

Health and Safety

Policy / Procedure

TACKLING STRESS AT WORK

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1 Policy Statement

- 1.1** Manchester Primary Care Trust (the PCT) is committed to a positive approach to the physical and mental health, safety and welfare of all staff, as part of its 'duty of care'.
- 1.2** The PCT recognises its responsibility to provide a healthy, safe and supportive working environment that maintains and promotes the health, dignity and overall wellbeing of its employees.
- 1.3** This policy applies to all employees of the PCT.
- 1.4** The PCT recognises that work-related stress is a health and safety issue, which can affect the work of individuals, teams and the whole organisation. As with any other health and safety issue, the PCT acknowledges the importance of identifying, minimising and mitigating the impact of, or eliminating wherever possible, the causes of stress at work (work-related stressors), using the risk assessment process to do this.
- 1.5** This policy is part of the PCT's strategy to deal with work-related stress in line with current good practice. The HSE 'Management Standards for Tackling Stress at Work' (November 2004) [*Appendix 1*] provide guidance on stress factors in the workplace and this policy and supporting strategy ensure that such aspects are addressed.
- 1.6** Managers have a responsibility for tackling work-related stress in line with their level of responsibility according to the PCT's Health and Safety Policy, particularly in relation to carrying out risk assessments, ensuring safe systems of work, ensuring there is appropriate training, assisting staff in managing workload and prioritising work, and investigating incidents and causes of stress at work with a view to finding practical improvements. [*See Appendix 2 for a model template for carrying out stress risk assessments, and Appendix 3 for Guidance for Managers.*]
- 1.7** PCT will provide support to any employees who do become ill through work-related stress to minimise these ill effects, and to help employees to stay in work or to return to work as soon as possible. This will include looking at the effects on and support needed for the whole team within which they work.
- 1.8** Stress may arise from problems outside of work. The PCT only has a legal obligation to tackle the causes of work-related stress. Where possible support will be offered to employees suffering from stress or stress-related ill health caused by problems outside of work, using policies such as Special Leave, Flexible Working; referral to Occupational Health (including the counselling service); and by use of manager's discretion. Information will be available about sources of help and support within and outside the workplace. [*See Appendices 4 and 5 for Guidance for Employees and contact details for organisations outside the workplace.*]

- 1.9** The PCT will seek to provide resources in line with its priorities to implement this policy and the strategy on tackling work-related stress, in line with legislative requirements.

2 Definition of Work-Related Stress

- 2.1** Work-related stress is defined by the HSE as “the adverse reaction people have to excessive pressure or other types of demand placed on them” in the workplace.
- 2.2** This distinguishes between the beneficial effects of reasonable pressure and challenge, which can be stimulating and motivating, and work-related stress, which is the natural but distressing reaction to demands or ‘pressures’ that an individual perceives they cannot cope with at a given time.
- 2.3** People vary in their capacity to deal with different pressures, and respond differently to pressures, such as workload, deadlines, targets. They may also sometimes find them stimulating and challenging but at other times find it difficult to cope with them, which can lead them to feel ‘stressed’.
- 2.4** The PCT recognises that stress can lead to a variety of physical and/or mental health problems and illnesses. It is in the best interests of the PCT and of employees to try to prevent work-related stress and to minimise the impact on and the cost to individuals and the organisation.

3 Duties and Responsibilities

In line with H&S legislation and the PCT Health and Safety Policy, the duties and responsibilities of particular management levels and of staff are as follows.

- 3.1 Chief Executive and Chair*
- 3.2 The PCT Board/Directors*
- 3.3 Associate Directors and Heads of Service*
- 3.4 Departmental / LineManagers*
- 3.5 Operational Risk Manager*
- 3.6 Human Resources*
- 3.7 Employees*
- 3.8 Staff Side*

3.1 Chief Executive and Chair

The Chief Executive and Chair, with Board support, are responsible for ensuring the formulation, implementation, monitoring and review of this policy, which includes:

- Promoting and supporting the aims and objectives of this policy
- Ensuring implementation the policy

Ensuring that there are arrangements in place for monitoring reports linked to work-related stress

Ensuring the Trust Board reviews the effectiveness of the policy

3.2 The PCT Board / Directors

3.2.1 The PCT Board (as the legal employer) has the duty to provide a safe place and systems of work. They support the Chair and Chief Executive in the formulation, agreement, implementation, monitoring and review of policies. They must ensure that their directorates operate within legal requirements, including assessment of the nature and scale of risk to health in the workplace and ensure there are proper control measures in place, taking advice and guidance from the Operational Risk Manager, the Human Resources Department and Health and Safety Advisor. This process applies to the risk of stress as well as other workplace hazards.

3.2.2 Directors will ensure the implementation of the policy.

3.3 Associate Directors and Heads of Service

Associate Directors and Heads of Service are responsible for:

Assisting Directors in fulfilling their responsibilities

Promoting and supporting the aims and objectives of this policy

Ensuring that there are appropriate systems in place for identifying, evaluating and managing risks associated with work-related stress

Ensuring that staff within their service receive appropriate training in relation to work-related stress

3.4 Departmental / Line Managers

Other managers and those with supervisory responsibility are responsible for:

Promoting and supporting the aims and objectives of this policy

Ensuring that all staff are aware of the policy

Arranging for risk assessments to be carried out and reviewed regularly

Implementing procedures which are designed to eliminate, reduce or control the risks associated with work-related stress

Investigating any incidents which may be related to work-related stress

Ensuring that all staff under their management know how to report incidents which may be related to work-related stress

Ensuring that appropriate support is provided to individuals who may be suffering from work-related stress, including referral to Occupational Health and the counselling service

When appropriate, consulting with Staff Side representatives about issues within the service / department, and about individuals with the agreement of that individual, with a view to reducing the risk of work-related stress and to finding solutions to problems.

3.4.1 Using a risk assessment process, managers will identify causes of stress and measures to remove them or to reduce the impact of them.

Appendix 2 provides a proforma for undertaking a risk assessment process to tackle work-related stress.

- 3.4.2 Managers will identify and act on signs of stress in individuals or groups, ensuring confidentiality and no discrimination. *Appendix 3* provides guidance for managers on how they should deal with cases of work-related stress.
- 3.4.3 In line with good management practice and the six Management Standards for Tackling Work-Related Stress (*Appendix 1*), Managers will:
ensure job descriptions are up-to-date and that roles and levels of responsibility are clear. [demands and role]
assist staff to prioritise workload. [demands and control]
ensure that staff receive appropriate information, support and training to do their job [support]
promote a positive working environment [relationships]
deal with unacceptable behaviour [relationships]
provide timely information about proposed organisational change [change]
provide appropriate training to support any changes in employees' jobs [change]
The six Management Standards may help guide discussions with staff, or individual employees, as to causes of problems.
- 3.4.4 The department / service, in conjunction with HR, will provide appropriate and reasonable support to enable an employee who has been off sick because of stress to return to work. This may include phased return to work, rehabilitation, training, or relocation as appropriate and redeployment.

3.5 Operational Risk Manager

The Operational Risk Manager is responsible for:

Producing regular reports and statistics about work-related stress for the PCT Board and the Health and Safety Committee on the number and type of incidents and the results of investigations

Making recommendations for improvement to prevent recurrence

Ensuring that lessons learned from incidents are shared and cascaded throughout the PCT.

3.6 Human Resources

Human Resources will:

Provide support for managers managing sickness absence and during organisational change

Support management development in the implementation of the policy

Ensure provision of Occupational Health services and other staff support services

Produce relevant HR performance monitoring data to the Board and Health and Safety Committee

3.7 Employees

- 3.7.1 Employees have a general duty to take reasonable care for their own health and safety and that of others who may be affected by their acts or omissions, and to report any hazard or unsafe working practice or incident.

- 3.7.2 Employees will bring problems/issues to the attention of their manager / more senior manager / HR / staff side as soon as they feel able to, with a view to assisting in finding a solution.
- 3.7.3 While the initial approach may be oral, it is expected that a written record will be made of the issues raised. If the employee is unable to do this, the manager / HR advisor / staff side representative will document the issue.

3.8 Staff Side

- 3.8.1 Staff Side representatives will assist individual members of staff side organisations to raise problems/issues with the appropriate level of management and/or with HR.
- 3.8.2 They will work on issues with managers and HR to reduce the risk of work-related stress and to find solutions, particularly through the Health and Safety Committee.
- 3.8.3 With a view to identifying and preventing work-related stress, they have a right to consult with members, represent individual members, carry out inspections, receive relevant information to assist them in their role, consult with and be informed by management in good time about any changes and/or any action being taken on work-related stress, and paid time to carry out their functions and to receive appropriate training.

4 Raising Awareness and Training: Management of Work-related Stress

- 4.1 The PCT will raise awareness of work-related stress and its management through promotional literature and training, available for all staff.
- 4.2 The PCT will provide training for managers to enable them to carry out stress risk assessments to assist them to identify staff who may need help because of stress, and to provide appropriate support.

5 Monitoring the Policy

- 5.1 The effectiveness of this policy will be monitored and reviewed on a regular basis, through the Health & Safety Committee.
- 5.2 Various methods may be used to review the policy and to monitor trends, and may include:
Reports from managers, staff, staff groups, staff meetings (particularly on measures which have improved matters / reduced potential for stress)
Information from exit interviews
HR performance monitoring information
Figures and anonymised information from Occupational Health about cases they deal with

Numbers of managers attending stress risk assessment training
Numbers of staff attending relevant training courses
Information from Incident Reporting system
National staff survey
HSE stress survey results

6 Reference to Other Policies

This policy relates to other PCT policies, which may be helpful in dealing with cases of stress at work, including:

Dignity at Work
Equal Opportunities
Flexible Working
Lone Working
Organisational Change
Redeployment
Managing Attendance
Special Leave
Term Time and Annualised Hours
TOIL and Flexitime
(Dealing with) Violence and Aggression

Others:
Facilities Time for Trade Union Duties

Appendix 1

HSE 'Management Standards for Tackling Work-Related Stress' 2004

Demands

Includes issues like 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.

What should be happening / states to be achieved:

The organisation provides employees with adequate and achievable demands in relation to the agreed hours of work;

People's skills and abilities are matched to the job demands;

Jobs are designed to be within the capabilities of employees; and

Employees' concerns about their work environment are addressed.

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.

What should be happening / states to be achieved:

Where possible, employees have control over their pace of work;

Employees are encouraged to use their skills and initiative to do their work;

Where possible employees are encouraged to develop new skills to help them undertake new and challenging pieces of work;

The organisation encourages employees to develop their skills;

Employees have a say over when breaks can be taken; and

Employees are consulted over their work patterns.

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.

What should be happening / states to be achieved:

The organisation has policies and procedures to adequately support employees;

Systems are in place to enable and encourage managers to support their staff;
Systems are in place to enable and encourage employees to support their colleagues;
Employees know what support is available and how and when to access it;
Employees know how to access the required resources to do their job; and
Employees receive regular and constructive feedback.

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, eg, bullying at work; and
Systems are in place locally to respond to any individual concerns.

What should be happening / states to be achieved:

The organisation promotes positive behaviours at work to avoid conflict and ensure fairness;
Employees share information relevant to their work;
The organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour;
Systems are in place to enable and encourage managers to deal with unacceptable behaviour; and
Systems are in place to enable and encourage employees to report unacceptable behaviour.

Role

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

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.

What should be happening / states to be achieved:

The organisation ensures that, as far as possible, the different requirements it places upon employees are compatible;
The organisation provides information to enable employees to understand their role and responsibilities;
The organisation ensures that, as far as possible, the requirements it places upon employees are clear; and
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.

What should be happening / states to be achieved:

The organisation provides employees with timely information to enable them to understand the reasons for proposed changes;

The organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals;

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;

Employees are aware of timetables for changes;

Employees have access to relevant support during changes.

Appendix 2

Organisational Support / Risk Assessment Identification and Action on Workplace Stressors

DEPARTMENT:

ASSESSOR:

WORK LOCATION:

DATE OF ASSESSMENT:

REVIEW DATE(S):

| 1. General Management and Culture | Yes/No | How is this demonstrated | Further action required <i>must include time-scales / deadlines</i> | Initials |
|---|--------|--------------------------|--|----------|
| Are PCT/ Departmental objectives clear and communicated? | | | | |
| Do you have team meetings? | | | | |
| Are the team involved in changes, developments, problems etc? | | | | |
| Do all employees have regular PDRs and have personal development plans? | | | | |
| Have staff had sufficient training in relevant areas to carry out their role? | | | | |
| Is clinical supervision in place? | | | | |
| Is clinical audit undertaken? | | | | |

| | | | | |
|---|---------------|----------------------------------|--------------------------------|-----------------|
| Do all the staff know the reporting mechanisms within the department? | | | | |
| 2. Relationships at work | Yes/No | How is this demonstrated? | Further action required | Initials |
| Are there effective systems for dealing with:- <ul style="list-style-type: none"> • Interpersonal conflict • Bullying • Racial harassment • Sexual harassment • Grievances • Complaints • Violence & Aggression • Whistle Blowing | | | | |
| 3. Work Schedule | Yes/No | How is this demonstrated? | Further action required | Initials |
| Is a variation in / flexibility in working hours available to staff? | | | | |
| Do any staff work in social/ physical isolation? How are they supported? | | | | |
| Do any staff work evenings/nights? How are these staff supported? | | | | |
| 4. Job Design | Yes/No | How is this demonstrated? | Further action required | Initials |
| Do all staff have up-to-date job descriptions, person specifications, KSF outline? | | | | |

| | | | | |
|--|---------------|----------------------------------|--------------------------------|-----------------|
| Are the staffing arrangements compatible with/ sufficient for service/dept needs? | | | | |
| Are there realistic time pressures / deadlines? | | | | |
| Is there adequate training for dealing with particular client groups or the public: <ul style="list-style-type: none"> • Learning disabilities • Mental Health • Children • Physical disabilities | | | | |
| Do all staff have access to appropriate technology and training in its use for their role? | | | | |
| | | | | |
| 5. General | Yes/No | How is this demonstrated? | Further action required | Initials |
| Are all staff familiar with the support available from Occupational Health and Counselling services and how to access it? | | | | |
| Do you think that the department you represent presents an unacceptable risk to employee health? If yes give details. | | | | |

Appendix 3

Guidance for Managers

1 Introduction

This guidance is to provide practical advice to Managers on how to assess and prevent work-related stress and so comply with health and safety law. *(Note: Managers are, of course, themselves also employees, and may be subject to stressors in the same way that their staff are. The policy applies to them in the same way, and the Guidance for Employees, Appendix 4, may be helpful for managers as employees.)*

2 Stress Risk Assessment

Managers are required to assess risks to employees' health and safety from hazards at work. This includes the risk of employees developing stress-related illness because of their work. Managers should include work-related stress when undertaking the generic work activity risk assessments for the area of service they deliver.

The purpose of the risk assessment is to identify whether existing control measures for preventing harm are sufficient or if more needs to be done. Completing a risk assessment will not in itself reduce work-related stress. However, the actions taken to resolve problems should help to reduce stress.

The risk assessment process requires managers to:

- Identify the hazards;
- Decide who might be harmed;
- Evaluate the risk by:
 - Identifying what action is already being taken;
 - Deciding whether it is enough; and
 - If it is not, deciding what more needs to be done.
- Record the significant findings of the assessment; and
- Review the assessment at appropriate intervals.

If there is a staff side health and safety representative in the department or service, the manager will involve them in doing the risk assessment.

Where a manager receives specific notification that an employee's absence is attributed to work-related stress, they should discuss any particular problems and what might help to reduce them with that individual when they return to work. This will identify any issues affecting that individual over and above the existing departmental/workplace risk assessment.

3 Workplace Stressors

The HSE 'Management Standards for Tackling Work-related Stress' identify six

broad categories of risk factors for work-related stress: demands; control; support; relationships; role; change. Training and factors unique to the individual are also relevant.

Stress at work can occur for various reasons; the most common workplace stressors include:

- poor organisational culture
- too much/too little work
- exposure to violence/aggression (physical or verbal), human suffering, injury or death
- inflexible work schedules
- poor relationships with colleagues/ supervisors/ clients
- constant change without support
- lack of role definition and decision-making
- fear of job loss
- inadequate training
- environmental issues such as poor physical working conditions

Managers will consult with staff side representatives on changes to work practices or work design which could lead to stress, and on action relating to prevention of work-related stress.

4

Stress Control Measures

There are a number of simple measures, which managers can use in order to prevent or reduce stress at work. Time spent resolving issues at an early stage will be beneficial for the long-term welfare and performance of the employee and ultimately the effectiveness of your service provision. Good management practice will help to avoid or reduce the incidence of stress.

Where managers feel unable to eliminate or control stress to a reasonable level, particularly if the problem is organisational and outside their own influence, they should notify their line manager outlining the problem and any suggested solutions. This will ensure that problems are recognised and dealt with at an appropriate level.

Climate / Culture and Communication

Develop a climate/culture where employees are aware of and understand their own stress levels, and encourage employees to talk about their problems.

Develop a team culture so that employees can support each other and do not feel isolated.

Be approachable - create an atmosphere where people feel it is all right to talk about problems they are having.

Avoid encouraging people to work long hours.

Make sure communication in the section/team is effective and that employees are aware of the importance of effective communication.

Role, Tasks and Demands

Ensure that employees understand their own role within the team and how that fits into the organisation.

Be clear about what is required of the employee.

Ensure as far as possible that tasks provide a degree of challenge and variety.

Encourage the employee to take responsibility for their own job within their own limits.

Use voluntary job rotations, project work, secondment, delegation or reallocation of duties where appropriate.

Prioritise tasks, cut out unnecessary work and try to give warning of urgent or important jobs

Control

Where possible give more control to staff by enabling them to plan their own work.

Hold regular one-to-one meetings with employees to enable open discussion about the work they are doing. This provides the opportunity to jointly monitor workload and content, set objectives, develop as far as possible the role of the job and for the employee to discuss any problems they may be experiencing.

Relationships

Have team meetings (at least once a month) to encourage sharing of problems and ideas for further improving the service. These meetings need not have formal agendas or be time consuming but they will help employees to maintain an interest in the work that they do and to feel involved in developing the service. They also provide an opportunity to keep employees up to date on Service/PCT news and issues.

Managers should consider their management style and how that affects employees:

Try to avoid a conflict style of management – people perform better if they feel happy and supported in their work

Be positive about employees' achievements, give praise when they do a good job or reach a particular goal, and give constructive criticism rather than punishment

Treat all employees equally

Listen to employees and be prepared to take action to prevent stress occurring

Arrange team building events if appropriate

Provide training in interpersonal skills if appropriate

Physical Environment

The physical work environment can also influence stress levels. Minor changes to the work environment may have a significant affect on stress levels by improving employee morale. Consider: lighting, heating, ventilation, space, noise, workstation design, cleanliness and where possible seek to achieve improvements.

(Any concerns regarding the physical environment should have been identified in the general risk assessments.)

Change

Communication is one of the most important aspects of good management and accordingly can prevent or reduce the stress experienced by employees at work.

This is particularly important during change when there can be uncertainty about how planned changes affect individuals. Make sure all staff are consulted about changes that affect them.

Ensure new employees, or employees undertaking new work activities, receive an appropriate and co-ordinated induction, including relevant training in their work (which should also include health and safety training).

Training and Support

Ensure that there is a match between employee skills/ability and the requirements of the job.

Provide on-the-job training to improve and develop skills.

Use in-house or external training courses, which are appropriate to the work in order to give employees a wider perspective about their role.

Managers should ensure that they themselves receive training in relevant procedures and support for aspects of their management role, including asking for guidance and support at an early stage when difficulties with stress are identified in their department, unit or team.

Support for Health

Managers should ensure that staff are aware of:
health, safety and welfare arrangements and health promotion initiatives – such as Health Bank – and that these are complied with;
the Occupational Health Service, including counselling, available to them and that reasonable steps are taken to enable staff to attend medical or related support services in work time;
policies (such as Special Leave, Flexible Working) which may be of assistance to relieve the impact of stressors within and outside the workplace;
other organisations which can provide advice and support (*see Appendix 5*)

5 5. Reporting and Investigating Cases of Work-related Stress

Note: If an employee experiences a traumatic incident the manager

should immediately contact HR for advice.

5.1 Reporting

- 1) Member of staff reports on-line incident report
- 2) Member of staff reports to manager
- 3) Staff absence identified as work related stress

Cases 2) and 3) require the manager to complete an incident report. If anonymity is sought, seek advice from HR.

5.2 Investigating

Before carrying out an investigation the manager should seek advice from HR.

The investigation should establish the following points;

Is the stress wholly generated in the workplace?

What is the nature of the stressors involved? (See 3 above)

Have existing PCT policies and procedures been used where appropriate?

Are others likely to be affected by the absence or the situation?

Have steps been put in place to eliminate or reduce the 'stressors' to an acceptable level. (This could involve redesigning work tasks or providing additional training.)

Are the stressors still at a level where they are likely to cause further injury?

6 Support for Staff Suffering from Work-related Stress

6.1 Managers and Colleagues

Managers will identify and act on signs of stress in individuals or groups, ensuring confidentiality and no discrimination.

Managers are not expected to diagnose whether an employee is ill or suffering from work-related stress (*or stress from any other causes outside of work*).

The trigger for action will normally arise from noticing a change in performance or behaviour at work. Stress may be identified during discussions between the manager and the member of staff, for example because of unusual pattern of absence, poor performance, behavioural changes, or other physical or mental signs.

If a member of staff appears to be experiencing stress or to be ill at work (from whatever cause) the manager will try to speak to them privately. Employees may find it difficult to accept that they are experiencing problems and may refuse to acknowledge that a problem exists. In such cases, the manager should tactfully monitor the employee in terms of their behaviour and performance at work. If concerns arise, contact the HR Department for advice.

Work colleagues may also identify or feel that colleagues are experiencing stress. They may encourage the person to seek help in the same way as the manager.

All discussions in relation to stress or to suspected or actual mental health

problems will be confidential and conducted in a positive manner which regards the problem as one which can be remedied.

If an employee is experiencing problems in relation to stress at work it may be useful to advise immediate colleagues in the team of the need to show understanding and support. *This will not be appropriate if the employee wants to retain confidentiality, and should be agreed with the employee concerned.*

6.2 Involvement of / Referral to GP, Occupational Health, Counselling Service

There may be situations where stress leads to a severe medical problem resulting in the inability of an employee to undertake the duties of the post and it is not reasonable or possible to alleviate the cause(s) of stress in the short term.

If an employee becomes ill at work, with their agreement, the manager will contact a relative, close friend or staff side representative who can come to the workplace, and/or their GP or Occupational Health Department for advice.

If a problem is identified, the manager will try to talk to the employee in confidence about the problem, and encourage them to seek professional help and support from their own GP or through the Occupational Health and Counselling service. If an employee does not want to discuss it with their line manager, they will be advised to talk to their GP, or they can self-refer to Occupational Health for a confidential discussion or counselling. The manager may also consider whether a referral to Occupational Health is appropriate.

Members of staff may seek assistance of their own accord, and are encouraged to do so if they are feeling unwell because of stress. They should raise problems with their manager, their manager's manager or staff side representative or Human Resources or Occupational Health.

7 Sickness Absence and Return to Work

Normal sickness absence procedures will apply to any employee who is experiencing stress or has a mental health problem.

Where stress causes deterioration in job performance, this will be treated as a health problem and the staff member will be encouraged to seek help under the terms of this policy. There will be no discrimination against individuals suffering from stress.

After a period of sick leave related to stress the Managing Attendance Policy will apply to staff.

The manager of the department / service, in conjunction with HR, will make necessary arrangements to enable an employee who has been off sick because of stress to return to work. This may include phased return to work, rehabilitation, training, relocation as appropriate and redeployment.

The return to work will be planned between the individual, with support from

staff side representative if the staff member wishes, and their line manager, with advice from HR, and liaison with the individual's GP and Occupational Health. This may involve reduction in hours (temporary or permanent) and/or a phased return to work. The employee may need particular support or assistance, and adjustments (temporary or permanent) to the job. The measures to be put in place should be documented and agreed.

If the member of staff feels unable to return to their normal job and/or workplace, either temporarily or permanently, the possibilities of redeployment or relocation will be discussed with the line manager, and this will usually involve advice from the HR Department and support from staff side representative if the staff member wishes.

Appendix 4

Guidance for Employees

1 Introduction

The main aim of the Tackling Stress at Work Policy is to remove, or at least reduce or control, the things which can cause work-related stress. The PCT has a legal responsibility to do this. Employees also have a general duty to take reasonable care for their own health and safety and that of others who may be affected by their acts or omissions, and to report any hazard or unsafe working practice or incident, for example, to tell their manager of any risks to their health and safety or things they think are making them ill at work.

Tackling work-related stress effectively will involve working together with their line manager and with colleagues, with help and support from a staff side representative (steward or health and safety representative) if they wish it.

2 What is work-related stress?

Work related stress occurs when a person feels unable to cope with pressures at work. It is not a sign of weakness and it can be experienced by anyone for various reasons.

It is not the same as positive things like stimulation or challenges – they can be useful and help staff to work better. Stress is a negative experience, and it can damage both physical and mental health.

3 What can staff do at work?

Try and identify what might be causing the stress. Staff need to discuss this with their line manager, and possibly with colleagues. Staff can ask their staff side representative or health and safety representative to help them to raise the issue. If their manager doesn't know there is a problem, they can't help. Staff should keep a written record of any issues they raise with their manager, and give them at least a brief outline in writing.

Keep good working relationships with colleagues and support those who might be suffering from work related stress. Encourage them to talk to their manager or staff side representative or health and safety representative.

Use human resources policies and procedures where appropriate.

Ask for advice from the Human Resources department.

Clinical supervision – certain groups of staff should have regular protected time for facilitated reflection on their work.

Use the personal development plan or supervision interviews to clarify any parts of the job they are not sure about and to identify what training and development they might need.

See their GP if they are worried about their health.

Work safely and be aware of the risk assessments for the work they do.

Whether or not staff take time off sick, if necessary, changes may be made to their work, either short term or long term, by discussion between the staff member and their manager. Staff are encouraged to contact their staff side

representative for assistance in any negotiations over changes to their work. If staff are having serious problems leading to work-related stress, it may help to ask immediate colleagues to show understanding and support (or to get their manager to ask them). This will not be appropriate if the staff member wishes to retain confidentiality.

Staff can refer themselves to the Occupational Health or Counselling service to talk in confidence. Tel: 0161 720 2727 (NMGH), 0161 291 2674 (Wythenshawe Hospital)

4 Reporting incidents

Staff should report incidents at work that cause stress or distress using the incident reporting system. Line managers will provide support and advice.

If they experience a traumatic incident staff must report this to their Manager as soon as they can.

5 Going back to work after a period of absence

Hazards and risks that can cause stress should usually be covered by general risk assessments within the work area.

If a member of staff has been absent because of work-related stress then a 'stress risk assessment' may need to be done. This involves the staff member and their manager discussing what might be causing stress in the workplace in order to try to resolve these problems. Staff can be accompanied by a staff side representative at any meetings connected with this and with any return to work.

The PCT recognises that employees who come back to work after stress related sick leave may find it hard to cope. The PCT may refer any employee to Occupational Health so they can get expert medical advice about any adaptations which may be needed to help them to return to work. Staff can refer themselves to the Occupational Health, to speak to someone in confidence if they do not wish to talk to their line manager about it.

Usually a member of staff will come back on a phased return to work. This will be supported by Occupational Health assessment.

If necessary, changes may be made to work, either short term or long term, by discussion between the staff member and their manager. At any meeting, the staff member may be supported by a colleague or staff side representative for assistance in any negotiations over changes to their work.

Appendix 5

Services and Organisations Providing Advice and Support Outside of the Workplace

Alcoholics Anonymous

24hr National.Help Line 0845 769 7555
Manchester, 11am – 11pm 0161 236 6569

B-eat (eating disorder organisation)

Adult line, Mon-Fri 10.30am-8.30pm, Sat 1-4pm www.b-eat.co.uk 0845 634 1414
Youthline, Mon-Fri 4.30pm-8.30pm, Sat 1-4.30pm 0845 634 7650

CALL (Cancer Aid and Listening Line)

Normal office hours 0161 205 8446
Every evening, 7.30pm-10.30pm 0845 123 2329

CALM

Free and confidential advice and counselling on mental health issues, mainly aimed at young men, but available to everyone. www.thecalmzone.net
5pm to Midnight - Sat, Sun, Mon, Tues 0800 58 58 58

Citizens Advice Bureau

20 Swan Street, Manchester M4 0161 834 9844

Community Alcohol Team

Beswick District Office, Children, Families & Social Care
1 Campion Walk, Manchester M11 3RS 0161 223 9641

Crisispoint

For help with a mental health crisis
8am – midnight 0161 225 9500

CRUSE Bereavement Care

Greater Manchester, staffed 10am-1pm www.crusebereavementcare.org.uk 0161 236 8103
National telephone line, Mon-Fri 9.30am-5pm 0844 477 9400

Diabetes UK Careline

Mon-Fri, 9am-5pm, includes interpretation service www.diabetes.org.uk 0845 120 2960

42nd Street

Helpline for young people. www.fortysecondstreet.org.uk
Monday, Thursday,,Friday, 12.30am to 4.30pm 0161 832 0170

Gamblers Anonymous 24 hour

0161 976 5000

Gamcare

Support for people with gambling addictions
Every day – 8am-Midnight 0845 6000 133

Health Help Line

Mon, Tues, Fri 9am-5pm; Weds, Thurs 8am-6pm 0845 0 70 80 70

Lifeline, 101-103 Oldham Street, Manchester M4 1LW

Advice and support for drug users

Monday-Friday 9am-5pm 0161 834 7160

Needle Exchange Monday 9am-6pm, Saturday 10am-4pm

Manchester Drugs Service, The Bridge, 104 Fairfield Street, Manchester M1 2WR

Offers many ways to help people control and stop drug abus, including inpatient, community detox, needle exchange, complementary therapies, rapid access and assertive outreach 0161 273 4040

Manchester MIND

Information line, 10am-4pm or answerphone 0161 272 8205
email: info@mind-in-manchester.org.uk

National Phobics Society

www.phobics-society.org.uk

Information and advice about anxiety, panic and phobia problems

Monday-Friday, 9.30am-9pm 08444 775 774

NHS Direct 24 hours

www.nhsdirect.nhs.uk
0845 4647 647

Rape Crisis

0161 273 4500

Relate

www.relategms.co.uk / www.relate.org.uk

Relationship counselling, Sex Therapy, Counselling for Young People, Family Counselling

Mon - Fri: 9am - 9pm, Sat: 9am - 12noon 0161 872 0303

email: enquiries@relategms.co.uk

Samaritans 24 hours

0845 790 9090

Saneline

A phone line for information and support

Every day, 1pm – 11pm

0845 767 8000

Self Help Services, The Big Life Company

www.selfhelpservices.org.uk

For a range of local self help groups and services

0844 477 9971

Victim Support

Albert House, 17 Bloom Street, Manchester M1 3HZ

For people who have been a victim of a crime

0845 456 8810

National Help Line

0845 30 30 900

Women's Domestic Violence Helpline

Mon-Fri 10am-4pm

0161 636 7525

Websites: A range of websites with information about mental health and local services:

www.mentalhealthinmanchester.org.uk

www.mind-in-manchester.org.uk

www.manchesterpublichealthdevelopment.org

www.foodandmood.org