



## • Stress Management Policy and Procedure

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### Linked documents

<b>Reference No:</b>	<b>Name.</b>

### Suitable for Publication

<b>Policy Section</b>	<b>Yes</b>
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<b>Procedure Section</b>	<b>Yes</b>
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### Protective Marking

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# 1 Policy Section

## 1.1 Statement of Intent – Aim and Rationale

This document is designed to improve the working life of everyone in the organisation. It identifies the causes of work related stress, sets out both organisational and individual responsibilities and also provides a clear procedural framework for Managers to follow so that overall a fair, consistent and supportive Force approach is maintained. Dorset Police as an organisation has made a series of commitments that apply to the management of stress at work. In particular, Dorset Police:-

- Views all stress issues, whether work related or arising from an individual's social or domestic circumstances, as being unhealthy for the individual and for the Force
- Is committed to safeguarding the health and well-being of all individuals, so far as is reasonably practical. The Force will work in partnership with individuals to identify where stress occurs and why (stress risk assessment), and will seek to eliminate work-related stress or control the risks from stress. These risk assessments will be regularly reviewed
- Will seek to ensure that individuals remain stimulated by their work and effective in the performance of their duties
- Will consult with Police Federation, UNISON and the Superintendents Association Representatives on all proposed policy, or change in policy, relating to the prevention and management of work related stress
- Will provide adequate resources to enable managers to implement the Force's agreed stress management strategy
- Will provide support through the Welfare and Counselling Unit and by encouraging access to a confidential 24/7 Employee Assistance Programme (EAP) for all individuals and immediate family
- Will regularly monitor the implementation of this policy.

This policy/procedure applies to all police staff employed by both the Chief Constable and Police and Crime Commissioner. Therefore, there may be occasions when the Police and Crime Commissioner requires access to specialist HR resources/skills employed by the Chief Constable to support the agreed processes.

## 1.2 Our Visions and Values

Dorset Police is committed to the principles of "One Team, One Vision – A Safer Dorset for You"

Our strategic priority is to achieve two clear objectives:

- To make Dorset safer
- To make Dorset feel safer

In doing this we will act in accordance with our values of:

- Integrity
- Professionalism
- Fairness and
- Respect

## **National Decision Model**

The National Decision Model (NDM) is the primary decision-making model used in Dorset Police. The NDM is inherently flexible and is applied to the development and review of all policy, procedure, strategy, project, plan or guidance. Understanding, using and measuring the NDM ensures that we are able to make ethical (see Code of Ethics), proportionate and defensible decisions in relation to policy, procedure, strategy, project, plan or guidance.

## **Code of Ethics**

The Code of Ethics underpins every day policy, procedures, decision and action in policing today. The Code of Ethics is an everyday business consideration. This document has been developed with the Code of Ethics at the heart ensuring consideration of the 9 Policing principles and the 10 standards of professional behaviour. Monitoring is carried out through the Equality Impact Assessment process which has been designed to specifically include the Code of Ethics.

### **1.3 People, Confidence and Equality**

This document seeks to achieve the priority to make Dorset feel safer by securing trust and confidence. Research identifies that this is achieved through delivering services which:

1. Address individual needs and expectations
2. Improve perceptions of order and community cohesion
3. Focus on community priorities
4. Demonstrate professionalism
5. Express Force values
6. Instil confidence in staff

This document also recognises that some people will be part of many communities defined by different characteristics. It is probable that all people share common needs and expectations whilst at the same time everyone is different.

Comprehensive consultation and surveying has identified a common need and expectation for communities in Dorset to be:-

- Listened to
- Kept informed
- Protected, and
- Supported.

## **2 Standards**

### **2.1 Legal Basis**

Dorset Police carried out a Force-wide survey during March 2006, based on the Health and Safety Executive's (HSE) Management Standards for work related stress. This represented the first step for Dorset Police in developing a comprehensive approach to stress management,

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following the recognition of a need to tackle the increasing evidence of work related stress within the Force. Increases in stress-related sickness absence in some groups within the Force have been a key driver for addressing this area. Dorset Police chose to invest in some additional assistance with their Stress Management Policy and Procedure as the next step in developing their overall approach to stress management.

A number of documents and policies related to workplace stress and well-being already exist within the Force. These have been reviewed and are cross referenced where appropriate in this document. This document therefore reflects and supports the existing management guidelines. In addition, guidance for managers has been included to make the policy operational throughout the Force and procedures for dealing with specific stress related incidents are also documented separately.

Best practice dictates that a policy should outline the responsibilities of all parties in a clear simple manner. In addition, the behaviours necessary to realise the key responsibilities should also be identified.

The policy must also stipulate that risk assessment is a core activity in stress prevention and management express and demonstrate their commitment to stress prevention, outline the key interventions available to all members of the organisation and ensure that the overall approach to stress prevention is participative.

Dorset Police has a legal duty of care towards individual's well-being specified in the Health and Safety at Work Act (1974).

## **2.2 People, Confidence and Equality Impact Assessment**

During the creation of this document, this business area is subject to an assessment process entitled "People, Confidence and Equality Impact Assessment (EIA)". Its aim is to establish the impact of the business area on all people and to also ensure that it complies with the requirements imposed by a range of legislation.

## **2.3 Monitoring / Feedback**

Adherence to these procedures will be monitored at local level by the Human Resources Business Support Team as part of a programme of active monitoring by the Human Resources Specialist, Absence Management and Wellbeing and centrally as part of the Human Resources Quarterly Performance Pack.

Feedback relating to this policy can be made in writing or by e-mail to

Address: HR Specialist, (Wellbeing and Engagement) Police Headquarters, Winfrith,  
Dorset DT2 8DZ

E-mail: [human-resources@dorset.pnn.police.uk](mailto:human-resources@dorset.pnn.police.uk)

Telephone: 01305 223764

## 3 Procedure Section

### 3.1 Introduction

- 3.1.1 Dorset Police is committed to protecting the health, safety and welfare of everyone in the organisation. The Force recognises that work related stress is a health and safety issue and acknowledges the importance of identifying and reducing workplace stressors for individuals as part of its duty of care. The Force recognises that wellbeing is more than just an individual health issue and acknowledges the body of research evidence which links wellbeing with bottom-line factors such as absenteeism, staff turnover, performance and effectiveness. The Force also recognises that stress can particularly affect diverse groups in different ways.
- 3.1.2 This document will apply to everyone in Dorset Police regardless of their gender, religious beliefs etc. Managers are responsible for its implementation on a day-to-day basis and the Force is responsible for providing the necessary supporting resources. Dorset Police will also seek to develop further complimentary policies/initiatives as part of a holistic approach to stress management.
- 3.1.3 These will be routinely published on the Force Intranet site and fully integrated into existing policy where appropriate.
- 3.1.4 This guidance contains important information on what to expect from management. In addition, all individuals should be aware of the behaviours in the checklist focusing on supporting colleagues who are experiencing stressful symptoms. (See paragraph 3.4.6). For line managers, the guidance is intended to be used alongside the existing management information and assumes that managers are aware of the definition of and have an understanding of stress including what the most common sources of stress are likely to be. It also assumes that Managers have an understanding of related policy and recognise that particular diverse groups may require different and additional support.

### 3.2 What is stress?

- 3.2.1 For the purpose of this document, stress is defined as:
- **“The adverse reactions that occur when continuing perceived pressure exceeds the individual’s ability to cope”.**
- 3.2.2 Stress can result in negative effects on the way people think and behave. In the long term, this can lead to both psychological and physical ill health.
- 3.2.3 It is important to recognise that stress is different from pressure. Most people respond to increased pressure in a positive way. For example, some pressure can lead to improved performance, greater innovation, increased and better-directed energy and improved morale and motivation. However, when levels of pressure exceed the individual’s ability to cope, stress develops, which is negative and ultimately damaging to performance.

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3.2.4 Although individuals respond differently to stress and some groups of people will report more stress-related problems than others, any person, at any level, within Dorset Police may experience stress at work.

3.2.5 Some common individual and organisational signs of stress are indicated below:-

### **Individual indicators:-**

- Headaches, lethargy
- Interrupted sleep patterns, insomnia
- Anxiety
- Blurred vision
- Increased heart rate
- Aching muscles, particularly neck and shoulders
- Reduced immunity to infections
- Inability to cope with normal tasks and situations
- Poor timekeeping
- Difficulty concentrating or making decisions, lack of concentration
- Reduced confidence, making mistakes, forgetfulness
- Feeling impatient and irritable
- Increased reliance on alcohol, caffeine or cigarettes
- Mood swings
- Deteriorating dress standards
- Lack of motivation and good will.

### **Organisational indicators:-**

- Increased sickness absence
- High staff turnover
- Increase in accident levels
- Increase in number of disputes/ grievances/complaints
- Noticeable reduction in performance levels
- Reduced performance

## **3.3 What causes work related stress?**

3.3.1 There are many potential causes of work related stress and most of these can be grouped under the six areas of the Health and Safety (HSE) Management Standards for work related stress. Key stressors include:-

### **3.3.2 Demands:-**

- Unachievable work demands
- Physical features of the work environment, e.g. noise, extremes of temperature
- Mismatch between individual skills and the job requirements
- Job requirements exceed the capability of the individual

### **3.3.3 Control:-**

- Lack of control over pace of work and when breaks are taken
- Individuals not encouraged to use their skills and initiative or develop new skills
- Lack of consultation over work patterns

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### 3.3.4 **Support:-**

- Lack of information and support from colleagues and supervisors/managers
- No systems in place to respond to individual concerns / lack of awareness of support options
- Lack of constructive and regular feedback
- Lack of knowledge of how to access appropriate resources to do the job

### 3.3.5 **Relationships:-**

- Individuals not sharing information
- No systems in place for reporting and dealing with unacceptable behaviour

### 3.3.6 **Role:-**

- Lack of clarity / understanding around job role and responsibilities

### 3.3.7 **Change:-**

- Individuals not informed in a timely manner about the reasons for organisational change
- Lack of consultation around changes

3.3.8 Stress can also be caused by non work related factors, such as personal loss, bereavement, separation or other major life events.

## 3.4 **Managers Guidelines for stress management**

3.4.1 To a large extent, the skills needed to prevent and manage stress are underpinned by good management practice and general awareness. These guidelines are divided into two specific elements. The first provides key management responsibilities for effective stress prevention / management. The second element provides practical step by step advice for Managers on how to address specific stress related scenarios, for example, what to do if one of your team actually reports sick with a stress related condition.

### 3.4.2 **Key Management Responsibilities**

**Follow the Force's Stress Management Procedures in the event of an individual exhibiting signs of stress or if an individual is absent from work due to stress related ill-health. If the individual is actually absent, the Force's Health and Wellbeing procedures<sup>1</sup> should also be followed alongside this document.**

- Refer to the Stress Management Procedure most relevant to the scenario that you are presented with. (See paragraph 3.4.3 onwards)
- Seek advice and guidance on the procedures if required and endeavour to maintain a positive and supportive relationship with the individual concerned. If there is an absence period, regular contact should be maintained.

**The Welfare and Counselling Unit can assist with identifying the causes of stress by the use of the Health and Safety Executive Management of Stress Questionnaire. A stress risk assessment should be considered in all cases. Relevant templates and guidance can be obtained from your Human Resources Business Support Team or the Welfare and Counselling Unit.**

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- For all cases of work related stress and some cases of stress relating to non-work issues a referral by the Human Resources Business Support Team will be made to the Welfare and Counselling Unit.

### 1. Health and Wellbeing Procedures (P27:2003)

- Research shows that early understanding and intervention in cases of psychological illness is beneficial. The line manager will be required to provide as much relevant background information as possible.
- The Welfare and Counselling Unit will arrange for a consultation to take place to assess the situation and to provide a report outlining the causes; this report will also include recommendations to resolve any difficulties. The report will provide the relevant information for the stress risk assessment.
- On receipt of the report the line manager will be required to meet with the individual, discuss the content of the report and provide the member of staff with their own copy.

#### **3.4.2.1 Undertake individual work related stress risk assessments (with assistance from the Human Resources Business Support Team) as required**

- This may be reactive (if the individual is going to be absent from work / has been absent from work due to stress-related ill-health), or proactive (if an early concern has been identified or if it is part of a rolling programme of assessment).
- *It is important to remember that the risk assessment is carried out on the role, not the individual, as ultimately an individual cannot be totally separated from the role.*
- See Appendix 4 for details of the individual stress risk assessment process.
- The Welfare and Counselling Unit are another point of contact for line managers to discuss stress risk assessments.

#### **3.4.2.2 Ensure that an individual who considers themselves to be suffering from work related stress completes the relevant documentation**

- Individuals should complete the e-A25 Report of Injury/Accident/Incident Form, which will be logged by Human Resources if stress or psychological related. The form will then be passed to the Force Welfare and Counselling Unit.
- As a Manager you must complete Section 3 of the e-A25 and add a report detailing the enquiries you have undertaken to ascertain whether the stress is work related, including reference to any completed stress risk assessment. Append this to the e-A25.
- Offer any support or guidance to the individual in completing the e-A25 form if required.

#### **3.4.2.3 Carry out a 'Return to Work discussion' with any individual returning from stress-related sickness absence**

- For detailed guidance on how to carry out an effective discussion refer to the Force's Health and Wellbeing Policy.
- Discussions should take place on the day of the individual's return to work. The meeting should be planned to ensure it is both helpful and effective. It should be conducted within the privacy of an office setting with the individual having prior knowledge of location and times.
- Maintain a supportive and sympathetic relationship with the individual concerned, so they feel able to raise any concerns they may have about returning to work.

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- The stress risk assessment will form the focus of subsequent return to work reviews.

### **3.4.2.4 Carry out a rolling programme of proactive, individual work related stress risk assessments**

- Managers are to review and assess during the annual generic risk assessment review any stressors which could foreseeably be encountered in the role. There are identified foreseeable roles which contain stressors. These are identified in the Force's Health Monitoring Policy. However, the majority of roles do not. A list of commonly occurring stressors will be included in the annual review for Managers to consider.

### **3.4.2.5 Conduct and implement recommendations of work related stress risk assessments within your jurisdiction**

- Ensure that actions identified from organisational or individual risk assessments are understood in the context of your jurisdiction and taken forward appropriately.
- Dependent on the sources of pressure, in individual cases, look at the design of the role and perhaps reassign certain tasks on a temporary basis, taking care not to shift the pressure to other individuals

### **3.4.2.6 Post Traumatic stress: Undertake the necessary post-incident procedures and identify any individuals who may require specialist support**

- Managers must take responsibility for the welfare of their staff by undertaking appropriate de-briefing/defusing procedures.
- Be vigilant in identifying traumatic events that are clearly outside of the normal range of experiences and may have an adverse impact on the individual's psychological well-being.
- In such cases, contact the Force Welfare Officer for professional advice.

### **3.4.2.7 Advise the Force Welfare Officer of groups of individuals that may need to be included in the Health Monitoring Programme**

- To ensure that the Health Monitoring Programme is kept up to date and focuses on the 'at risk' groups, it is crucial that Managers contact the Welfare Officer if they feel that their team should be considered for inclusion in psychological health monitoring.

### **3.4.2.8 Ensure good communication between management and staff, particularly where there are organisational and procedural changes**

- Change is inevitable, but many individuals find it difficult to cope with change and uncertainty - this should be kept in mind. Accurate information, keeping staff informed and clear communication is key to introducing the benefits of change.
- Have clear, regular, planned two-way communication with your staff and ensure you have time for them.
- Communicate and discuss team objectives, personal development, mission and values on a regular basis.
- Ensure that formal meetings / updates (e.g. team briefings) as well as informal discussions with individuals take place.
- Provide opportunities for individuals to discuss their concerns. Listen sympathetically to these, and take action as appropriate.

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- Prepare individuals for proposed changes in staffing, work tasks and responsibilities and enable them to have as much input into the changes as possible.
- Think through the impact your actions and decisions have on the people for which you have responsibility.
- Avoid change for the sake of change. Unnecessary change can have an adverse effect.

### **3.4.2.9 Ensure individuals are fully trained to undertake their work effectively**

- Think about training in relation to the specific skills required to do the job, as well as broader training, e.g. communication skills, assertiveness training etc.
- Ensure that the skills of individuals are matched to the job role requirements.
- Ensure that instructions and requests to individuals are clear and not conflicting.
- Seek support from Learning and Development Unit in terms of training options where required.

### **3.4.2.10 Allow individuals to participate in a climate of collaborative decision-making whenever possible, and have as much autonomy and control as appropriate**

- Consult with individuals as early as possible regarding any proposed changes / decisions that may impact on them.
- Ensure that consultation is an open, genuinely two-way process, whereby individuals receive timely feedback on any input and suggestions they offer during the consultation process. Even if decisions don't turn out in the direction hoped, it is important to provide feedback on the reasons why.
- Allow individuals as much discretion as appropriate in planning and executing their own work, within the operational constraints of their role.
- Play a key role in developing a supportive culture - Management style and organisational culture can play a major part in reducing or increasing stress. An involving and participative style of leadership with open communication, consultation, involvement and decision making, encouragement of team working and support in the face of difficulties or mistakes, can be helpful in creating a positive working environment.
- This will also increase trust, leading to a greater willingness amongst individuals to report difficulties at work to you.
- Visit your team in the workplace as often as possible and ask questions about how they are getting on and what they are doing.
- Where possible, ensure individuals have some control of their work tasks and that their work has variety.

### **3.4.2.11 Provide accurate, fair and prompt feedback on performance**

- Wherever possible meet with your staff on a regular basis for a planned meeting, usually monthly. This should be recorded and used as an opportunity to discuss work related matters.
- Recognise and praise individual or group achievements, hard work and effort as soon as possible after the event.
- Offer supportive and constructive criticism where required.
- Ensure that praise and criticism are given out consistently and fairly across individuals.
- Conduct formal e-PDR's ( Personal Development Review) with all your direct reports on at least an annual basis.

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- 3.4.2.12 Ensure individuals are provided with meaningful development opportunities within the constraints of service delivery**
- Ensure that key individual development needs are identified through the performance appraisal process.
  - In consultation with individuals, assess how their development needs can be met with the appropriate opportunities, within service delivery constraints.
  - On an on-going basis, evaluate whether individual development needs have been addressed.
- 3.4.2.13 Help individuals to cope – support activities that make the workplace healthier and more stimulating and promote awareness of the options available to individuals if they are finding it difficult to cope e.g. EAP**
- Consider any simple modifications to the working environment that may reduce sources of stress.
  - Create an open environment for discussing stress related issues, where experiencing stress is not perceived to be a sign of weakness or ridicule.
  - Advise individuals about sources of help within or outside the Force should they need them.
  - Treat individuals presenting a physical or a psychological health problem the same.
  - Actively follow up any stress related problems with regular, planned reviews and continue to demonstrate your commitment to supporting them.
  - Review, and if necessary modify the work tasks and role responsibilities of individuals who have had sickness absence due to stress or depression and continue to monitor their rehabilitation.
  - If performance is affected, discuss the problem with the Human Resources Business Support Team, who may refer the individual to the Occupational Health Unit.
  - Create an environment where help seeking is encouraged.
- 3.4.2.14 Monitor workloads to ensure that individuals are not overloaded**
- Ensure that individuals have clear roles and responsibilities that they work to.
  - Regularly review known work pressures such as excessive workload, tight deadlines and staffing levels.
  - Carry out regular work reviews to increase awareness of the level of work and / or pressures that individual individuals may be experiencing. These reviews should be used to establish the current work profile, the sources of that work and to discuss any difficulties arising from these, and to plan forward work commitments.
  - Managers should anticipate the adverse effect of additional workloads placed on individuals
- 3.4.2.15 Monitor working hours and overtime to ensure that individuals are not overworking**
- Be aware of how long your individuals are working, whether they are taking work home and working through breaks. Consider arranging specific discussions with individuals who are consistently working well above their contracted hours to investigate why this is the case and whether it is becoming a problem.
  - Allow flexible work schedules when this is practical and fits in with operational demands.
  - Seek to ensure that a long hour's culture is not developed – monitor your own working hours by way of setting an example.

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### 3.4.2.16 Monitor holidays to ensure that individuals are taking their full entitlement

- Individuals must take their full holiday entitlement, and always do so yourself.

### 3.4.2.17 Attend training as requested in good management practice and health and safety

- Ensure that training is transferred effectively back to the workplace

### 3.4.2.18 Ensure that bullying, harassment and discrimination are not tolerated within your jurisdiction

- Ensure that Force guidelines around bullying, harassment and discrimination are followed.
- Encourage individuals to report bullying or harassment to you or the Strategic People, Confidence and Equality Manager, Diversity, Welfare and Counselling Unit, Staff Association at the earliest possible opportunity.
- Assure individuals of confidentiality should they want to discuss / report bullying, harassment or discrimination. Demonstrate fairness and a commitment to achieving a resolution.
- Where there are obvious relationship problems in the workplace, tackle these early with the individuals involved. Identify the issues and agree the steps to try and resolve the matter. Seek professional help if necessary.

### 3.4.2.19 Be vigilant and offer additional support to an individual who is experiencing stress outside work, e.g. bereavement or separation

- Look out for the signs of (non work related) stress in others.
- As a first step, think about whether it would be appropriate to ask if there is anything you can realistically do to help from a work perspective.
- Approach the situation with sensitivity and appreciate that individuals may not necessarily want to discuss personal issues at work - remind them of the confidential sources of help, should they wish to talk to someone else.
- If a personal issue is affecting an individual's performance, work with the individual concerned to identify the best way forward.
- Seek advice from the Force's 24/7 EAP's manager's helpline, Force Welfare and Counselling Unit or Human Resources Business Support Team if you are unclear as to what support to offer individuals with non work related difficulties.

### 3.4.2.20 Report to senior management any problems that cannot be resolved at a local level

- At the earliest opportunity, approach senior management with any issues that may be impacting on stress levels that you cannot resolve effectively at your level.

## 3.4.3 How to Manage Specific Scenarios

The following sections set out simple practical step by step advice for Managers on how to address specific stress related scenarios, for example, what to do if one of your team actually reports sick. The detailed procedure should be adopted by Managers when they are faced with a particular situation. In most cases the Manager's responsibilities are the same however, some scenarios also require specific actions. At certain stages, the involvement of others in the stress management procedures is crucial and this is highlighted where relevant.

### 3.4.4 Procedure (reactive) for managing stress related sickness absence

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### 3.4.4.1 Situation – Individual reports sick with stress related sickness absence

- On the first day of absence the individual is required to call their line manager (or the person nominated by their Division/Department for reporting of absence) and provide the relevant information as stated in the sickness absence reporting procedures.
- Once aware of the absence, the Manager makes contact with the individual to ascertain information as per sickness absence reporting procedure - establish whether the stress is primarily work related or not, e.g. ask what the individual perceives the specific causes of stress are. Highlight the support options available within the Force (e.g. 24/7 EAP). Note the information obtained on the e-sickness reporting system.

### 3.4.4.2 Very short-term absence

- If the individual returns to work following only 2-3 days of absence, make an informed decision regarding whether to continue following the next stages of the formal procedure. It may be the case that the best option is to have an informal conversation with the individual concerned. If the short term absences are consistent, it is advisable to follow the formal procedure.

### 3.4.4.3 If reported reason for absence is primarily work related stress

- Advise the individual on the relevant support available to them, including the option to contact the EAP.
- On confirmation (from initial conversation with individual) that the sickness absence is reported to be primarily due to work related stress, ask the individual to complete an e-A25 Report of an incident / accident / injury / assault at work.
- Undertake enquires (as detailed as possible) with the individual to ascertain whether the reported stress is work related (e.g. ask what specific aspects of work they feel are the causes of their stress). Append a report detailing the results of these enquiries to the e-A25 form and submit to Human Resources. The form will then be passed to the Force Welfare and Counselling Unit.
- Following completion of the e-A25 form, inform the Force Welfare and Counselling Unit of the case within 24 hours.
- Follow Dorset Police's health and wellbeing procedures during the different stages of absence and maintain a supportive relationship with the individual.
- The Force Welfare and Counselling Department will identify psychological sickness cases from live data and ask the line manager to complete an Occupational Health referral. Occupational Health will then arrange for the individual to have a face to face appointment to explore the reasons for the absence, ensure appropriate support is in place to assist the individual in their recovery and highlight to the force any particular risks which need to be considered on or before the individuals return to work.
- All stress referrals to Occupational Health should be copied to the HR Business Support Team via e-mail to:- .#BST
- Decide (in consultation with the Force Welfare and Counselling Unit if necessary) whether referral to the Occupational Health Unit may be of assistance (using the Force's criteria). If so, arrange for a referral through the Human Resources Business Support Team.
- Offer the individual the opportunity to undertake a work related stress risk assessment while they are still absent, in order to start the process of identifying any adjustments / changes that may need to be made before their return to work. If they wish to do this, liaise with the individual and the Human Resources

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Business Support Team and arrange to carry out a formal stress risk assessment.

- Apply the generic risk assessment for work related stress to produce a risk assessment for the individual with support from the Human Resources Business Support Team. The assessment will identify whether existing control measures preventing harm are sufficient or whether more needs to be done.
- As a result of the stress risk assessment, implement any changes / special arrangements within your control prior to the individual returning to work and seek support from other relevant parties regarding changes that are to be made which are out of your control.
- Upon return to work, carry out a “Return to Work Discussion” (as per e-sickness guidelines) and agree dates for regular progress discussions. This report/stress risk assessment should be copied to the Welfare and Counselling Unit.
- Particular focus should be given to any changes made / due to be made as a result of the stress risk assessment.
- If the offer to complete a stress risk assessment was not taken up during the absence period, ensure an assessment is carried out as soon as the individual returns to work (within 3 working days) and follow the procedure already indicated.
- Complete the “Return to Work Discussion” in the e-sickness system.
- Carry out regular progress meetings agreed with the individual which should be documented. Copies should be sent to the Senior Force Welfare Officer.

3. The experience of stress may often be due to a combination of work and non-work related factors. It is important to ascertain which is the primary cause to determine which route to take in terms of managing the stress or whether a combination of both routes is required.

### 3.4.4.4 If reported reason for absence is primarily non-work related stress

- Identify with the individual whether there is anything reasonable that Dorset Police can do to help the situation.
- Make the individual aware of the confidential support and advice available to them through the Force (e.g. EAP).
- Follow Dorset Police’s health and wellbeing procedures during the different stages of absence and maintain a supportive relationship.
- Decide (in consultation with the Force Welfare and Counselling Unit if necessary) whether referral to the Occupational Health Unit may be of assistance (using the Force’s criteria). If so, arrange for a referral through the Human Resources Business Support Team.
- If the absence becomes long term, special arrangements may need to be made for the individual in order to encourage return to work as soon as possible. Consult the EAP’s manager’s helpline, Force Welfare and Counselling Unit or the Human Resources Business Support Team for confidential advice regarding what additional help and support may be offered to individuals suffering from non-work related stress. Ensure you record any agreed actions.
- Implement any changes / special arrangements within your control prior to the individual returning to work and seek support from other relevant parties regarding changes that are to be made which are out of your control.
- Upon return to work, carry out a “Return to Work Discussion” (as per health and wellbeing procedures) and agree dates for regular progress discussions. Particular focus should be given to any changes / special arrangements made and whether these still need to be in place.
- Complete the “Return to Work Discussion” in the e-sickness system.

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- Carry out regular progress meetings with the individual which should be documented. Copies should be sent to the Senior Force Welfare Officer.

### 3.4.5 Procedure (reactive) for managing stress when there are symptoms but no sickness absence

#### 3.4.5.1 Situation: an individual shows signs of stress or reports experiencing stress but does not take any sickness absence

- The same process of referral to the Welfare and Counselling Unit should be considered (see 3.4.2 onwards).
- A comprehensive assessment may prevent sickness absence, provide support to the individual and identify recommendations to resolve the issues.

#### 3.4.5.2 If stress is believed to be primarily work related

- Advise the individual of the support available to them, including the option to contact the EAP.
- On confirmation (from initial conversation with individual) that the stress experienced is believed to be primarily work related, ask the individual to complete an e-A25 Report of an incident / accident / injury / assault at work.
- Undertake enquires (as detailed as possible) with the individual to ascertain whether the reported stress is work related (e.g. ask what specific aspects of work they feel are the causes of their stress). Append a report detailing the results of these enquiries to the e-A25 form and submit to Human Resources. A copy of the form will then be passed to the Senior Force Welfare Officer. The Senior Force Welfare Officer will then make contact with the individual.
- Following completion of the e-A25 form, inform the Force Welfare and Counselling Unit of the case within 24 hours. Even though the individual has not taken sickness absence the case should be monitored.
- Decide (in consultation with the Force Welfare and Counselling Unit if necessary) whether referral to the Occupational Health Unit may be of assistance (using the Force's criteria). If so, arrange for a referral through the Human Resources Business Support Team.
- Decide whether a formal stress risk assessment is required (taking advice from Human Resources Business Support Team) or if the sources of stress can be identified and controlled simply and effectively at a local level without the need for a full risk assessment. If this route is followed, ensure the agreed action is recorded.
- Carry out a formal stress risk assessment if deemed necessary.
- Implement any changes / special arrangements within your control identified by the stress risk assessment or as agreed with the individual if it was not considered necessary to conduct a formal risk assessment. Seek support from other relevant parties regarding changes that are to be made which are out of your control.
- Carry out regular progress meetings with the individual focusing on any changes / special arrangements made and whether the improvements have reduced their feelings of stress. Copies should be sent to Senior Force Welfare Officer.

#### 3.4.5.3 If the stress is believed to be primarily non-work related

- Identify with the individual whether there is anything reasonable that Dorset Police can do to help the situation.

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- Make the individual aware of the confidential support and advice available to them through the Force (e.g. EAP).
- Decide (in consultation with the Force Welfare and Counselling Unit if necessary) whether referral to the Occupational Health Unit may be of assistance (using the Force's criteria). If so, arrange for a referral through the Human Resources Business Support Team.
- If the problem continues, seek advice from the EAP's manager's helpline, Force Welfare and Counselling Unit or the Human Resources Business Support Team for confidential advice regarding what additional help and support may be offered to individuals suffering from non-work related stress. Ensure you record any agreed actions.
- Implement any changes / special arrangements that have been agreed on and are within your control and seek support from other relevant parties regarding changes that are to be made which are out of your control.
- Carry out regular progress meetings with the individual focusing on any changes / special arrangements made and whether they still need to be in place

### **3.4.6 Checklist of actions to support individuals who are experiencing stress**

Below is a checklist of actions which can be undertaken by anyone to support other individuals who are experiencing stress

#### **3.4.6.1 Do you?**

- Treat individuals experiencing stress the same way as those with a physical health problem?
- Discuss the issues in a sensitive manner with the individual and demonstrate that you are concerned about their health and well-being?
- Ask if there is anything you can do to help the situation?
- Consider any simple modifications to work that are within your power?
- Advise the individual about sources of help within or outside the Force?
- Actively follow up with an individual presenting stress problems and continue to demonstrate your wish to support them?
- Notify your line manager if you believe that the individual's work performance is being affected and they would benefit from additional support?
- Demonstrate a flexible approach?
- Consider that the stress may be linked to a diversity issue such as race disability or gender and that some individuals may require additional support?

#### **3.4.6.2 How can individuals get help if they are suffering from stress?**

- Talk to their line manager
- If this is not possible (i.e. the manager is the source of the problem) talk to a colleague or raise the issue with another manager who does not have direct line responsibility . This needs to be managed sensitively, only as a last resort
- Refer themselves to their respective Human Resources Business Support Team and request that a stress risk assessment is undertaken by the Welfare and Counselling Unit.
- Contact the Force's 24/7 EAP for advice
- Contact either your Federation, UNISON or Superintendent's Association representative.

### **3.4.7 Organisational and individual responsibilities**

This document will apply to everyone in Dorset Police. Whilst managers have a specific day-to-day responsibility for applying it, the Force equally has responsibilities as well as individuals themselves and supporting specialist teams. These are briefly detailed here.

#### 3.4.7.1 Dorset Police's responsibilities

- The Force already has in place comprehensive Health and Wellbeing procedures, a Health Monitoring Policy and a format for individual work-related stress risk assessments. These will continue to be followed and adhered to.
- The Force is responsible for ensuring that this document is developed and communicated to all individuals through the normal channels and will make the policy available to individuals and individual representatives for consultation.
- **To carry out stress audits in line with the HSE's Management Standards approach (see Appendix 4 for details on recommended process).** The Force will conduct stress audits at the request of line managers during periods of restructuring or other major organisational change. Stress 'hotspot' areas within the Force will also be identified and addressed accordingly.
- **To follow a proactive and reactive risk assessment approach to work related stress at the individual level.** An individual risk assessment is a means of assessing the level of risk from work related stress in an individual's role, by asking specific questions and gathering information regarding their working environment, type of tasks undertaken, level of support available etc. The main objective should be to identify whether existing controls are adequate or whether more needs to be done to prevent / remove workplace stressors. An action plan should be developed if required and progress regularly monitored.
- **To implement effective stress control measures at an organisational / group level.** Where appropriate, make adjustments to factors such as the physical environment, the workload, task design, and work schedules to alleviate the sources of stress at a Force-wide / group level.
- Where appropriate, take action on individual sources of pressure that line management have identified as being outside their control.
- **Help individuals to cope.** For example, by providing free counselling and support for individuals through the Employee Assistance Programme or in some cases the Force Welfare and Counselling Unit.
- Make up to date information on stress and well-being available to all individuals on the Force's intranet portals<sup>4</sup>
- Divisional Command Teams and HQ Departmental Heads will be made aware of the results from the stress risk assessments and how they impact on their area of responsibility.
- Create a culture encouraging individuals to report stress. The Force recognises that stress can be viewed negatively by individuals and that through a variety of reasons such as gender, disability, race some people feel isolated and reluctant to seek help. Dorset Police will always try to offer advice, by listening to individual concerns and provide support where possible for example by supporting Managers, tailored counselling etc.

4. Located on the staff intranet portals: Departments – HR links portal – stress care and advice / health and well-being. Includes information on aspects from exercise and fitness classes to stop smoking events. Also includes advice on the Force EAP (Counselling in Companies)

#### 3.4.7.2 Individual responsibilities

- Acknowledge that the management of health and stress hazards in the workplace is a **joint** responsibility between Dorset Police and its individuals.
- Take personal preventative actions in terms of stress management.

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- Identify psychological health risks in yourself at the earliest opportunity and seek advice and support from your line manager / another manager, EAP, Force Welfare and Counselling Unit or outside agency as appropriate. Support may also be sought through Staff Associations.
- If you are experiencing stress or psychological illness you will be asked to meet with a member or representative of the Welfare and Counselling Unit. The purpose of the consultation is to identify the causes of the illness, offer appropriate support and advise the organisation of an suitable way to proceed.
- Complete an e-A25 Report of Injury/Accident/Incident Form when requested to, if you believe you are experiencing work related stress this will be forwarded to the Senior Force Welfare Officer.
- Highlight at the earliest opportunity to your line manager any working practices and environments, which, if allowed to continue which you believe may lead to stress or other health related hazards.
- Avoid harmful ways of coping with stress, such as excessive drinking, smoking or taking drugs.
- Respect the needs of others and take responsibility for actions which may have an adverse effect on the health and well-being of other individuals.
- Challenge and report bad practices within the workplace to an appropriate manager or their line manager.
- Ensure that annual leave and flexible working are taken and used to good effect in reducing stress hazards.
- If affecting work performance, make your line manager aware of home-related difficulties, so that the appropriate support can be considered.
- Accept opportunities for discussion or other support when recommended.

### 3.4.7.3 Line Managers responsibilities

- Whilst this document is relevant to everyone within Dorset Police, line managers are key to the effectiveness of it in practice and therefore have a number of responsibilities.
- Closely follow the document in the event of an individual exhibiting signs of stress or if an individual is absent from work due to stress related ill-health. If the individual is actually absent, the Force's Health and Wellbeing procedures should also be followed alongside the Stress Management Procedures.
- If concern regarding an individual's stress levels / well-being is identified. Seek advice from the Human Resources Business Support Team if there is a need to carry out a formal work related stress risk assessment of the individual's role.
- Undertake individual work related stress risk assessments (with assistance from the Human Resources Business Support Team) as required.
- Ensure that an individual who claims to be suffering from work related stress completes the relevant documentation.
- Carry out a "Return to Work Discussion"<sup>5</sup> with any individual returning from stress-related sickness absence and forward a copy to the Welfare and Counselling Unit.
- Carry out a rolling programme of proactive, individual work related stress risk assessments with individuals at specific stages of the employment life cycle.
- Conduct and implement recommendations of individual / group level work related stress risk assessments within your jurisdiction.
- Post traumatic stress: Undertake the necessary post-incident procedures and attend relevant training events. Identify individuals who may require specialist support and refer to Occupational Health.

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- Ensure that if necessary, the Senior Force Welfare Officer is advised of groups of individuals that may need to be considered for inclusion in the Health Monitoring Programme.
- Enable good communication between management and staff as far as possible, particularly where there are organisational and procedural changes.
- Ensure individuals are fully trained to undertake their work effectively.
- Allow individuals to participate in a climate of collaborative decision-making whenever possible, and have as much autonomy and control as appropriate.
- Play a key role in developing a supportive culture within your team particularly where stress may be linked to a diversity issue such as race disability or gender.
- Provide accurate, fair and prompt feedback on performance.
- Ensure individuals are provided with meaningful development opportunities within the constraints of service delivery.
- Help individuals to cope - support activities that make the workplace healthier and more stimulating and promote awareness of the support options available to individuals if they are finding it difficult to cope, e.g. EAP.
- Monitor workloads to ensure that individuals are not overloaded.
- Monitor working hours and overtime to ensure that individuals are not overworking.
- Monitor holidays to ensure that individuals are taking their full entitlement.
- Attend training as requested in good management practice and health and safety.
- Ensure that bullying and harassment are not tolerated within your jurisdiction<sup>6</sup>.
- Be vigilant and offer additional support to an individual who is experiencing stress outside work, e.g. bereavement, separation or financial worries.
- Report to senior management at the earliest opportunity, any problems that cannot be resolved at a local level.

<sup>5</sup> For guidance on 'Return to Work' Discussion, see section 3.5 of the Force Health and Wellbeing Policy

<sup>6</sup> Refer to Attendance Support Procedures for Police Staff (P12:2010), The Police (Performance) Regulations 2012 and The Police Officer Unsatisfactory Attendance Procedures – Supplementary Line Management Standards and Guidance (P42:2013),

### **3.4.7.4 Human Resources Business Support Team responsibilities**

- Provide support and advice to managers on the need to carry out individual work related stress risk assessments and refer all such cases to the Welfare and Counselling Unit for consideration.
- Monitor and review the effectiveness of measures to reduce stress.
- Review and update the generic stress risk assessment.
- Provide duty holders of stressors that need to be considered at the annual review of generic risk assessments.

### **3.4.7.5 Force Welfare and Counselling Unit responsibilities**

- For all cases of work related stress and some cases of non work related stress make the necessary arrangements to undertake a thorough assessment of the situation, offering support to the individual and advice and guidance to the organisation.
- Refer individuals on to the EAP<sup>7</sup> or Occupational Health Unit as required. In some instances it may be appropriate to refer individuals for external support.
- All stress referrals to Occupational Health should be copied to the HR Business Support Team via e-mail to:- .#BST
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- On receipt of an e-A25 Injury on Duty form (psychological injury) contact the individual / manager/ other key personnel. A report/action plan will be compiled on the sources of stress highlighted and the support offered and recommendations made.
- Work with line managers to provide support for individuals who have been / are off sick with workplace stress, including providing advice on a planned return to work.
- Make decisions regarding the addition of new groups to the Health Monitoring Programme.
- Bring to management attention work related stress issues.

### 3.4.7.6 Human Resources responsibilities

- Give guidance to managers on the Stress Management Procedures where required.
- Monitor and regularly (quarterly) report on sickness absence figures including the identification of stress related absence rates (work and non-work related).
- Oversee the stages of absence reporting and monitoring (including resumption of duty), in the event of an individual being absent as a result of work related stress.
- Following an individual's return to work, ensure that if deemed necessary, Attendance Support and Performance procedures are undertaken for police staff and officers if concern regarding their performance has been identified.

7 The Force's EAP officers dedicated 24/7 Managerial Advice Line. Full details are located in Intranet.

- Ensure, where relevant, stress hazards are clearly stated in Job Descriptions/Specifications and that candidates are informed about the potential work problems / issues which could cause pressure in the job, e.g. risk of violence, exposure to psychologically distressing material, shift working etc as outlined in the Health Monitoring Procedure.
- During recruitment, seek information from candidates about any previous experience they may have had to work under pressure in the past and how they have dealt with it when related to posts subject to Health Monitoring.
- Incorporate stress reduction in job design where possible.
- Include a section on the Stress in all induction courses for new recruits.
- Identify any sources of pressure from information collected at exit interviews and forward to the Force Welfare and Counselling Unit.
- Advise managers and individuals on stress training requirements.
- Provide continuing support to Managers and individuals in a changing environment and encourage referral (through the Human Resources Business Support Team) to the Occupational Health Unit where appropriate.
- Regularly review and revise the Health and Wellbeing procedures to ensure that they remain fit for purpose.

### 3.4.7.7 Occupational Health Unit responsibilities

Dorset Police contracts out its Occupational Health services and the Unit provides access to specialist staff who contribute to the stress assessment process by providing a telephone medical assessment for individuals who have been referred to the Welfare and Counselling Unit for assessment. This will usually provide guidance about future referrals. In particular, Occupational Health will:

- Prioritise psychological related referrals
- Advise Managers of the potential causes/contributing factors in individual cases

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- Refer individuals to specialist treatment providers if appropriate e.g. cognitive behaviour treatment, psychological / psychomatic assessment/treatment.
- Support the Forces Health Monitoring programmes
- Advise on stress risk assessments and return to work plans
- Advise on recuperative restricted and ill-health issues.

## 4 Consultation and Authorisation

### 4.1 Consultation

Version No:	Name	Signature	Date
Police & Crime Commissioner			
Police Federation			
Superintendents Association			
UNISON			
Other Relevant Partners (if applicable)			

### 4.2 Authorisation of this version

Version No: 1.4	Name	Signature	Date
Prepared:	Mrs L Tong		3/2/15
Quality assured:	Mr J Nickson	Jon Nickson	4/3/2016
Authorised:	Mr P Channon	Pete Channon	13.4.16
Approved:	Mr P Channon	<b>Pete Channon</b>	13.4.2016

## 5 Version Control

### 5.1 Review

Date of next scheduled review	Date: 15 <sup>th</sup> April 2017
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## 5.2 Version History

Version	Date	Reason for Change	Created / Amended by
1.0	Dec 2007	Initial Document	Mr I Coombs
1.1	12/7/10	HR Restructure. Job title changes only and fit for purpose review and minor amendments only	Mr I Coombs
1.2	05/03/14  April 2014	Insertion of Stage 2 transfer paragraph into Aims section. No review conducted, no further changes made Change in designation only – no change to version no.	Mr I Coombs
<del>(1.2)</del> 1.3	27/11/14	The policy has been reviewed in preparation for NICHE implementation (April 2015), no changes necessary	Policy Co-ordinator (6362)
<del>(1.3)</del> 1.4	3/2/15	Fit for purpose review carried out. Minor amendments to designations and job role titles	Mrs L Tong
<del>(1.4)</del> 1.5	17/02/2016	Fit for purpose review completed, minor changes to job titles required.	Mrs L Tong
1.6	14/02/2019	Version History table – sequential numbering out of sync. Corrected by renumbering from v1.3 (having to create a second version v1.3 which becomes v1.4) and then renumbering original version v1.4 to become v1.5 and new entry at v1.6 to reflect correct numbering and republish.	Policy Co-ordinator (7702)

## 5.3 Related Forms

Force Ref. No.	Title / Name	Version No.	Review Date

## 5.4 Document History

<b>Present Portfolio Holder</b>	Director of Human Resources
<b>Present Document Owner</b>	Director of Human Resources
<b>Present Owning Department</b>	Human Resources
<b>Details only required for version 1.0 and any major amendment ie 2.0 or 3.0:</b>	
<b>Name of Board:</b>	HR Executive Board
<b>Date Approved:</b>	December 2007
<b>Chief Officer Approving:</b>	Director of Human Resources

Template version January 2013

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## Appendix 1 - Levels of Intervention

### THERE ARE THREE LEVELS OF INTERVENTION WHEN IT COMES TO DEALING WITH WORKPLACE STRESS:

#### Primary Interventions

Aimed at eliminating or modifying environmental stressors to reduce their negative impact on individuals e.g. job redesign, culture change, flexible working, work life balance policies

#### Secondary Interventions

Focus on increasing the awareness, resilience and coping skills of the individual e.g. stress management training, health promotion activities and skills training more generally (without trying to eliminate or modify the stressors)

#### Tertiary Interventions

Concerned with the treatment and rehabilitation of distressed individuals e.g. counselling and return to work policies

#### Primary Interventions

Primary level intervention can be an ambitious task. Interventions take a long time to organise and can be expensive both in terms of resource requirements and people's time. It is also difficult to measure their effectiveness. Despite this, to address work stress at source by looking at underlying causes, primary level interventions are critical.

#### Secondary Interventions

Although many stressors can be dealt with, there are some stressors that are particularly harmful and which managers may not be able to deal with. Such stressors as job insecurity, economic contraction, competitor behaviour and customer behaviour, may not be within the control of the manager. Helping people to cope with these types of stressors, or indeed just helping people to cope with daily hassles is a key element of improving the sense of well-being of individuals.

There are a variety of secondary interventions that are possible. Stress awareness training and Resilience and Pressure Management Training are the interventions referred to most frequently. Other interventions include:

- Healthy lifestyle programmes
- Exercise provision (facilities, sporting clubs, concessions for club membership, etc)
- Relaxation provision (quiet rooms such as prayer rooms, maternity rooms, massage, meditation training, etc)
- Stress coaching
- One to one and team based stress coaching
- Social support groups
- E.g. a change management group
- Clubs and societies

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- Training and education programmes
- Range of management training, e.g. time management, project management
- Informational support In the form of literature about stress, health and well-being.

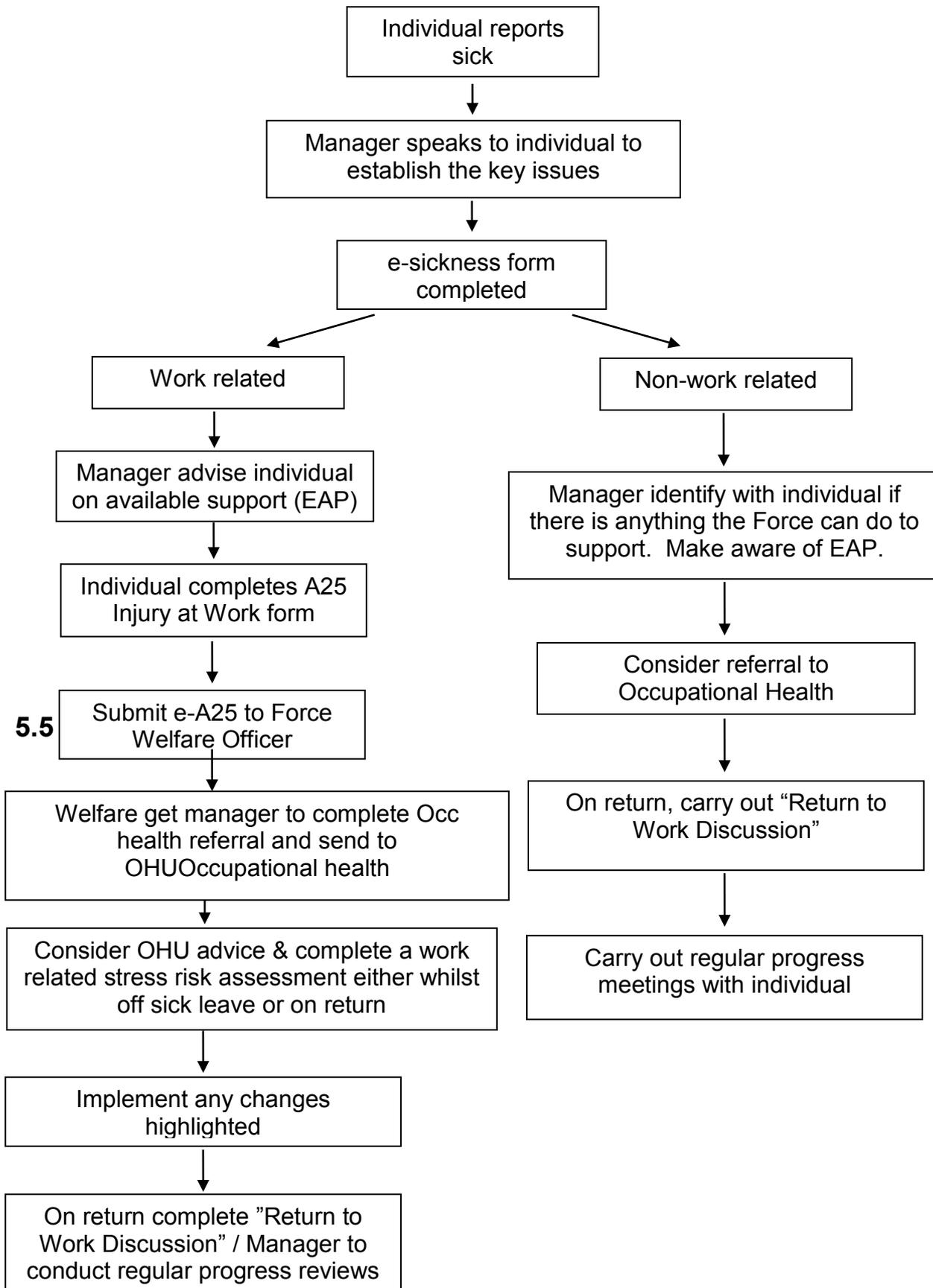
Stress management is a partnership between individual and employer. In many respects, one of the most valuable contributions that individuals can make towards stress management is in understanding and managing their own personal stress through secondary interventions.

### **Tertiary Interventions**

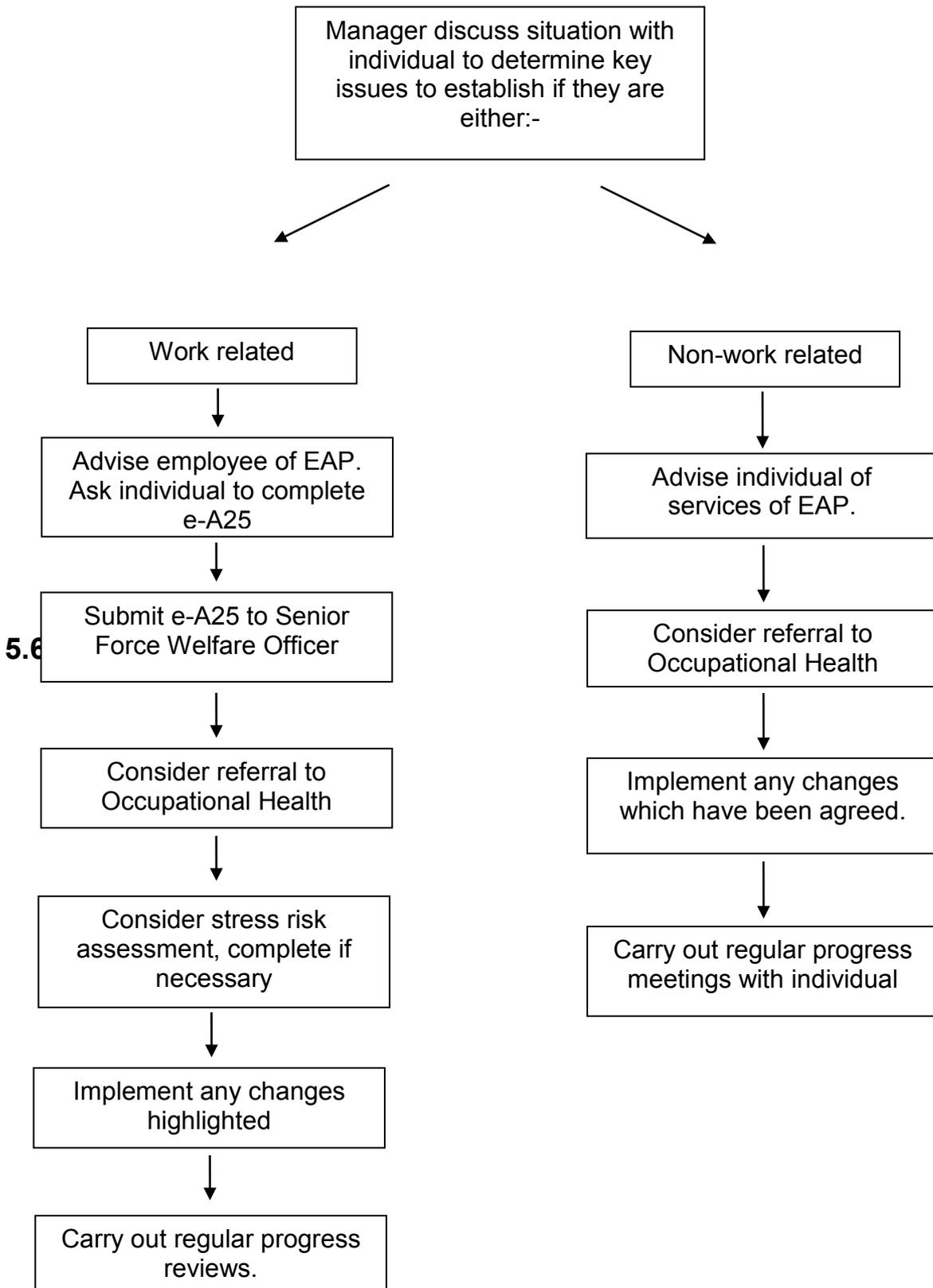
Tertiary interventions are concerned mainly with rehabilitation. Most classifications of interventions would place the following services under tertiary provision:

- Counselling services
- EAP
- Rehabilitation programmes (alcohol, drugs, etc)
- Critical incident management
- Complementary therapies
- Life Coaching
- Chaplaincy Service.

## Appendix 2 - Individual Reports Sickness Absence for Stress Related Reasons



### Appendix 3 – Individual Shows Signs of Stress But does Not Report Sick



## Appendix 4 – Individual Stress Risk Assessment Process

### 1. ***When is it appropriate to request an individual work related stress risk assessment?***

- 1.1 There are occasions when it is appropriate to undertake an individual work related stress risk assessment.
- 1.2 To ensure that the Force has adequate management arrangements in place for managing work related stress, it is important that an individual workplace risk assessment is completed by the Manager. The key to the success of this process is to include the individual at all stages. Managers can seek advice from the Health and Safety Section on undertaking a work related stress risk assessment. A template generic stress risk assessment is available which contains the majority of hazards (stressors) which can lead to stress and the control measures (interventions) which can be employed is available from the Human Resources Business Support Team. Assessments are to be undertaken in the following circumstances.
  - 1.2.1 Where the Manager is of the opinion that an individual is demonstrating work related stress symptoms.
  - 1.2.2 Where an individual is absent from work allegedly due to work related stress as diagnosed by their GP and stated on their sick note.
  - 1.2.3 Where the Manager has knowledge that an individual is going to be placed into or is already in an emotionally demanding role where the hazard of stress has been assessed foreseeable and could therefore be an issue for the individual concerned (refer to Health Monitoring policy).
  - 1.2.4 Where a Manager foresees any additional workload could have an adverse affect on the individual remaining staff or a staff member.
  - 1.2.5 On advice from the FMA following a pre-employment medical where a potential individual has declared a previous episode of psychological related illness. Persons with a past history of suffering from stress are at greater risk of experiencing a further episode.
  - 1.2.6 On advice from the FMA following a medical appointment.

### 2. **Undertaking the stress risk assessment**

It is the line-Manager's responsibility to carry out the assessment. There may be occasions when this is not practicable due to the alleged cause of the stress is stated as being the working relationship with the individual's line-Manager. In this situation, the next line-Manager up has the responsibility of completing the assessment.

- 2.2 The process to be carried out by line managers involves the following stages:

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- 2.2.1 Use the generic risk assessment form for work related stress (A48) as a template and create a specific risk assessment for an individual's role.
- 2.2.2 Work through the questions on the risk assessment form with the individual, in order to establish the factors that are contributing to the experience of stress. A key objective is to clarify whether the stress is work related or largely due to factors outside of the workplace.
- 2.3 If the stress is work related, discuss with the individual whether the existing control measures are sufficient or whether more could reasonably be done to improve the situation (both on the individual's part and the manager's part).
  - 2.2.4 Develop a specific action plan using the recommended control measures on the stress risk assessment form. If the stress is not work related, advise the individual of the support options available to them.
  - 2.2.5 Involve the individual fully in the decision making as they are key to the process – it is important to ensure that they feel they have as much control and input as possible to the process.
  - 2.2.6 Draw on support from the Human Resources Business Support Team in carrying out the assessment and developing the action plan, and contact the Welfare and Counselling Unit if external help or further advice is needed.
  - 2.2.7 Aim to identify a combination of primary, secondary and tertiary actions (see Appendix 1) going forward.
  - 2.2.8 **Agree time-scales when the action plan will be reviewed.**
  - 2.2.9 Carry out the necessary management actions involved in the plan and set up and agree regular progress meetings with the individual.
  - 2.2.10 Either continue with the plan until a successful conclusion is reached or access more advice if the individual's needs have changed.

### 3. ***Who can INSTIGATE a work related stress risk assessment?***

- 3.1 Line managers.
- 3.2 The Individual.
- 3.3 Human Resources Department in response to an increase in the stress indicators.
- 3.4 Senior Force Welfare Officer.
- 3.5 Human Resources Business Support Team.