partners to:

- support managers of individuals who have been off sick with stress and advise them on a planned return to work;
- promote this policy and the template stress at work risk assessment; and
- refer to Employee Assistance Programme &/or specialist agencies as required.

10. Organisational Development

The University is committed to providing support and training for managers and employees in relation to managing stress in the workplace. Contact Organisational Development for details of courses, including management training.

11. The University will provide an effective induction programme, which provides details of management support, training opportunities and the Employee Assistance Programme.

Resources for Managers and Staff

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Guidance for Improving Resilience & Managing Workplace Stress Policy

1. **Risk Assessment**

It is the managers' responsibility to lead the risk assessment process in consultation with employees in their team(s). Risk assessment is the process used to identify the potential for stress, how it is currently being controlled and an action plan to ensure any further action required is completed.

2. Employees who deal directly with students and the public may face aggressive or violent behaviour. They may be sworn at, threatened or even attacked. This can be a cause of anxiety for employees. Refer to the [Abuse of Staff Guidance](#) for further support and advice.

3. **Building Your Resilience**

Resilience is a quality that helps you bounce back from tough times and is a set of skills and behaviour you can learn and develop whatever stage of life you are at.

4. A self-awareness tool is available to help employees identify their current level of Resilience and their ability to cope with change by going to <https://testyourself.psychtests.com/testid/2121>.
5. To find out their current score (resilience quotient) and receive a personalised report employees can complete a short confidential survey. This can be shown to their line manager or the Health, Safety and Resilience Team for guidance.

Guidance for Managers - Improving Resilience at Work and Manage Stress

Introduction

1. Stress is the adverse reaction people have to excessive pressure or other types of demands placed on them, where they believe they cannot cope. This guidance answers some common questions about work related stress and what you can do about it.
2. Individuals may demonstrate they are suffering stress by exhibiting some of the following behaviours:
 - Emotionally:**
Anxiety, anger, frustration, moodiness, irritability, loss of pleasure and interest, despair, depression and impaired sleep.
 - Physically:**
Weakened immune system, raised blood pressure, heart disease, tenseness, tiredness, appetite disturbance, nausea, headaches, light-headedness.
 - Mentally:**
Impairment of – perception, concentration, memory, judgement, decisiveness, accuracy, motivation and creativity.
 - Interpersonally:**
Relationships are likely to be more difficult, both at work and at home.
3. When at work, attendance can become either excessive or extremely poor. Regular bouts of recurring illness can occur. Time keeping can become erratic. Performance can be impaired and the levels of accidents rise.
4. An increased use/dependency on caffeine, alcohol or drugs, is likely to exacerbate all of the above.
5. Employees and managers faced with work over load may try to cope by working excessive hours, which may lead to health problems and problems outside work. This can create a 'vicious circle' of more time and effort being put into the work, with less being achieved. They may also take excessive work home, which can be detrimental to their family and social life.
6. Managers may also notice the following occurring in their teams:
 - Low staff morale characterised by a sense of despondency, hostility and/or withdrawal/avoidance of people and situations;
 - High levels of sickness absence;
 - High staff turnover;
 - Increase in number of disputes, grievances or complaints.
7. The manager should undertake a systematic review of potential stressors and a template risk assessment is provided with this guidance. Hazards to look for are:

Demands

- managers, with the assistance of HRBPs, ensure jobs are designed to be within the capabilities of employees and work patterns are adjusted to cope with peaks and staff absences;
- managers should provide employees with adequate and achievable demands with regard to the agreed hours of work, through the development of personal work plans;
- managers should, through the appraisal process and regular one-to-ones, ensure employees, have the skills and abilities to meet the job demands;
- managers should provide training/support to help employees prioritise and deal with any conflicting priorities;
- managers should hold regular team meetings to discuss anticipated workload and deal with any planned absences;
- where employees have concerns about their work environment, managers should address them and where it is outside of the manager's control raise the issues with the appropriate person, e.g. Estates and Academic Environment Help Desk, senior manager.

Control

- where practicable, allow employees to have control over the way they work, including the pace of their work, through team meetings, the appraisal process and one-to-ones;
- employees should be encouraged to use their skills and initiative to get the job done through discussions during the planning phase of projects and as the project develops;
- where practicable, encourage employees to develop new skills to help them undertake new and challenging pieces of work;
- managers should encourage employees to develop their skills and monitor the outcomes rather than the working style or employee's movements in detail;
- where practicable, employees should have a say over when breaks can be taken;
- where practicable, employees are consulted over their work pattern.

Support

- managers should make employees aware of appropriate policies and procedures which support them in carrying out their job;
- senior managers should encourage their managers to support employees and ensure regular one-to-ones and team meetings are taking place;
- managers should discuss the issue of stress in team meetings and during performance reviews and supervisions;
- managers should provide regular and constructive feedback to employees;
- employees should share examples of how they would like to, or have, received good support from managers or colleagues – can these be adopted by the team?
- managers should ask how employees would like to gain management support, e.g. open-door policy and/or regular management time set aside to provide support;
- managers should offer employees the opportunity to debrief after stressful incidents;
- where practicable, provide flexible working patterns;

- managers should review training and arrange for refresher training to ensure employees keep up to date with good practice and competencies are maintained for their job and fulfilling any CPD requirements;
- managers should make employees aware of the other support that is available from coaching & mentoring, HR, The Employee Assistance Programme & Counselling to external organisations ([Education Support Partnership](#));
- The Organisational Development and Health, Safety and Resilience Teams will provide managers with training on Managing Workplace Stress as well as providing employees with improving Resilience training.

Relationships

- managers should make employees aware of the LSBU [EPIIC values](#), [Conditions of Service for Support Staff](#) and [Determination of Lecturers' Duties Guidelines \(Pre July 2016 and Post July 2016\)](#) and relevant policies including the [Grievance Procedure for Staff](#) and [Dignity at Work policy statement](#), [Disciplinary procedure for Staff](#) and any others related to expected behaviour standards and the consequences of breaching the policies;
- managers should encourage good communication to help employees develop skills such as listening skills, confidence building, how to deal with difficult situations etc.;
- managers and employees should identify ways of celebrating success;
- managers should provide support for employees who work in isolation;
- employees should agree what is and is not acceptable behaviour in line with the University policies and equalities legislation.

Role

- managers should clarify with employees their role and any potential role conflicts;
- managers should use the team business plan to help clarify team and individual roles and responsibilities;
- managers, with support from HR, should regularly review job descriptions to ensure core functions and priorities of the post are clear;
- managers should ensure systems are in place to enable employees to raise concerns about conflicts in their role and responsibilities.

Change

- managers should ensure all employees are aware of why the change is happening;
- managers should define and explain the key steps of the change and ensure employee consultation and support are key elements of the programme;
- managers and employees/employee representatives should agree methods of communication and the frequency;
- managers should ensure employees are able to comment and ask questions before, during and after the change. There should be an open-door policy to help those who want to talk to their managers about their concerns;
- managers should involve employees in discussions about how jobs might be developed and changed;
- managers to review changes at regular intervals to ensure changes 'fit' current business needs.

4 Stress Related Absence or Illness, Action Plan and Return to Work Plan

Sickness Absence Process

Where an employee is away from work with a stress related illness, it is important for managers to follow the procedures set out in the [Sickness Absence Policy and Procedure](#), especially keeping in touch with the employee while they are away and welcoming them back to work on their return.

Action Plan

When an employee advises their manager of stress related absence or illness or that they believe they are suffering from stress whilst at work the manager should complete the Action Plan, GN B. This form can be used when an employee advises they are experiencing stress and should not wait until someone goes absent from work. Earlier intervention may help prevent sickness absence.

Developing a return to work plan

The return to work plan should take into account the findings of the absence investigation making any reasonably practicable changes as required. As with other sickness absences this may involve a phased return to work for a period of time (see [Sickness Absence Policy and Procedure](#)) to allow the employee to ease back into work gradually. Possible Adjustments could include:

- Reduction in the number of hours worked each day or days worked each week
- Temporary restrictions on particular duties which have previously posed difficulties for the employee
- Changes to start and finish times
- Change of workspace – quieter, less busy, dividing screens
- Changes to role (temporary or permanent)
- Equal amount of break time, but in shorter, more frequent chunks
- Extra training or coaching (during work hours)
- Flexible hours (temporary or permanent)
- Increased supervision or support with managing workload
- Mediation if there are difficulties between colleagues
- Mentoring
- Working from home (temporary)

When the employee is fit to return to work, the manager should hold a Welcome back meeting in accordance with the [Sickness Absence Policy and Procedure](#). The manager and employee should then, using the Action Plan, GN B, agree the measures which are being put in place, agree the appropriate time scales and set a review date to ensure the 'stressors' have been reduced or eliminated.

Investigating Cases of Work Related Stress

Where a manager is notified that an employee's absence is due to 'work related' stress, it is important to investigate the cause of the stress as soon as possible and take steps to reduce or eliminate the problem. The manager may wish to seek advice from their HR Business Partner and, if appropriate the Health, Safety and Resilience Team before taking action. Where the cause of the stress is identified as work related; it is essential to

investigate the cause of the stress to prevent the employee from returning to the same situation, which led to the initial period of absence.

The University has a legal requirement to investigate all incidences of injury or illness caused or exacerbated by work. This requirement is the same for psychological injury as well as for physical injury. HR Business Partners or the Health, Safety and Resilience Team, depending on the background of the case, can assist managers in investigating the cause of the injury or illness. The investigation will seek to establish the following:

- whether the absence is genuinely related to stress;
- the cause of the stress, e.g. harassment, bullying, workloads, excessive working hours, relationships with colleagues, environmental, home/work balance, bereavement etc.;
- whether existing University procedures (e.g. Grievance Procedure for Staff and Dignity at Work policy statement, alcohol and drug misuse at work etc.) have been used, where appropriate;
- whether the causes of the stress remain at a level where they are likely to cause further injury;
- advice from Occupational Health;
- whether steps have been put in place to eliminate, or reduce, the stressors to an acceptable level. Where this is not practicable have the employee's tasks been re-designed to remove the 'stressor'?

Re-allocation of Work

There is a basic level of performance the University expects its employees to meet. In this context, as far as is reasonably practicable, measures should be put in place to reduce the likelihood of employees needing to take sick leave because of work related stress. However, in reducing stress for one member of the team, it is important not to transfer, or add to, the stress to others. Whilst some employees may thrive on working to tight deadlines, others may like to plan their work so they know what they have to do and when. There may be scope to allocate work in a different way for different team members. It is therefore important to take account of the make-up of the team when considering what measures need to be put in place.

Capability Policy and Procedure

Occasionally, it becomes apparent that the employee is having difficulty coping with their workload or the type of work they are required to do. In such cases it may be necessary to consider whether the employee is suited to their job. After seeking advice from your HR Business Partner, it may be necessary to take action under the University's [Capability Procedure for Academic Staff](#) or [Capability Procedure for Support Staff](#).

Internal/External Support

In addition to the measures managers can put in place to reduce potential stressful situations occurring at work, there is a list of internal and external support services in Guidance Note E.

Access To Work

The access to work scheme is designed to provide advice and financial support for people with health problems or disabilities that impact on their job. It might provide expert advice for employers and employees or pay towards equipment the employee needs at work. Web: www.gov.uk/access-to-work

5 Learning & Development

The University will ensure that training and support are regularly available to assist employees to develop personal coping mechanisms to enable them to manage, build their resilience and wellbeing to minimise the effects of pressure becoming too much and resulting in harmful stress. These will include stress management and time management training as well as preventative health care and coping techniques.

The University will assist managers in managing stress in the workplace. Managing stress and recognising stress in others will be included as part of on-going management development programmes. For details of training courses contact the Organisational Development Team.

The Organisational Development Team can assist with team building events including Working in Effective Teams and Resilience training supporting teams to work better together and embrace change.

The Health, Safety and Resilience Team will provide regular health education initiatives including from Occupational Health and the Employee Assistance Programme. These will be University-wide and also targeted at specific groups as appropriate.

6 Resilience

Resilience is a quality that helps you bounce back from tough times and turn adversity into advantage, threat into opportunity. It is also a set of skills and behaviours that you can learn or develop whatever stage of life you are at.

A self awareness tool is available to help you identify your current level of Resilience and your ability to cope with change. Try <https://testyourself.psychtests.com/testid/2121> to find out your current resilience by completing the short survey. It is totally **confidential** and you will receive a personalised report sent directly to you.

The report can assist you in identifying areas for personal development and offer some tips on how to improve your resilience levels and develop an individual action plan. You will be able to access a variety of development opportunities to support this from the Organisational Development Programme.

ACTION PLAN TO IMPROVE RESILIENCE AT WORK AND MANAGE STRESS

Employee's Name:_____ Job Title:_____

Section:_____ Service Area:_____

Manager:_____ HR Business Partner:_____

Employee Rep :_____ Date of 1st Meeting: _____

Area(s) of Concern (Be clear and specific about your concerns. These should be related to work performance, absence and/or behaviour at work)

Available Support: (Outline the support that is available, provide information about how to make contact with internal and external support services. Carry out Risk Assessment. If appropriate, consider if any temporary arrangements or reasonable adjustments to the job are needed whilst the employee seeks help and treatment. This is particularly important for jobs that involve driving, using machinery or working with students or the public).

Referral to Occupational Health *please (✓ tick as appropriate:-*

* **yes:** ☐ * *if yes, please attach a copy of the OH referral form*

* **no:** ☐ * *if no, please give reasons below:-*

Action to be taken to support the employee: *(e.g. additional supervisions, looking at priorities, training, practical help, signpost resilience self help, working hours - in a clear and fair framework knowing where the boundaries are.)*

What is expected of the employee *(Action you want employee to take e.g. seek help through counselling, support and treatment, consider resilience self help, any interim work arrangements required)*

Agree dates for subsequent review meetings *(the time scale for review will depend on the circumstances of each case and may be more or less frequent at various points while treatment and support is progressing)*

Progress and Monitoring: *(please keep a record of each review meeting. Get the latest update on attendance, treatment/medication, counselling or referral to Occupational Health etc.) Please continue on separate sheet if necessary:*

Final Review Meeting: *(At the end of the agreed review period, an assessment needs to take place to review any action taken. Assess absence levels and well-being of employee to decide if any further review periods are appropriate and should be considered or can be moved to supervision. Where this is not appropriate, the employee must be informed that other procedures will now be put into action.)*

Manager's signature: _____

Date: _____

Employee's Comments: *(The employee may wish to add their comments to the action plan)*

Employee's signature: _____

Date: _____

Review Date	Progress	Actions

Risk Assessment Version.

Version A

Keep all previous versions on file
in line with data retention policy

Risk assessment Cover Sheet

School / Professional Service Group			
Academic Area / Team			
Activity / Location / Person(s) being assessed	Workplace stress		
Date of Assessment			
Trade Unions have received a copy	Yes / No	Date sent	
Signature of Lead Assessor			Date
Name of Lead Assessor			

Lead Assessor Comments

Is action required to complete this assessment and control the risks?	Yes / No / N/A
Has manager confirmed controls in the risk assessment are adequate?	Yes / No / N/A

Manager Comments

Has action been taken to complete this assessment and control the risks?	Yes / No / N/A
Signature of Manager	Date
Name of Manager	

Review Dates (must be in the future)

Planned Date	Actual Date	Note changes made	Name of Reviewer	Date

Hazard Identification and Existing Controls

Risk Rating: **High** means current controls are totally inadequate and urgent action is required to make improvements.

Medium means current controls are poor but consequences are less serious, e.g. short term ill-health, minor injury, no long term lasting effect

Low means current controls are okay and adequately manage the risks, so far as is reasonably practicable.

No	Hazard	People at risk	Existing control measure	Risk Rating
Demands of work and working practices				
1.	Unrealistic demands on employee	Staff	Regular meetings take place with line manager to monitor workload and ensure it does not become unrealistic	Low
2.	Employee has inadequate abilities and skills to match demand	Staff	Through the appraisal system the manager/employee jointly identify training needs the employee requires to meet their objectives; remembering targets may be team-wide.	Low
3.	Insufficient resources for employee to utilise	Staff	Manager to ensure adequate resources for the job are provided and employee is adequately trained on their use. Resources include time, equipment and money. Where there are limited resources their use is adequately planned to support the employee.	Low
4.	Repetitive & monotonous work routine	Staff	Work patterns adjusted (agreed in, e.g. supervision sessions, 1 to 1s and possibly team meetings) to ensure work is as varied as practicable. Routine breaks to do other tasks will be planned where reasonably practicable.	Low
5.	Uncomfortable physical working environment	Staff	The work environment is kept clean and tidy. There are regular days for de-clutter. All relevant workstation assessments have been undertaken, recorded and controls put in place, so far as is reasonably practicable.	Low
6.	Inflexible working hours conflict with home needs	Staff	The University has a flexible working policy to help employee balance work and home commitments and systems for approving additional leave to deal with emergencies etc. There are also job share and part-time working opportunities.	Low
7.	Manager and/or peers bullying employee OR employee bullying manager	Staff	Employees are made aware of the Equality, Diversity and Inclusion Policy and the Staff Inclusion Policy . There are Dignity at Work Advisers (DWA) across the University (from 25 Jan 2017). The DWA names are on notice boards, and can be obtained from Human Resources, or Trade Unions. The University has a Speak Up policy	Low

No	Hazard	People at risk	Existing control measure	Risk Rating
8.	Employee exposed to student / members of the public threat of physical violence or verbal abuse	Staff	Employee is given appropriate training on how to deal with abusive students. Employees are provided with the Abuse of Staff Guidance and are encouraged to seek support, where appropriate, from their manager, the Employee Assistance Provider (0800 882 4102) and/or Health, Safety and Resilience. All incidents should be reported on the OSHENS accident reporting system.	Low
Control over work and work routine				
9.	Employee has little control over how to organise work	Staff	Employees are encouraged, in consultation with their line manager, to organise their own workload to meet the priorities of the service.	Low
10.	Pace of work is not controlled by the employee	Staff	Where there are external factors that do not allow the employee to set their pace of work, they are given adequate training on the job and are given regular breaks. Employees are encouraged to raise concerns with their line manager.	Low
11.	Employee skills are under utilised	Staff	The annual appraisal identifies work activities for individuals and is there to ensure the skills of the employee are utilised. Career development is embedded as part of our core values.	Low
12.	Employee feels unable to air concerns about work environment as they will not be taken seriously	Staff	Employees are encouraged during one-to-one meetings to bring concerns to their line manager. Where resources are outside the line manager's control s/he will pass this information up the line so that funding can be identified in line with risk prioritisation. The University has an accommodation strategy to look after the assets. Staff can log problems with Estates Service Desk (ext. 6800). Senior managers can be contacted to discuss problems employees are having with their line manager. Employees have the right to contact their trade union.	Medium
Support mechanisms				
13.	Employees are unable to support their colleagues, e.g. caused by lone working, or home-working	Staff	Issues are discussed at team meetings and the work area set up allows for easy dialogue and support. Line manager keeps in regular contact with lone workers.	Low

No	Hazard	People at risk	Existing control measure	Risk Rating
14.	Employee does not know how to access management support	Staff	As part of the induction process employees are made aware of how to access management support. Employees have been made aware of the manager's "open door policy". Regular team meetings are used to raise any concerns. There is information available on the intranet and notice boards on the line management structure of their section.	Low
15.	Employees are only encouraged to seek support after illness	Staff	Regular team meetings are used to raise any general concerns and update staff on University wellbeing initiatives. One to ones may raise individual concerns or problems. The Employee Assistance Programme can be contacted for confidential advice. There is guidance on the intranet on how to contact occupational health. Management guidance to OH services is via HR Business Partner. The line manager (with advice from HRBP) monitors sickness trends to identify areas of concern and takes action as appropriate.	Medium
16.	Employee is not supported when undertaking new tasks, even when they are going wrong	Staff	Regular feedback and meetings are part of the management support for employees undertaking new tasks. A timetable for action is developed and the employee and manager regularly discuss progress. Where there are issues, these are looked at for possible solutions.	Low
17.	Employees are unaware of the procedures for help with home related issues / non occupational stress	Staff	Guidance is available from HRBPs on possible actions available. The University has a range of short term additional leave options that allow flexibility for the employee to take time off to deal with home related issues and have access to the Employee Assistance Programme.	Medium
Relationships				
18.	Employee unaware of conflict resolution procedures	Staff	The Staff Inclusion Policy and Grievance Policy provide details of how to resolve issues of conflict by informal and formal routes, advice is available from HRBPs. Employees also have the right to contact their trade union for advice and help.	Low
19.	Employee feels unable to report their concerns about what their environment/workload issues are	Staff	Employees are encouraged to identify problems and possible solutions at regular team meetings. Where the line manager cannot resolve these issues, s/he will pass the information to their line manager for consideration. Environment issues can also be raised through Estates Service Desk (ext. 6800).	Medium

No	Hazard	People at risk	Existing control measure	Risk Rating
20.	Employee unaware of University's policies on standards of behaviour	Staff	As part of the induction process employees are provided with a link to Our Values , Staff Code of Professional Conduct , Conditions of Service for Support Staff , Guidelines for the Determination of Lecturers' Duties , Academic Staff Capability Procedure and Support Staff Capability Procedure , which makes them aware of the standards expected of them and those they work with. The Disciplinary Procedure and Grievance Policy provide details of sanctions.	Low
21.	Teams are organised where there are known conflicts in the working relationships	Staff	Where practicable a review of strengths and weaknesses is carried out prior to the creation of any new work team. Where conflict occurs a senior manager leads the process to help reduce conflict and keep the work on track. The Staff Inclusion Policy and Grievance Policy will be followed in the event of conflicts not being resolved amicably. Guidance can be sought from HRBPs.	Low
22.	Employee feels there is no openness, honesty or respect in the team	Staff	Managers work with staff to develop the business plan and set realistic targets on an annual basis for regular reviewing at team meetings. Employees also take part in the appraisal process and are able to raise concerns with their line manager.	Low
23.	Students are unaware of penalties associated with unacceptable behaviour	Staff	The Admissions and Enrolment Procedure along with the Disciplinary Procedure provides students with guidance on their behaviour and possible sanctions for unacceptable behaviour.	Low
Role of the individual(s) within the organisation				
24.	Conflicting demands are placed on the employee	Staff	The business plan is developed and agreed on an annual basis, which states the School/Professional Service Group/team targets. This is used to minimise conflicting demands as achieving the business plan objectives are key to organisational success. Any conflicts can be raised with the line manager for help at supervision and in 1 to 1 meetings.	Medium
25.	Employee has had incomplete / little induction	Staff	The University has an induction programme along with mandatory training to ensure staff attend the appropriate sessions, including the central induction, School/Professional Service Group induction and local arrangement induction sessions. The Line Manager has a checklist to complete.	Low

No	Hazard	People at risk	Existing control measure	Risk Rating
26.	Employee has incomplete / inaccurate / no job description	Staff	As part of the recruitment process new staff will receive an up to date Job description. As part of the annual appraisal process the employee's job description should be reviewed to ensure it is still accurate and complete. Whenever a team is re-organised HRBPs can be contacted for support.	Low
27.	Employee does not have a clear work plan	Staff	No existing controls in place.	High
28.	Employee does not understand their role within the University's aims and objectives	Staff	Employees are reminded at events about the University's overall aims and strategies and how their work contributes to meeting them. The business plan makes the links to the team and individual member of staff ensuring their work plan meets the needs of the organisation within the resources available.	Low
Organisational change				
29.	Employee does not understand the need for change	Staff	No existing controls in place.	High
30.	Computer products and systems change without warning	Staff	There is a strategy on replacement of IT hardware (PCs/laptops /printers) on a rolling programme that employees have been made aware of through team communications. Where systems are due for upgrading or new systems are being planned project teams are set up with clear communications requirements.	Medium
31.	Employee is not consulted as part of the change programme	Staff	For all changes to major policy documents staff side representatives are involved to ensure the rights of employees. The re-organisation procedure ensures all employees are consulted and informed about changes to their structure. Organisational changes are also raised at School / Professional Service Group Events, in team meetings and through training workshops.	Medium
32.	Employee does not understand the impact of the change on their job	Staff	The Line manager discusses why the changes are required and shows how the individual fits in with the changing priorities.	Low

No	Hazard	People at risk	Existing control measure	Risk Rating
33.	There are no arrangements in place to support employees through change	Staff	Line managers manage and seek advice from HRBPs to support staff through the change. Additionally there is the Employee Assistance Programme, which may enable access to counselling to help staff through periods of change.	Medium
34.	There is poor communication about the change	Staff	<p>There are different levels of communication:</p> <p>There is a Corporate Strategy providing details of the goals of the University, these are supported by Local Development Plans.</p> <p>The Universe online magazine provides updates on what is happening at the University, this is supported with the intranet which provides information on policies and procedures, has a staff news page,</p> <p>The Vice Chancellor holds regular staff meetings, e.g. "Continue the conversation"</p> <p>Unions are consulted with about major changes across the University</p> <p>Yammer provides information on University wide and specific groups.</p> <p>There are cascade meetings with senior managers to communicate upcoming changes to staff.</p>	Low

Where you have identified the controls are inadequate (**High** or **Medium** risk rating) use the Action Plan for Improvement to identify what further action is going to be taken, by whom and within what timescale to adequately control the risk, so far as is reasonably practicable

Action Plan for Improvement

No	Hazard	Action required	Residual Risk	Target		Completed	
				By	Date	By	Date
29	Employee does not understand the need for change.	Staff are made aware of changing University priorities and the need to develop and change in line with these new priorities through a variety of communications – Corporate Strategy, cascade meetings, team meetings, Yammer, email.	Medium	Exec. / senior managers / line managers			
		The University requires the development of a self-review culture with improvement that feeds into the need to change over time.	Low	Exec. / all managers / staff			
27	Employee does not have a clear work plan.	Line Managers need to be trained on the development and implementation of staff work plans.	Medium	Exec. & OD			
		As part of the appraisal process employees discuss and set their personal objectives with their manager. Staff are also made aware of how their personal objectives fit into the team, School/PSG and Corporate Strategy.	Low	Line manager & staff			
12	Employee feels unable to air concerns about sub-standard work environment as they will not be taken seriously.	Identify the shortcomings and resources required to bring the working environment up to the legal minimums, so far as is reasonably practicable. Plan and carry out the remedial work	Low	Exec. / senior managers			
15	Employees are only encouraged to seek support after illness	The line manager monitors all staff's performance to identify problems as early as possible, e.g. stress, before they become a sickness issue. There are flexible arrangements and the line manager encourages staff to take part in University wellbeing activities, so far as reasonably practicable.	Low	Line manager			

Action Plan for Improvement

No	Hazard	Action required	Residual Risk	Target		Completed	
				By	Date	By	Date
17	Employees are unaware of the procedures for help with home related issues / non occupational stress	Managers need to be aware of the leave options and require regular training to keep them abreast of good practice.	Low	Line manager / HRBPs / OD			
19	Employee feels unable to report their concerns about what their environment/ workload issues are	The line manager will make staff aware of the Speak Up Policy .	Low	Line manager / HRBP			
24	Conflicting demands are placed on the employee	At team meetings new and emerging priorities are discussed and where appropriate changes to the business plan are made to match the new demands	Low	Line manager			
30	Computer products and systems change without warning	The University runs regular courses on IT packages, staff need to be made aware of these sessions through probation and appraisal processes.	Low	OD / line manager			
31	Employee is not consulted as part of the change programme	Accommodation changes are planned and communicated to staff. Employees can pass their concerns to their line manager or their trade union representative for consideration and help.	Low	Senior manager / line manager			
33	There are no arrangements in place to support employees through change	Staff are encouraged through team meetings and one-to-ones to raise their concerns, which the manager can seek further information and guidance to be provided to staff.	Low	Line manager			

MANAGER'S CHECKLIST

EMPLOYEE NAME:

This checklist is to be used by managers when an employee has advised they believe they are suffering from stress.

Action	Y/N or N/A	Date Completed	Comments
Complete Risk Assessment			
Meet with Employee – discuss concerns and arrange review meetings			
Complete Managing and Minimising Stress at Work Action Plan			
Advise Employee of Workplace Wellbeing 0800 1116 385 for advice, support and counselling			
Occupational Health Referral required? (to be reviewed at each meeting)			
Contact Line Manager, HR Business Partner, &/or Health, Safety and Resilience for advice and guidance			
If returning from sickness absence, carry out return to work interview & return to work plan			
Consider if temporary arrangements or reasonable adjustments are necessary, this could be work related or hours worked			
Consider additional support to employee – additional supervisions, priorities, training			
Signpost to resilience self-help tools			
Discuss issue of stress in team meetings			
If work related, investigate the cause of the stress and take steps to reduce or eliminate the problem			
Have the relevant University Procedures been used, as appropriate?			

Resources for Minimising Stress

Internal Resources

Employee Assistance Programme

This service is a confidential support and information service for employees and managers, including well-being, family matters, relationships, debt management, employment issues, counselling. It is available 24/7 by phone 0800 1116 385 for staff and 0800 1116 387 for managers.

Occupational Health

Occupational Health can assist employees and managers by providing professional medical advice that may form part of a stress strategy.

Organisational Development Team

The Organisational Development Team assist with team building events including Working in Effective Teams and Resilience training which can support teams to work better together and embrace change.

- [Appraisal and Performance](#)

Appraisal is about developing and improving performance through open discussion between managers and employees. This procedure explains what appraisal is and how it works. It sets out how you will be appraised and by whom and what to expect from your appraisal meeting. The purpose of an appraisal meeting is to:

- ✓ Summarise what you've done over the past year including achievements and any problems.
- ✓ Set your objectives for the next year
- ✓ Explain how your objectives will be measured
- ✓ Discuss your development and training needs
- ✓ Set a date for your mid-year review

[Human Resources Policies, Procedures & Forms](#)

Details of all the HR policy, procedure and forms documents. Specific guidance includes:

- [Sickness Absence Policy and Procedure](#)

This policy sets out the procedure for dealing with sickness absence. It ensures fair and consistent application of the sickness procedures and promotes a healthy working environment.

- [Alcohol and Drug Misuse at Work Policy and Procedure \(need a web link\)](#)

The purpose of this policy is to reduce alcohol and drug related problems at work. It aims to ensure that employees whose drinking or drug misuse is affecting their performance at work are offered support and treatment as soon as possible. It also seeks to prevent alcohol and drug misuse problems from arising in the first place by raising general awareness of the issues.

- [Dignity at Work Policy Statement](#)

The University does not tolerate harassment and bullying in the workplace. This policy statement sets out the support available to employees and managers, from Dignity at Work Advisers.

- [Grievance Procedure for Staff](#)

This procedure applies to a grievance held by a member of staff against the University as an employer, including a grievance against another member of staff acting on behalf of the University.

- [Abuse of Staff Guidance Note](#)

Managers should assess the risk of violence to employees and notify the Health, Safety and Resilience Team of any incidents in the workplace, via the OSHENS online reporting system. Staff who may be sworn at, threatened or even attacked, can find this to be a cause of anxiety.

- [Flexible Working Procedure](#)

This procedure sets out the various ways the university will try to support its employees and help them to balance home and work commitments. It provides information and procedures for the following:

- Change in hours of work;
- Change in times of work;
- Working from home (whether for all or part of the week);
- Job sharing;
- Compressed hours;
- Taking unpaid leave;
- Flexible retirement arrangements (from age 55 dependent upon relevant pension scheme rules).

Health, Safety and Resilience Team

- Develop and maintain the stress management policy and guidance;
- provide template stress at work risk assessment;
- support managers and staff in developing action plans for improvement.

External Support Services/Resources

Southwark Wellbeing Hub

Tel No: 020 3751 9684 Web: <http://www.together-uk.org/southwark-wellbeing-hub/the-directory/9453/solace-advocacy-and-support-services-sass/>

Email: southwarkhub@together-uk.org

National Domestic Violence Helpline Tel No: 0808 2000 247

In an emergency dial 999 Web: www.nationaldomesticviolencehelpline.org.uk

Victim Support Tel: 020 7801 1777

Black and Minority Ethnic and Refugee Support Groups in Southwark

List of black, asian, minority ethnic and refugee groups working in Southwark. Web: <https://www.communitysouthwark.org/organisations-venues/organisation/user-group/bame-refugee-groups>

Relate (Marriage Guidance)

Web: <https://www.relate.org.uk/>, Tel No: 0300 100 1234

Samaritans – The Samaritans of Greenwich and Southwark 21-5 Angus Street, London, SE14

6LU Tel No: 020 8692 5228 or Freephone 116 123. Web: <http://www.samaritans.org/>

Email: jo@samaritans.org

Saneline – Tel No: 0845 767 8000 www.sane.org.uk

SLaM Improving access to Psychological Therapies in Croydon, Lambeth, Lewisham and Southwark. Web: <https://slam-iapt.nhs.uk/southwark/welcome-to-southwark-psychological-therapies-service/> Tel No: 0203 228 2194, Email: slm-tr.SPTS@nhs.net

National Debt Helpline

Tel No: 0808 808 4000

Web: <http://www.nationaldebtline.co.uk/> Email: directly from website

MIND – National Association for Mental Health Tel No: 0300 123 3393

Web: <http://www.mind.org.uk/> Email: xxxx@xxxx.xxx.xx

Cruse Bereavement Care – Daytime Tel No: 0844 477 9400

Web: <http://www.cruse.org.uk/> Email: xxxxxxx@xxxxx.xxx.xx

Gingerbread (One parent families) Tel No: 0808 802 0925

Web: <http://www.gingerbread.org.uk/> Email: see website for details

Family Lives supporting parents and making happier relationships and happier families.

Tel No: 0808 800 2222, Web: www.familylives.org.uk,

Email: xxxxxxxxxxxxxxxxxxxx@xxxxxxxxxxx.xxx.xx

British Association for Counselling Tel No: 01455 883 300

Web: <http://www.bacp.co.uk/>

Citizens Advice Bureau

Tel No: 020 7231 3379 Web: http://www.southwarkcabservice.org.uk/get_advice.htm

Email: see website for details

Health and Lifestyle Services

Sports and Leisure Facilities

Academy of Sport: LSBU employees can apply for a discounted membership rate, see:

<http://www.lsbu.ac.uk/academy-of-sport/membership>.

Alcohol and Drug Counselling Services

Alcohol Services for Southwark – 146 Camberwell Road, Southwark. London SE5 0EE.

Tel No: 020 7358 7266 Web: <http://lifelinesouthwark.org/index.html>

Email: lifelinx.xxxxxxxx@xxxxxxx.xxx.xx

Alcohol Anonymous

Tel No: 0800 9177 650 Web: <http://www.alcoholics-anonymous.org.uk/>

Email: help@aamail.org

Narcotics Anonymous Tel No: 0300 999 1212 Web: <http://www.ukna.org/>

Email: directly from website

Drug Advisory Services

The main provider for drug and alcohol issues in Southwark is Lifeline – 146 Camberwell Road, Southwark. London SE5 0EE. Tel No: 020 7358 7266 Web: <http://lifelinesouthwark.org/>,

Eating Disorders

Eating Disorders Association Tel No: 0808 801 0677 Web: <http://www.b-eat.co.uk/Home>

Email: help@b-eat.co.uk

Practical Resources

[CIPD / MIND – Guide December 2011 – Managing and supporting mental health at work: disclosure tool for managers](#)

[Mhfa – Mental Health First Aid, England – Line Managers' resource 2016](#) – A practical guide to managing and supporting people with mental health problems in the workplace