

# Management of Occupational Stress at Work Policy

Last updated: 23/08/2012

<b>POLICY RECORD DETAILS</b>	
<b>DATE AGREED:</b>	
<b>VERSION No. 2</b>	IRM - Health and Safety
<b>POLICY OWNER:</b>	
<b>CONTRIBUTORS:</b> (By Job title, department, directorate)	Health and Safety, Business Partner for Diversity, Policy and Diversity Manager, Strategic HR manager & HRBPs. TUS Chair and Members of FDA, Prospect, PCS,
<b>DATE/S OF PREVIOUS AGREED VERSIONS AND TITLES</b>	This policy replaces the previous Stress at Work Policy

<b>Contents</b>		<b>Page</b>
1	<b>Policy Statement</b>	<b>2</b>
2	<b>Purpose</b>	<b>2</b>
3	<b>Scope</b>	<b>2</b>
4	<b>Definition</b>	<b>2</b>
5	<b>Legislation</b>	<b>3</b>
6	<b>General Principles</b>	<b>4</b>
7	<b>Well-Being Programme</b>	<b>4</b>
8	<b>Roles and Responsibilities</b>	<b>4</b>
9	<b>Risk assessments</b>	<b>5</b>
10	<b>What to do when harmful occupational stress becomes a problem?</b>	<b>6</b>
11	<b>Monitoring</b>	<b>7</b>
12	<b>Equal Opportunities and Diversity</b>	<b>8</b>
13	<b>Confidentiality</b>	<b>8</b>
14	<b>Responsibility</b>	<b>8</b>
	<b>Appendix 1: Signs and symptoms of stress</b>	
	<b>Appendix 2: HSE Management standards - Workplace Stressors and Possible Control Measures</b>	
	<b>Appendix 3a: Guidance for Managers completing an Occupational Stress Risk Assessment on a Job Profile</b>	
	<b>Appendix 3b: Guidance for Managers completing an individual Occupational Stress Risk Assessment</b>	

<p><b>Appendix 4: Occupational Stress Risk assessment Form Template</b></p> <p><b>Appendix 5a: Example no. 1 of a completed Job profile Stress Risk Assessment</b></p> <p><b>Appendix 5b: Example no. 2 of a completed Job Profile Stress Risk Assessment</b></p> <p><b>Appendix 5c: Example of a completed Individual Stress Risk Assessment</b></p>
---

## **1. Policy Statement**

- 1.1 The British Library is committed to protecting the health, safety and welfare of employees and recognises the importance of promoting a healthy working environment. The British Library also recognises that it has a duty of care under Health and Safety Legislation and acknowledges the importance of identifying and minimising workplace stressors.

## **2. Purpose**

- 2.1 This policy is concerned with occupational stress arising from or affecting the individual in the workplace and is designed to combat such stress through the recognition and management of workplace stressors. As such it aims to provide appropriate guidance, support and assistance to Managers and employees for when occupational stress has been identified through the process of stress risk assessments.
- 2.2 The policy recognises also that causes of stress may also be external to the workplace, which only the employee can identify and which, are outside the Library's control. These may be separate to, or combined with any workplace stress.
- 2.3 There is a responsibility on both parties to work towards managing stress and so the policy supports the promotion of the Library Well Being and Employee Assistance programmes which are designed not just for the Library to support employees but to help and encourage employees to take responsibility for their health and wellbeing.

## **3. Scope**

- 3.1 This policy applies to all employees of the Library.
- 3.2 The Library has a responsibility to provide a safe working environment for all workers at the Library, including those who may have been engaged via an employment agency or bureau and supplied to the Library temporarily, and any consultants, voluntary assistants, work experience placements, interns and contractors.
- 3.3 This policy relates to occupational workplace stress. For other issues there are other policies that are more appropriate, for instance, in relation to employees who are affected by the following issues:
- For harassment and bullying – see the Dignity and Respect at Work Policy.
  - For Domestic Abuse – see the Domestic Abuse Policy.
  - For abuse by third parties e.g. readers and service users - see the Prevention and Management of Abuse to Staff at Work Policy.
  - For implementing reasonable adjustment employees should refer to Reasonable Adjustment policy.

## **4. Definitions**

**4.1 Stress** - The Health and Safety Executive defines occupational stress as “the adverse reaction people have to excessive pressures or other types of demand placed on them at work”.

**4.2** There is an important distinction that pressure that is correctly managed and in a reasonable amount can be good as it can be a positive, stimulating and motivating factor. It can help individuals achieve their goals and perform better and it is reasonable to assume that:

- employees are psychologically capable of withstanding reasonable pressures at work
- employees are subjected to periods of pressure at work
- short periods of pressure are not necessarily of concern.

However, in some cases, particularly where pressures are intense and/or continue for some time, the effects of stress can be more damaging, leading to longer-term mental and physical ill health.

**4.3** Signs and symptoms of stress can manifest themselves physically, mentally, emotionally or in behavioural changes. Appendix 1 provides further details on the signs and symptoms of stress

### **4.4 Harmful Occupational Stress**

**4.4.1** The levels of occupational stress which are harmful differ for each individual according to their personality, experience, motivation and the support they receive. Stress can also arise from the pressures people experience in their home and personal lives e.g. bereavement, relationship or family problems, financial difficulties; these factors may make people more vulnerable to occupational stress at work.

**4.4.2** Harmful occupational stress is more likely to occur where there are:-

- pressures which are cumulative and/or prolonged;
- demands placed upon the individual in situations where they feel that they have little or no control;
- demands which are conflicting – causing confusion;
- high levels of uncertainty or under-utilisation of skills;
- inflexible and/or over-demanding work and/or travel schedules;
- prolonged inter-personal conflicts; and
- absences of leadership and/or understanding from managers.
- physical conditions such as noise, heat, humidity, vibration and a presence of toxic or dangerous materials or other hazards.

## **5 Legislation**

**5.1** The Health and Safety at Work Act 1974, gives employers a duty to ensure, so far as is reasonably practicable, the health, safety and welfare of all their employees. Equally, employees have a duty not to endanger themselves or others and to co-operate with their employer.

**5.2** The Management of Health and Safety at Work Regulations 1999 requires employers to conduct Stress Risk Assessment to assess any risks to employee health and safety whilst at work.

- 5.3 Mental ill health arising from, or exacerbated by, stress at work may constitute a disability under the Equality Act 2010. Mental ill health resulting from stress caused at work has to be treated in the same way as ill health due to physical causes in the work place. Thus employers have a legal duty to take reasonable care to ensure that health is not put at risk through excessive and sustained levels of stress arising from the way work is organised, or from day to day demands placed on their work force.
- 5.4 The Health and Safety Executive Management Standards identify six key areas of work design that may be associated with poor health and well-being, lower productivity and increased sickness absence. Appendix 2 details control measures for these areas.

## **6 General Principles**

- 6.1 The policy aims to promote a healthy working culture and environment, but also to provide advice on what to do when an employee may encounter harmful occupational stress and the mechanisms that are provided to support employees that may be affected. The policy thus aims:
- the areas of occupational stress are identified and assessed, with relevant measures introduced to minimise the effects as appropriate.
  - that roles / responsibilities for key departments, managers, and employees are clear
  - to ensure awareness of the provisions and procedures for achieving the successful management and minimising of occupational stress.
  - what guidance, support and assistance is provided to employees when occupational stress has been identified.
- 6.2 The policy also aims to ensure that employees who consider they have occupational stress seek support and assistance at the earliest opportunity (see Section 8.4).
- 6.3 The Library considers that good management and regard for its staff are an effective approach for minimising work related stress and reducing the impact of external stress

## **7 Well-Being Programme**

- 7.1 The Library's Well-Being programme offers holistic and healthy activities for employees to assist and support their physical, mental and emotional wellbeing. A culture of well-being can enhance employee health, motivation, satisfaction and engagement and also increase performance. See further details on The British Library's Well-Being programme at <http://intranet.bl.uk/suppservices/hr/wellbeing/index.html>

## **8 Roles and Responsibilities**

- 8.1 All employees have a responsibility to comply with this policy and to take action to look after their health and safety and mental and physical well-being and recognise the early signs of harmful occupational stress.

### **Managers**

- 8.2 Good management practice is important in avoiding occupational stress. Thus Library policies and procedures are designed to encourage good management practice such as

job design, implementation of agreed job objectives, meeting regularly with staff, and discussing performance and personal development to avoid occupational stress.

8.3 Managers need to be aware of and responsive to work place stressors and the effects they might have on their employees and should ensure that:

- A detailed risk assessment in line with Appendix 4 is carried out on a job profile to identify and determine the potential impact of work place stressors on that role and to ensure these are reduced where possible and appropriate.
- if an employee approaches them with, or shows symptoms of, occupational stress, then an individual risk assessment is completed (see section 8 and Appendices 3b -4)
- they have a supportive relationship with their employee in order that stress issues can be addressed at an early stage
- they approach an employee if they are showing signs of harmful occupational stress (refer to Appendix 1)
- they seek advice from their HR Business Partner, CIC Managers Helpline or Health and Safety if an employee has harmful occupational stress and they require guidance on minimising the effects.
- for any staff who are classed as vulnerable, e.g. young persons (under 18); new and expectant mothers, staff with disabilities or health conditions that might increase risk, any individual who is displaying or experiencing symptoms of stress, an individual risk assessment should be carried out.

### **Employees**

8.4 Employees;

- To take all reasonable steps to ensure that they do not cause unnecessary stress to others.
- To have a responsibility for their own health and wellbeing
  - co-operating with measures agreed to reduce their own occupational stress
  - Being aware of their personal reactions to stressful situations / methods of coping.
  - Looking to identify wellbeing measures and activities that will support and assist
- Any member of staff who considers that he/she is suffering from the harmful effects of stress or if they are anticipating a stressful time in the future, should raise this matter with his/her Manager. They may also find it helpful to refer to The British Library's Employee Assistance Provider and / or their trade union representative.

### **8.5 Integrated Risk Management (Health and Safety)**

- give guidance and support to an employee unable to speak to their Manager regarding stress.
- assist Managers to complete their occupational stress risk assessment forms / implement control measures for the job profiles and/or an individual within their department,
- regularly review the appropriate legislation to ensure that this policy is maintained..

### **8.6 Human Resources**

- give guidance and support to Managers regarding the implementation of the policy.
- support Managers and employees who report occupational stress and may need to be referred to Occupational Health.
- encourage the use of other internal support services e.g. Employee Assistance Provider and the Well-Being programme.

## **9 Risk Assessments**

- 9.1 Managers are required to carry out occupational stress risk assessments on all job profiles and then individual risk assessments when the need arises (see 8.3) using the Occupational Stress Risk Assessment form (see appendix 3-4) and as far as is reasonably practicable put preventative measures into place. This should identify activities which may lead to occupational stress or which may place a group of employees at risk of occupational stress. For guidance on how to complete the assessment refer to Appendix 3
- 9.2 Further information on the HSE Management standards can be found on the Health and Safety Executive website by following this link.  
<http://www.hse.gov.uk/stress/standards/index.htm>

## **10 What to do when harmful occupational stress becomes a problem?**

- 10.1 As well as putting measures into place to deal with harmful occupational stress issues, it is also important to provide the employee with help to identify personal strategies for coping with stress. If a Manager is approached by an employee concerned about harmful occupational stress, they should:

- review the current job profile occupational stress risk assessment .
- meet with the employee to discuss the issues arising in a positive, supportive manner.
- show empathy, listen and discuss what options are available to deal with the situation.
- complete an individual occupational stress risk assessment with the employee to identify any measures that may need to be put into place to accommodate their needs.
- recommend that the employee seeks advice or support from the Library's Employee Assistance Provider (although the employee is under no obligation to do so).

Practical steps might be taken to solve short-term work problems, e.g. extending a deadline or reallocating a proportion of work. The Manager must keep the situation under review and note that if there are underlying problems which are not addressed then issues may resurface.

- 10.2 An employee may wish to seek advice and support from their trade union representative.
- 10.3 In circumstances where the proposed changes cannot be implemented by the Manager without additional authority, he/she should propose the changes to senior management on behalf of the member of staff concerned. These proposals will be considered and acted upon wherever reasonable.
- 10.4 The Manager must keep notes to record the discussions, actions and outcomes that have taken place. A copy of these notes will be given to the employee, normally within 5 working days.
- 10.5 When employees are absent from work, the Manager should follow the 'Managing Attendance' Policy which includes a Welcome Back Discussion to establish the reason for absence (see Managing Attendance Guidance - Section 11). Welcome Back discussions can be used as a way of offering support and should not be confrontational. They can be an opportunity to explore both the impact of work situations on the employee and the impact of the employee's absence on work.
- 10.6 If patterns of absence develop, or if periods of absence are for reasons of occupational stress, then a referral to the Occupational Health Service should be considered in consultation with your HR Business Partner and Advisor. If it is recommended that the employee is referred to Occupational Health, this should follow the process in the

Managing Attendance Policy (section 19). In cases of stress and depression Occupational Health will advise on future appropriate management action.

10.7 There may not be a solution to resolve a problem which is generated by events outside of work and Managers must maintain a sympathetic attitude. Occupational Stress related issues are rarely solved by a single action and often take some time to resolve. Even if practical measures have been taken to remove the underlying problems, it is important to continue talking with the employee to give them a chance to work out for themselves a way of resolving their difficulties and the timescale required to do it.

10.8 When this approach has not brought about the desired level of improvement or the occupational stress is severe, several approaches can be considered in addressing this:

- **Employee Assistance Provider** - the Manager should encourage the employee to use this service although the employee is under no obligation to do so; however the individual can approach this provider without involving the Manager. Counselling may be organised for the employee.
- **Medical Advice** - Where an employee is unable to continue working as a result of stress or begins to suffer intermittent sickness absence, long-term absence, or from serious physical/behavioural effects, they must contact their general practitioner for advice. Any action and/or support that the Library can provide must not be seen as an alternative to seeking professional medical help. Refer to Managing Attendance Policy - section 19)
- **Ill-Health** - Where an employee suffers from ill health due to stress, the Library reserves the right to refer them to Occupational Health OH. They will be expected to agree to attend an appointment with OH unless there are exceptional circumstances.

Dependent on the nature of the employee's ill health, medical advice received, and in line with the Managing Attendance Policy, and where applicable the Reasonable Adjustment Policy the following reasonable adjustments may be considered:-

- amending the job/responsibilities or changes in hours or other rehabilitation measures, as appropriate.
- redeployment into a less stressful role if a suitable role is available.

## 11 Monitoring

11.1 Managers should check occupational stress risk assessment actions are being undertaken within their area and record any progress on the action plan. This should be checked annually, when a significant change has occurred or when an employee is displaying signs or symptoms of stress. Managers should agree review dates with an employee when the assessment is undertaken for them.

11.2 HR and Health and Safety will monitor absence data and utilise the findings from staff surveys conducted to identify any trends and will work with managers to address any significant findings.

## 12 Equal Opportunities and Diversity

12.1 Any information or personal details with regard to harmful occupational stress such as race, gender, age and disabled status will be kept confidential by HR and will be used for no other purpose than to enable the Library to fulfil its obligations for monitoring equal opportunities and where possible the effectiveness of the policy.

### **13 Confidentiality**

**13.1** All information provided to managers, HR and Health and Safety will be treated as confidential and in accordance with the data protection legislation.

### **14 Responsibility**

14.1 All employees referred to within the scope of this policy are required to adhere to its terms and conditions.

14.2 All Managers are responsible for ensuring that this policy is applied within their own area. Any queries on the application or interpretation of this policy can be discussed with Human Resources prior to any action being taken but confidentiality must be maintained where required.

14.3 Human Resources are responsible for ensuring the maintenance, regular review and updating of this Policy. Proposed changes to the policy will follow the process as described in section A: Introduction: paragraph 1.1 of the Staff Handbook.  
(<http://intranet.bl.uk/policiesprocs/sh/index.html>)

## Appendix 1:

**Signs and Symptoms of Stress** - Harmful occupational Stress can result in:

<p><b>Physical symptoms</b></p> <ul style="list-style-type: none"><li>• raised heart rate or palpitations</li><li>• increased sweating, headache, dizziness, blurred vision</li><li>• aching neck and shoulders</li><li>• skin rashes</li><li>• a lowering of resistance to infection</li><li>• Changes to metabolism or stomach ulcers</li><li>• Dry mouth</li></ul>	<p><b>Emotional Symptoms</b></p> <ul style="list-style-type: none"><li>• Negative or depressive feeling</li><li>• Disappointment with yourself</li><li>• Increased emotional reactions – more tearful or sensitive or aggressive</li><li>• Loneliness, withdrawn</li><li>• Loss of motivation commitment and confidence</li><li>• Mood swings</li></ul>
<p><b>Mental</b></p> <ul style="list-style-type: none"><li>• Confusion, indecision</li><li>• Can't concentrate</li><li>• Poor memory</li></ul>	<p><b>Changes from your normal behaviour</b></p> <ul style="list-style-type: none"><li>• Changes in eating habits</li><li>• Increased smoking, drinking or drug taking 'to cope'</li><li>• Mood swings affecting your behaviour</li><li>• Changes in sleep patterns</li><li>• Twitchy, nervous behaviour</li><li>• Changes in attendance such as arriving later or taking more time off.</li></ul>

If an employee is suffering from some of these symptoms it may indicate that they are feeling the effects of occupational stress. Aspects of their work can bring on or make these symptoms worse, and in these instances the employee should speak to their Manager, trade union representative or HR. The Manager should review their current assessment and undertake an individual occupational stress assessment for such individuals.

Please note these are indicators of behaviour of those experiencing occupational stress but they may also be indicative of other conditions. If employees are concerned they should seek advice from their GP.

## Appendix 2: HSE Management Standards - Workplace Stressors and possible control measures

The workplace stressors are:

**Demands**  
**Control**  
**Support**

**Relationships**  
**Role**  
**Change**

### **Demand**

includes issues such as workload, work patterns, and the work environment.

#### **The Standard is that:**

employees indicate that they are able to cope with the demands of their jobs; and systems are in place locally to respond to any individual concerns.

#### **Control Measures**

- employees should be provided with adequate and achievable demands in relation to their working hours.
- employees skills and abilities are matched to the job demands
- employees jobs should be within their capabilities
- managers should address and support concerns raised by employees regarding their work environment.

### **Control**

How much say the person has in the way they do their work.

#### **The Standard is that:**

employees indicate that they are able to have a say about the way they do their work; and systems are in place locally to respond to any individual concerns.

#### **Control Measures**

- employees must be able to discuss their work with their manager.
- processes in place to respond to individual concerns.
- employees should be encouraged to use their skills and initiative to do their work.
- managers should encourage their employees to develop new skills.
- managers should encourage employees to take regular breaks throughout their working day

### **Support**

Includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues

#### **The Standard is that:**

employees indicate that they receive adequate information and support from their colleagues and superiors; and systems are in place locally to respond to any individual concerns.

#### **Control Measures**

- managers to support their staff.
- employees receive regular constructive feedback from their managers.
- employees have what they need to fulfil their roles.

- The British Library has processes in place to support staff at all levels.

### **Relationships**

Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour.

#### **The Standard is that:**

employees indicate that they are not subjected to unacceptable behaviours, e.g. bullying at work; and systems are in place locally to respond to any individual concerns.

#### **Control Measures**

- policies and procedures in place to prevent bullying and harassment.
- processes in place to respond to individuals concerns.
- managers to promote positive behaviours at work and address conflict in their areas.

### **Role**

Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles.

#### **The Standard is that:**

employees indicate that they understand their role and responsibilities; and systems are in place locally to respond to any individual concerns

#### **Control Measures**

- managers should ensure that employees understand their role and responsibilities.
- 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 (large or small) is managed and communicated in the organisation.

#### **The Standard is that:**

employees indicate that the organisation engages them frequently when undergoing an organisational change; and systems are in place locally to respond to any individual concerns.

#### **Control Measures**

The Library should:

- ensure that changes are sensitively handled and communicated to all employees in a timely fashion and where applicable
- consult with the Trade Unions on changes within the organisation so that they understand the impact on the employees.
- employees have access to relevant support during changes
- 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;

**Appendix 3a: Guidance for Managers completing an Occupational Stress Risk assessment form on a Job Profile. See example of a completed risk assessment form.**

1. Read through the policy to ensure that you are familiar with what you need to do and complete as a Manager.
2. Using a copy of the blank Occupational Stress Risk assessment form.(Appendix 4) complete the assessment for each Job Profile in your area(e.g. Retrievals, Library Assistant, Security Officer, Cataloguer)
  - a. Fill in the department, directorate, area, risk assessor, date in the boxes at the top of the form.
  - b. Allocate each one with an individual reference number and tick the persons at risk.
3. For Section 1: Tick the boxes that are relevant in the workplace.
4. For Section 2:
  - a. Under each workplace stressor heading please list anything that is applicable in your area.

Things to consider:

- |                |  |
|----------------|--|
| Demand:        | What is the workload, work patterns, the work environment like?  |
| Control:       | How much control do individuals have to undertake this role?   |
| Support:       | What support is received from the manager, other colleagues and overall from The British Library?  |
| Relationships: | Are there any conflicts within the area?<br>Is there any unacceptable behaviour within the department?<br>What are the working relationships like within the department? |
| Role:          | Is the role clearly defined and understood, any conflicting requirements?  |
| Change:        | Are there any significant changes occurring or due such as restructuring or redundancies?  |

- b. List the existing control measures in place in the column next to the relevant hazard and any further control measure you require.
  - c. Fill in a date of completion and by whom (e.g. Manager, staff or HR)
  - d. Fill out the action plan
5. Sign and date the form
6. Please send a copy of the completed form to Health and Safety for the Job Profile.
7. Monitor and review these assessments on an annual basis, or if the following changes occur:
  - a restructure or change in organisation
  - individual shows signs and symptoms of stress.

**Appendix 3b: Guidance for Managers completing an Occupational Stress Risk assessment form on an individual. See an example of a completed risk assessment form**

1. Read through the policy to ensure that you are familiar with what you need to do and complete as a Manager.
2. Using the completed occupational stress assessment on the job profile amend this to make it applicable for the individual.
  - a. Fill in the name of the individual, department, directorate, area, risk assessor, date in the boxes at the top of the form.
  - b. Allocate each one with an individual reference number and tick the persons at risk.
3. For Section 1: Tick the boxes that are relevant.
4. For Section 2:
  - a. Under each workplace stressor heading please list anything that that needs to be considered for the individual.

Things to consider:

- |                |  |
|----------------|--|
| Demand:        | What is the workload, work patterns, the work environment like?  |
| Control:       | How much control do individuals have to undertake this role?   |
| Support:       | What support is received from the manager, other colleagues and overall from The British Library?<br>What reasonable adjustments can be made?  |
| Relationships: | Are there any conflicts within the area?<br>Is there any unacceptable behaviour?<br>What are working relationships like within the department? |
| Role:          | Is the role clearly defined and understood, any conflicting requirements?  |
| Change:        | Are there any significant changes occurring or due such as restructuring or redundancies?  |

- b. List the existing control measures in place in the column next to the relevant hazard and any further control measure you require.
  - c. Fill in a date of completion and by whom (e.g. Manager, staff or HR)
  - d. Fill out the action plan
5. Sign and date the form
6. Please send a copy of the completed form to HR admin. Any assessment completed on an individual must be treated with confidence and submitted to HR to be attached to the individual's personal file.
7. Monitor and review this assessment with the individual on a regular basis.
8. If the agreed controls do not alleviate the occupational stress of the employee then the manager should refer to their HR Business Partner.

Appendix 4: Occupational Stress Risk Assessment Form format

## Occupational Stress Risk Assessment

<b>Job Profile Role / Individual</b> ( delete where applicable)		<b>Are there any staff who may be particularly vulnerable and at risk. If so, an individual risk assessment should be carried out.</b>
<b>Department</b>		Yes/No
<b>Directorate</b>		
<b>Area</b>		
<b>Risk Assessors</b>		
<b>Date</b>		
<b>Assessment Ref No:</b>		

**SECTION 1: Identify Stressors** - Consider the activity or work area and identify if any of the stressors listed below are significant (tick the boxes that apply).

1.	<b>Demand</b>	2.	<b>Control</b>	3.	<b>Support</b>	4.	<b>Relationships at work</b>	5.	<b>Role</b>	6.	<b>Change</b>
----	---------------	----	----------------	----	----------------	----	------------------------------	----	-------------	----	---------------

**SECTION 2:**

Stressors to Consider	Existing control measures in place	Further control measures required	Date of Completion and by whom
<b>Demand</b>			
<b>Control</b>			
<b>Support</b>			
<b>Relationships at work</b>			

<b>Role</b>			
<b>Change</b>			

**SECTION 2: ACTION PLAN – list how the further action required, as identified, will be undertaken.**

<b>Stressor to consider</b>	<b>Action Required</b>	<b>Target Date</b>	<b>Action by whom?</b>	<b>Completion Date</b>

I confirm that this risk assessment is an accurate reflection of the risks and controls in place YES / NO  
*The further action required, as outlined in the Action Plan above, will be achieved by the target dates* YES / NO –  
 see below\*

<b>*Line Manager's comments (if further resources are required etc.)</b>		<b>Individual's Comments</b>	
<b>Signature of responsible manager</b>		<b>Signature of Individual</b>	
<b>Name:</b>		<b>Name:</b>	
<b>Date:</b>		<b>Date:</b>	
<b>(Agreed) Review Date:</b> <small>*if individual assessment</small>			

Appendix 5a: Example no. 1 of a completed Job profile Stress Risk Assessment

# Occupational Stress Risk Assessment

<b>Job Profile</b>	Safety Officer	Are there any staff who may be particularly vulnerable and at risk. If so, an individual risk assessment should be carried out.	
<b>Department</b>	IRM	Yes/No	No
<b>Directorate</b>	HR		
<b>Area</b>	STP/BSPA		
<b>Risk Assessors</b>	Nicola Deal		
<b>Date</b>	30/09/2011		
<b>Assessment Ref No:</b>	01		

**SECTION 1: Identify Stressors** - Consider the activity or work area and identify if any of the stressors listed below are significant (tick the boxes that apply).

1.	<b>Demand</b> ✓	2.	<b>Control</b> ✓	3.	<b>Support</b> ✓	4.	<b>Relationships at work</b> ✓	5.	<b>Role</b> ✓	6.	<b>Change</b> ✓
----	--------------------	----	---------------------	----	---------------------	----	-----------------------------------	----	------------------	----	--------------------

**SECTION 2:**

Stressors to Consider	Existing control measures in place	Further control measures required	Date of Completion and by whom
<b>Demand</b> <ul style="list-style-type: none"> <li>long Hours</li> <li>workload which requires high standard of delivery and customer focus</li> <li>skills not recognised</li> <li>inadequate time for breaks / away from PC</li> </ul>	regular 1- 2 -1 sessions are booked  day is planned by individual to ensure that breaks are taken away from the PC	work loads need to be reviewed and discussed to avoid too many long hours worked. work with the individuals to ensure that good time management is applied to each task provided.	Manager 01/10/2011
<b>Control</b> <ul style="list-style-type: none"> <li>no work life balance</li> <li>conflicting work patterns</li> </ul>	holidays are taken	conflicting work patterns need to be addressed at the 1:1 discussions and monitored on a regular basis	Manager 01/10/2011

<b>Support</b> <ul style="list-style-type: none"> <li>lack of awareness of support provided by The British Library</li> </ul>	there is adequate support available and guidance is available on the intranet	promote this to all staff at the next team briefing	Manager 05/10/2011
<b>Relationships at work</b> <ul style="list-style-type: none"> <li>poor relationships with others</li> <li>staff complaints</li> </ul>	1:1 discussion with team members concerned and managed through the relevant HR policies.	Manager to arrange regular informal discussions and opportunities to build their relationships so that work can be carried out without a breakdown of relationships within the department	Manager 30/09/2011
<b>Role</b> <ul style="list-style-type: none"> <li>lack of consultations and communication</li> </ul>	team meetings are undertaken to ensure that all information is cascaded.		Ongoing
<b>Change</b> <ul style="list-style-type: none"> <li>departmental restructure</li> </ul>		Manager to set up regular meetings to ensure that all staff are made aware of the impact of restructure on their roles.	Manager 10/10/2011

**SECTION 2: ACTION PLAN – list how the further action required, as identified, will be undertaken.**

<b>Stressor</b>	<b>Action Required</b>	<b>Target Date</b>	<b>Action by whom?</b>	<b>Completion Date</b>
<b>Demand</b>	At the next team briefing share the findings of this risk assessment and discuss.	05/10/2011	Manager	
<b>Demand</b>	At 1:1 discussions review work loads and assist with time management within the department.	02/10/2011	Manager	
<b>Control</b>	1:1 discussions to be booked to ensure that the working patterns are addressed	01/10/2011	Manager	
<b>Relationships at work</b>	Manager to arrange regular informal discussions and opportunities to build their relationships so that work can be carried out without a breakdown of relationships within the department	03/10/2011	Manager	
<b>Support</b>	Promote the support available to staff that The British Library offers at the team briefings.	05/10/2011	Manager	
<b>Change</b>	Manager to set up regular meetings to be set up to ensure that all staff are made aware of the impact of restructure on their roles.	10/10/2011	Manager	

I confirm that this risk assessment is an accurate reflection of the risks and controls in place  
*The further action required, as outlined in the Action Plan above, will be achieved by the target dates*

YES  
YES– see below\*

\*

*Line Manager's comments (if further resources are required etc.)	<b>This will be reviewed on a regular basis due to the amount of process changes over the coming year.</b>	Individual's Comments	n/a
Signature of responsible manager	A Manager	Signature of Individual	n/a
Name:	A Manager	Name:	n/a
Date:	30/09/2011	Date:	n/a
(Agreed) Review Date: *if individual assessment	30/03/2012		

Appendix 5b: Example no. 2 of a completed Job Profile Stress Risk Assessment

# Occupational Stress Risk Assessment

<b>Job Profile</b>	Security Officer	Are there any staff who may be particularly vulnerable and at risk. If so, an individual risk assessment should be carried out.	
<b>Department</b>	IRM	Yes/No	Yes
<b>Directorate</b>	HR		
<b>Area</b>	STP/BSPA		
<b>Risk Assessors</b>	A Manager		
<b>Date</b>	30/09/2011		
<b>Assessment Ref No:</b>	02		

**SECTION 1: Identify Stressors** - Consider the activity or work area and identify if any of the stressors listed below are significant (tick the boxes that apply).

1.	<b>Demand</b> ✓	2.	<b>Control</b> ✓	3.	<b>Support</b>	4.	<b>Relationships at work</b> ✓	5.	<b>Role</b> ✓	6.	<b>Change</b> ✓
----	--------------------	----	---------------------	----	----------------	----	-----------------------------------	----	------------------	----	--------------------

**SECTION 2:**

Stressors to Consider	Existing control measures in place	Further control measures required	Date of Completion and by whom
<b>Demand</b> <ul style="list-style-type: none"> <li>• long Hours</li> <li>• high standard customer focus</li> <li>• skills not recognised</li> <li>• inadequate time for breaks</li> <li>• Emergency Response</li> </ul>	regular 1- 2 -1 sessions are booked Regular training on Emergency procedures.	work loads need to be reviewed and discussed to avoid too many long hours or inadequate breaks between shifts. Regular practice sessions	Manager 01/10/2011
<b>Control</b> <ul style="list-style-type: none"> <li>• no work life balance</li> <li>• conflicting work patterns</li> </ul>		regular 1- 2 -1 sessions	Manager 01/10/2011

<b>Relationships at work</b> <ul style="list-style-type: none"> <li>poor relationships with others</li> <li>staff complaints</li> </ul>	Conflict management training	Ensure that refresher training is organised Line Manager to ensure that complaints are followed up	Manager 30/09/2011
<b>Change</b> <ul style="list-style-type: none"> <li>inadequate communication on policy and procedural changes</li> </ul>		Team briefings when changes occur	Manager 10/10/2011

**SECTION 2: ACTION PLAN – list how the further action required, as identified, will be undertaken.**

Stressor	Action Required	Target Date	Action by whom?	Completion Date
<b>Demand</b>	Review workloads Undertake regular emergency procedure practices	05/10/2011	Manager	
<b>Control</b>	Remind staff to take holidays	01/10/2011	Manager	
<b>Relationships at work</b>	refresher training to be organised	10/10/2011	Manager	
<b>Relationships at work</b>	Line Manager to ensure that complaints are followed up	10/10/2011	Manager	
<b>Change</b>	Team briefings when changes occur	10/10/2011	Manager	

I confirm that this risk assessment is an accurate reflection of the risks and controls in place  
*The further action required, as outlined in the Action Plan above, will be achieved by the target dates*

YES  
 YES– see below\*

*Line Manager's comments (if further resources are required etc.)	<b>This will be reviewed with staff at regular team briefings or when a member of staff informs manager that they are suffering from stress,</b>	Individual's Comments	n/a
Signature of responsible manager	A Manager	Signature of Individual	n/a
Name:	A Manager	Name:	n/a
Date:	30/09/2011	Date:	n/a

(Agreed) Review Date: *if individual assessment	30/03/2012		
---	------------	--	--

Appendix 5c: Example of a completed Individual Stress Risk Assessment

# Occupational Stress Risk Assessment

<b>Individual</b>	A Person	Are there any staff who may be particularly vulnerable and at risk. If so, an individual risk assessment should be carried out.	
<b>Department</b>	HR	Yes/No	Yes
<b>Directorate</b>	HR		
<b>Area</b>	BSPA		
<b>Risk Assessors</b>	A Manager		
<b>Date</b>	15/05/2012		
<b>Assessment Ref No:</b>	01/2012		

**SECTION 1: Identify Stressors** - Consider the activity or work area and identify if any of the stressors listed below are significant (tick the boxes that apply).

1.	<b>Demand</b> ✓	2.	<b>Control</b> ✓	3.	<b>Support</b> ✓	4.	<b>Relationships at work</b> ✓	5.	<b>Role</b> ✓	6.	<b>Change</b> ✓
----	--------------------	----	---------------------	----	---------------------	----	--------------------------------	----	------------------	----	--------------------

**SECTION 2:**

Stressors to Consider	Existing control measures in place	Further control measures required	Date of Completion and by whom
<b>Demand</b> <ul style="list-style-type: none"> <li>since restructure and less staff too much work to do in area which seems to be increasing</li> </ul>	regular 1-2-1 sessions are booked  day is planned by individual to ensure that breaks are taken away from the PC	work load need to be reviewed for this individual and discussed further at 1-2-1	A manager 15/05/2012
<b>Control</b> <ul style="list-style-type: none"> <li>no control over work flow as there are</li> </ul>		1:1 discussions need to be set up. Manager to ensure that annual leave is	A manager 15/05/2012

targets to meet		taken Targets need to be looked at for individual	
<b>Support</b> • lack of support from manager during recent changes	there is adequate support available and guidance is available on the intranet	1:1 discussions need to be set up	A manager 15/05/2012
<b>Relationships at work</b> • poor relationships with some individuals in department.	1:1 discussion with team members concerned and managed through the relevant HR policies.	regular informal discussions and opportunities to build their relationships so that work can be carried out without a breakdown of relationships within the department	A manager 15/05/2012
<b>Role</b> • Lack of consultation in changes to job profile	team meetings are undertaken to ensure that all information is cascaded.	1:1 discussions need to be set up to explain changes.	A manager 15/05/2012
<b>Change</b> • departmental restructure was not clearly explained		Keep all staff informed at team briefing	A manager 15/05/2012

**SECTION 2: ACTION PLAN – list how the further action required, as identified, will be undertaken.**

<b>Stressor</b>	<b>Action Required</b>	<b>Target Date</b>	<b>Action by whom?</b>	<b>Completion Date</b>
<b>Demand</b>	work load need to be reviewed for this individual and discussed further at 1-2-1	15/06/2012	A manager 15/05/2012	
<b>Control</b>	1:1 discussions need to be set up. Manager to ensure that annual leave is taken Targets need to be looked at for individual	15/06/2012	A manager 15/05/2012	
<b>Support</b>	1:1 discussions need to be set up.	15/06/2012	A manager 15/05/2012	
<b>Relationships at work</b>	regular informal discussions and opportunities to build their relationships so that work can be carried out without a breakdown of relationships within the department	15/06/2012	A manager 15/05/2012	
<b>Role</b>	1:1 discussions need to be set up to explain changes	15/06/2012	A manager 15/05/2012	
<b>Change</b>	work with the individuals to ensure that good time management is applied Keep all staff informed at team briefing	15/06/2012	A manager 15/05/2012	

I confirm that this risk assessment is an accurate reflection of the risks and controls in place  
*The further action required, as outlined in the Action Plan above, will be achieved by the target dates*

YES  
 YES— see below\*

*Line Manager's comments (if further resources are required etc.)	<b>The majority of the issues highlighted can be addressed at regular 1-2-1 sessions.</b> <b>Manager to discuss the workload and targets with their manager to see what changes can be done to support the individual.</b>	Individual's Comments	If these are addressed then it might help if not then I have asked my line manager to review earlier.
Signature of responsible manager	A Manager	Signature of Individual	An employee
Name:	A Manager	Name:	An employee
Date:	30/09/2011	Date:	30/09/2011
(Agreed) Review Date: *if individual assessment	30/10/2011		