



Well Being at Work

Code of Practice

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Effective Date	May 2006
Review Date	May 2008
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If you have any queries on this Code of Practice and Guidelines then please contact the Safety Services Unit on 01482 (39) 1117

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WELL BEING AT WORK

POLICY

1. The aim of this policy is to develop and maintain a culture where all parties work together to reduce the incidence of work related stress.
2. The parties include employees, trade unions, management and Elected Members, who all have a role to play in effectively managing pressure at work.
3. It must be acknowledged that modern local government and the environment in which it operates will result in almost constant change to work processes and/or establishment structures. Such change will inevitably lead to pressures on employees to adapt to new ways of working, perhaps in different operational structures but certainly in a dynamic environment influenced by many outside bodies. Such outside bodies, and particularly the Government, may exercise such influence to the extent that much of the change required is outside of the Council's control, but nonetheless necessary, for the Council.
4. In the above circumstances, the Council recognises that it has an important role in helping employees cope with change by ensuring that the planning for and implementation of change is effectively managed. Of utmost importance is the need to communicate fully with employees and as far as possible involve them in the change process.
5. Where, however, employees find themselves under pressure at work giving rise to ill health, this Policy gives advice and guidance on what should be done to help remove the cause of the stress in so far as that may be possible. The Council acknowledges that too much pressure leading to workplace stress can have detrimental effects on employees, and hence the Council, and as such employees and managers have an important responsibility to raise and tackle the causes of ill health at work.
6. Whilst for the most part it is expected that managers will be able to remove the cause of the work related pressure, or at least reduce its impact, that may not always be possible. This is because work requirements in modern local government and the environment in which it operates may result in work pressures for some employees that simply cannot be resolved.
7. This is why all parties have a collective responsibility to work together to manage work related pressure within the Council.

WELL BEING AT WORK

GUIDELINES

1. **What is Stress?**

- 1.1 There is no single definition of stress but for the purpose of this Policy, stress can be taken to be, “the reaction people have to excessive pressures or other types of demand placed upon them” (Health and Safety Executive definition).
- 1.2 It is, however, clear that employees at all levels can suffer from stress and their reactions can be very different.
- 1.3 What is important is that suffering is not seen as a weakness. People have different abilities to cope with the pressures on them and may be able to cope with some pressures better than others.
- 1.4 Pressure in itself is not an illness but can and in some cases does lead to mental and physical problems.
- 1.5 There is no simple way to predict what harm levels of pressure can cause, however it is more likely to occur where: -
 - Pressures pile on top of each other or are prolonged
 - People feel trapped or unable to exert any control over the demands placed on them
 - People are confused by conflicting demands made on them.

2. **Legal Issues**

- 2.1 There are no laws that specifically cover the risks from work related pressure, but there are elements of health and safety legislation, which cover risks to mental health as well as physical health and safety.
- 2.2 The Health and Safety at Work etc Act 1974 provides a general duty for employers to ensure, so far as is reasonably practicable, employees’ mental health as well as their physical health and safety and welfare. The Management of Health and Safety at Work Regulations 1999 require employers to undertake risk assessments, which must cover risks to mental health as well as physical health and safety.
- 2.3 An employer is not under a legal duty to prevent ill health caused by pressure due to problems outside work (e.g. financial or domestic). But non-work problems can make it difficult for employees to cope with the pressures of work and their performance at work might suffer. So being understanding to employees in this position would be in the employer’s interests.
- 2.4 **Employers are required to:-**
 - Carry out a systematic health and safety inspection of their premises and practices.
 - Identify any risks or hazards to their workers arising from those premises or practices.

- Take action to eliminate the risks or hazards identified or reduce them to the lowest extent reasonably practicable.

2.5 Bullying in the workplace has been identified as a source of employee stress. Serious forms of bullying may contravene the Health and Safety at Work Act or constitute a breach of the employer's duty of care under common law and can lead to claims of constructive dismissal. However any form of bullying at work would be in contravention of the Council's policies and would be dealt with as a disciplinary matter.

3. **How can Employee Stress affect the Council?**

3.1 Pressure in itself is not synonymous with ill health although pressure can have negative effects on employees. Apart from the short-term effects, intense prolonged or cumulative exposure to pressures may be limited to employees suffering serious conditions or illness. Such a situation affects both employees and the Council.

3.2 Individual effects of pressure may include: -

- Reduced morale/commitment to work
- Physical and/or mental ill-health
- Poor judgement; lack of concentration; poor memory
- Poor relationships with clients
- Tension and conflict between colleagues
- High job dissatisfaction
- Burnout, tiredness, exhaustion
- Escapist drinking, smoking
- Most of the above but reflected in the employee's personal life; low life satisfaction

3.3 The organisational effects of pressure may include:-

- Increased absenteeism and decreased productivity
- Reduced quality of work and customer care
- Increase in industrial relations problems
- Increase in disciplinary cases
- High employee turnover
- Increase in ill-health dismissals
- Negative impact on organisational culture
- Increased pressure on work colleagues
- Poor use of management time
- Higher costs associated with sick pay, providing cover for absent employees, recruitment costs, training costs
- Loss of knowledge, skills and experience

4. The Causes of Stress

4.1 The potential causes of stress in employees are many. Some may be attributable to the workplace and others to the employee's personal life.

4.2 In respect of the workplace the following are potential pressure areas:-

- The nature of the job (boring, repetitive, dangerous)
- A long hours culture
- Heavy workloads, inflexible work schedules
- The method of working including working conditions
- Lack of role definition; role conflict
- Change – operational processes and/or structural
- Communication problems
- A lack of leadership and support from managers
- Feeling a high degree of uncertainty about work objectives, the job or career prospects
- Prolonged conflict between individuals, including possibly sexual or racial harassment or bullying or where employees are treated with contempt or indifference
- A negative culture e.g. denial of potential problems; a culture of blame
- Physical danger e.g. hazardous chemicals, risk of violence
- Responsibility for others (e.g. in a caring environment)

4.3 Potential pressures in personal lives: -

- Relationships
- Money
- Health
- Bereavement
- Moving house
- Having children
- Problems with neighbours
- Family problems

4.4 From a management perspective, it may be extremely difficult to identify the cause of pressure affecting the employee. For example if the pressure the employee is experiencing is caused by work or home life?

4.6 For example, an employee with a health condition may be suffering and worrying about the effect on his/her continued ill health, his/her partner/family; his/her job; future financial circumstances and so on. The situation may lead to sickness absence, loss of motivation and poor performance. Thus the cause of the employee's health condition initially is personal but over time may affect work, leading to further problems.

4.7 Management's intervention, therefore, must be to address the work issues, attendance, motivation and performance whilst ensuring that the employee is supported through the proper application of the Council's policies and procedures and as necessary the Occupational Health Unit.

5. **Signs and Symptoms**

- 5.1 Managers should know their team members and have a clear understanding as to what each team member's normal behaviour is in relation to his/her work.
- 5.2 If a team member's behaviour changes, possibly for no apparent reason, the manager should make a point of raising his/her observations with him/her. Many of the outward signs of pressure should be noticeable to managers (and usually colleagues). Managers should look for such signs as deteriorating relationships with colleagues, irritability, indecisiveness, and absenteeism or reduced performance. Other signs might be smoking or drinking alcohol more, turning to drugs or perhaps complaints about their health e.g. that he/she gets frequent headaches.
- 5.3 The symptoms can manifest themselves in emotional, physical or behavioural issues such as:-
- Raised heart rate
 - Increased sweating
 - Headaches
 - Dizziness
 - Blurred vision
 - Aching neck and shoulders
 - Skin rashes
 - A lowering of resistance to infection
 - Increased anxiety and irritability
 - Difficult in sleeping
 - Poor concentration and an inability to deal calmly with everyday tasks and situations
- 5.4 However, it is important to bear in mind that observing such signs or experiencing such symptoms may not be as a result of pressure at work. The key is for the manager or the employee themselves to be aware of such emotional, physical or behavioural issues and "check them out".

6. **How can the Council help?**

- 6.1 The Council will take very seriously its obligations to deal with work related pressure. The Council acknowledges that it has a range of legislative requirements to comply with, but as a good employer, it invites all interested parties to work with it to keep workplace pressure to a minimum and to deal speedily and effectively with issues that arise.
- 6.2 Along with the advice and guidance contained in this Policy, and Guidelines, the Council will provide appropriate training to managers to raise their awareness of work related pressure and help them to develop their knowledge, skills and experience to manage the workplace effectively.
- 6.3 The Corporate Resources Directorate will monitor sickness absence statistics and develop the collation of data to enable the production of management reports. The CA will be kept informed of progress in managing work related stress.
- 6.4 Whilst employees have the opportunity to raise their concerns at any time about work related stress issues, the Council has placed a responsibility on all managers to ensure that the Employee Development Review (EDR) process gives employees the opportunity to raise concerns or difficulties. The EDR process will also identify any job related training and development needs.
- 6.5 The Council re-confirms its commitment to communicate with its employees as evidenced by Staff News, Grapevine, the availability of various minutes (Leaders, CMT, DMT, Committees etc), the Suggestion Scheme, Best Value updates, circular and personal letters, and positively welcomes

feedback from employees on matters which affect them. Employees are encouraged to raise concerns as they arise with their supervisors and to use the JCC arrangements as appropriate.

- 6.6 The Occupational Health Unit will continue to undertake health surveillance and health promotion initiatives and working with the Safety Services Unit, assist with the provision of a safe working environment. The Occupational Health Unit will also continue to provide professional confidential support to employees who are referred by their directorate or who refer themselves.

Where necessary, employees will be offered the services and support of relevant outside specialist organisations. It should be noted that the Occupational Health Unit has made it clear that if employees are suffering from pressure, then whatever its cause, they can look to the Council for help.

- 6.7 The Council will also welcome the help and support of the trade unions to devise, implement and improve its well being at work initiatives. The well being at work Policy and Guidelines will be reviewed as necessary in consultation with the trade unions.

7. **What can the Employees do?**

- 7.1 Employees have a very important role in helping the Council to manage workplace pressure effectively.
- 7.2 Perhaps the most important step is for employees to raise their concerns with their manager as soon as possible, openly and honestly. If the manager is the cause of an employees concern the employee can go to a higher level of management, invoke Council policies or approach their trade union.
- 7.3 If the cause of the employees concern is not work related, but is having an impact on work, being open and honest will help managers understand why there may be work problems and where possible give help. For example, if the employee needs to provide care for a dependant, it may be possible to agree revised working arrangements on a temporary or perhaps permanent basis.
- 7.4 Employees have a duty to take reasonable care of their own health and safety and that of other persons who may be affected by their acts or omissions at work. Employees also have a duty to co-operate with their employer in these matters.

8. **Managers' Responsibilities**

- 8.1 Managers have a unique role in the process of managing work pressure.
- 8.2 Managers have responsibilities for the management of employees and their work, which includes work pressures. They also must apply effectively and consistently the Council's policies and procedures and they are required to ensure that the employer's duty of care to provide a safe working environment is exercised at all times.
- 8.3 The Council's Health and Safety Unit has issued a wealth of guidance, policies and procedures on health and safety issues. The Unit is available to give advice and guidance as requested and managers must seek such advice and guidance if they have any uncertainties about their role under legislative requirements or the application of the Council's health and safety policies and procedures.
- 8.4 Similarly, the Occupational Health Unit has issued various advice and guidance on health related matters and managers must ensure that it is followed and applied consistently. If there are any doubts about what should be done on health related matters or the application of policies and procedures, assistance must be sought from the Unit.

- 8.5 The advice and guidance available from the Health and Safety and Occupational Health Units does not negate the manager's responsibility to manage. The Units provide advice and guidance to assist the managers to exercise their management responsibilities and it is not their role to take over the management of an issue or an individual employee's case.
- 8.6 Whilst managers MUST address issues once they become aware of them, they must only operate within their level of capability. Managers will not have the medical knowledge, skills or experience to deal with health related issues.
- 8.7 Counselling employees who are under pressure may raise issues of sensitivity and confidentiality and managers must NOT attempt to deal with matters which are outside their competence and/or responsibility. Because there are so many grey areas the golden rule must be, "if in doubt seek assistance". The Occupational Health Unit or Personnel Officers are available for help and guidance.
- 8.8 The managers' prime role must be to remove or reduce the cause of the pressure as far as that is reasonably practicable. Clearly that will be more difficult for pressures emanating from outside of work but depending on the circumstances the Council may be able to help.
- 8.9 As a final, but crucial point, managers must take the initiative and raise with employees their concerns if they consider the employees to be under pressure. Turning a "blind eye" is not acceptable and raising issues at an early stage may stop more serious problems developing.
- 8.10 Some managers may feel that they do not have the relevant skills to do this and if so it is their responsibility to raise with their managers their training and development needs.

9. **Managing Workplace Pressure**

- 9.1 This section splits into two parts, the Council's role and some specific further guidance for managers.

9.2 **The Council's Role**

- 9.2.1 The Council, as the employer, has the responsibility for ensuring that pressure is taken seriously by all employees but especially managers. It must develop a culture, which promotes an understanding towards employees who admit to being under too much pressure.
- 9.2.2 Managers must be made aware of what pressure is, how it may be caused and its effect on individuals and the Council. The Council will support managers to carry out their responsibilities for effective "well being" management and it will encourage them to have an open and understanding attitude to what employees say to them about the pressures of their work and to look for signs of concern in employees they manage.
- 9.2.3 Training will be high on the agenda to help managers acquire the necessary knowledge and skills to manage pressure.
- 9.2.4 The Council will, as far as reasonably practicable, introduce employment policies and practices, which promote and maintain a safe working environment. It will actively encourage employees to find better ways of service provision and to take all opportunities to participate in service and work development. The Council remains committed to keeping employees informed of changes that will affect them and it has introduced a wide range of mechanisms to encourage the flow of information and involvement of employees.
- 9.2.5 Training and development of employees has been seen as fundamental to the continued success of the Council. The introduction of Employee Development Reviews, specific management

development courses (CMS and DMS), a wide range of training and development courses and the commitment to IIP are all aimed to ensure that employees have the necessary knowledge, skills and experience to contribute fully in their work. This will remain a priority.

- 9.2.6 The Council's management style has been promoted as one of "participative", with mechanisms in place to ensure that concerns are dealt with as speedily as possible at the lowest level possible.
- 9.2.7 The Council is committed to equality in employment and it has introduced policies and procedures to effect this. It will not tolerate discrimination, harassment or bullying and it regards such breaches of its policies on these matters as serious to the extent that they may be classed as gross misconduct resulting in summary dismissal.
- 9.2.8 In terms of specialist resources, the Council has acknowledged the role of Occupational Health. The Unit is supported by a specialist Doctor qualified in occupational health care. The Unit will continue to act as the prime source for advice and guidance to the Council for work related health matters and it has important responsibilities for health surveillance and health promotion. The Unit as necessary utilises specialist skills of outside organisations, which supplement its work.

An important factor of the Unit is that it operates under strict codes of confidentiality to enable employees to raise difficult, complex and sensitive issues, which may be giving rise to ill health. The Council through its manager has the ability to agree phased returns to work with no loss of pay if deemed helpful to assist employees in their return to work.

9.3 Further Guidance for Managers

- 9.3.1 The Policy and Guidelines so far has given a range of guidance for managers. Some of it will have raised awareness, whilst other guidance will have made it clear what good practice is and what must be done to manage pressure effectively. What follows is more about trying to ensure that pressure does not arise but when it does, how to deal with it.
- 9.3.2 Prevention is always better than cure so managers should ensure the following: -
- That the physical working environment is comfortable, safe and conducive to working.
 - That the job itself has been designed to make it more satisfying and that the employee is able to make the most of his/her skills.
 - The management style and practices should involve employees to increase motivation and commitment to work.
 - The Council's policies on Employee Development Reviews, training and development and team meetings must be applied in full. Managers should seek opportunities for employees to participate in decisions about their work.
 - New employees must be fully inducted, monitored and kept informed of their progression.
 - Where employees are required to take on new tasks they should receive the appropriate training and support.
 - All employees must have access to the various communications channels within the Council such as the Grapevine (Staff magazine), minutes from the Leaders meetings, Corporate Management Team (CMT) meetings, Departmental Management Team (DMT) meeting and Section Team meetings.

- Employees should have an awareness of personnel policies and procedures and where to seek further advice and guidance.
- Employees should fully understand their job; what is required of them and the standard of performance expected.
- Issues pertaining to bullying/ harassment/ conflict should be raised with the relevant personnel and dealt with through the appropriate personnel policies
- Managers should acknowledge good performance, give employees constructive feedback and actively encourage them to improve where standards are not being met.

9.3.3 In a sense the above is really only good management. However, some issues will always emerge which require attention. Where a manager has observed that an employee may be suffering and complains about being under pressure the following will help: -

- Deal with the matter as soon as possible. Find the right environment and set aside sufficient time.
- If the manager has asked to see the employee because he/she suspects that the employee may be suffering from pressure, the manager has to be open and honest about why he/she thinks that might be the case. However, the manager must be tactful and diplomatic and be mindful that he/she may be raising an issue that has a confidential and sensitive background. It is important that from the outset that the manager creates the right climate.
- Much of what has been said above will still apply if the employee is the first to raise his/her concerns.
- The next step is to listen – is the pressure work related? If YES –
 - Address the source of the pressure. Can it be removed or reduced?
 - Do other people need to be involved such as higher levels of management, Safety Services Unit, Occupational Health Unit, Personnel, the trade unions.
 - Try and involve the employee to reach a decision on what needs to be done.
 - If necessary encourage the employee to seek further help through his/her doctor or other appropriate outside organisations.
 - Implement by completing form 5 in the EDR package stating what has been decided. Discuss with the employee the course of action and agree a way forward. Both sign to state you agree the action. Monitor and review progress. If necessary implement new courses of action depending on progress.

9.3.4 Remember a manager can only offer help. If employees refuse an offer of help, this is their right. If an employee refuses help, but is under-achieving or his/her behaviour is causing concern, he/she must be informed of procedures, which might be used in such circumstances (capability or disciplinary).

9.3.5 If the employee acknowledges that he/she is experiencing pressure but the cause is not work based, the manager will have to consider if he/she can help, perhaps after taking advice. For example an employee may have a sick partner who requires some short-term health care. The manager may be

able to agree a temporary reduction in hours of work or rearrange working patterns or agree some flexibility over starting and finishing times.

- 9.3.6 If the issue is a personal one, the employee may be reluctant to talk to his/her manager. The manager should respect this and it is not a reflection on the manager in any way. If, however, the employee seems willing to talk but the manager feels unable to help, the manager should seek the advice of the Occupational Health Unit. The employee may need professional counselling and this can be advised upon by the Unit.
- 9.3.7 however, sometimes there is nothing the manager can do, in which case the employee may need help in coming to terms with the difficulty. The manager should take advice and guidance as mentioned above and the employee advised of what help is available from the Council. Even where the Council cannot solve the problem giving rise to the issue, the manager must keep the employee's performance at work under review and discuss it with the employee especially if it deteriorates. The manager should ensure that the Council has done all it reasonably could in the circumstances, but if action is necessary to address unacceptable levels of performance, managers must understand that they have a duty to manage and have wider responsibilities to other employees, the Council and themselves.
- 9.3.8 Managers should allow employees reasonable time off for support from the Occupational Health Unit. It is cost effective to support employees in this way and may avoid costly absences or an escalation of a problem at a later stage.

10. **Other Relevant Policies**

- 10.1 The Council's Policy and Guidelines on well-being at work does not sit in isolation. In dealing with an issue of pressure it may be apparent from the outset or during the management process that other Council policies should be invoked.
- 10.2 This is particularly important if the cause of the pressure is alleged to be attributable to unacceptable behaviour which if proved would be in breach of the Council's policies on harassment, discipline, health and safety etc.
- 10.3 The following policies may be appropriate to assist with the issue: -
- Disciplinary, which gives examples of misconduct and gross misconduct. Behaviour in respect of bullying; racial and sexual harassment and breaches of health and safety are not acceptable and will be dealt with firmly.
 - Personal Harassment, which stipulates that all employees are entitled to work in a situation, which assists them to reach their full employment potential. It is the responsibility of managers and supervisors to ensure that the principles of the policy become embodied in the custom and practice of daily working life.
 - Sickness Absence, sets targets for attendance and explains how short-term and long-term sickness absence should be managed. It also recognises the role of the Occupational Health Unit in helping employees return to work/improve their attendance record.
 - Redundancy/Redeployment, which explains the process for helping employees in a redundancy situation.
 - Grievance sets out those areas covered by the policy which employees can raise as grievances and the process that will be followed to resolve them.

- Equal Opportunities, which deals with equal opportunities in employment including promotion and training and development.
- Flexible Working Hours Policy.

11. Sources of Information

Useful Telephone Numbers

ALCOHOLIC ANONYMOUS - 830083 – 9.00 a.m. – 11.00 a.m.
(Monday to Friday)

CRUSE BEREAVEMENT CARE - 565565 – 2.30 p.m. – 4.30 p.m.
(Tuesday)

VICTIM SUPPORT - 587666

COUNCIL FOR DRUG PROBLEMS - 225868

MIND - 224729

SAMARITANS - 323456 (24 Hours)

For further voluntary organisations, please contact Occupational Health or consult the telephone directory.

Steps To Carry Out A Well Being Risk Assessment



KEY-Full Time Employees

Form 1 – Well Being Risk Assessment Questionnaire

Form 2 – Interim Well Being Risk Assessment

Form 3 – Well Being Risk Assessment

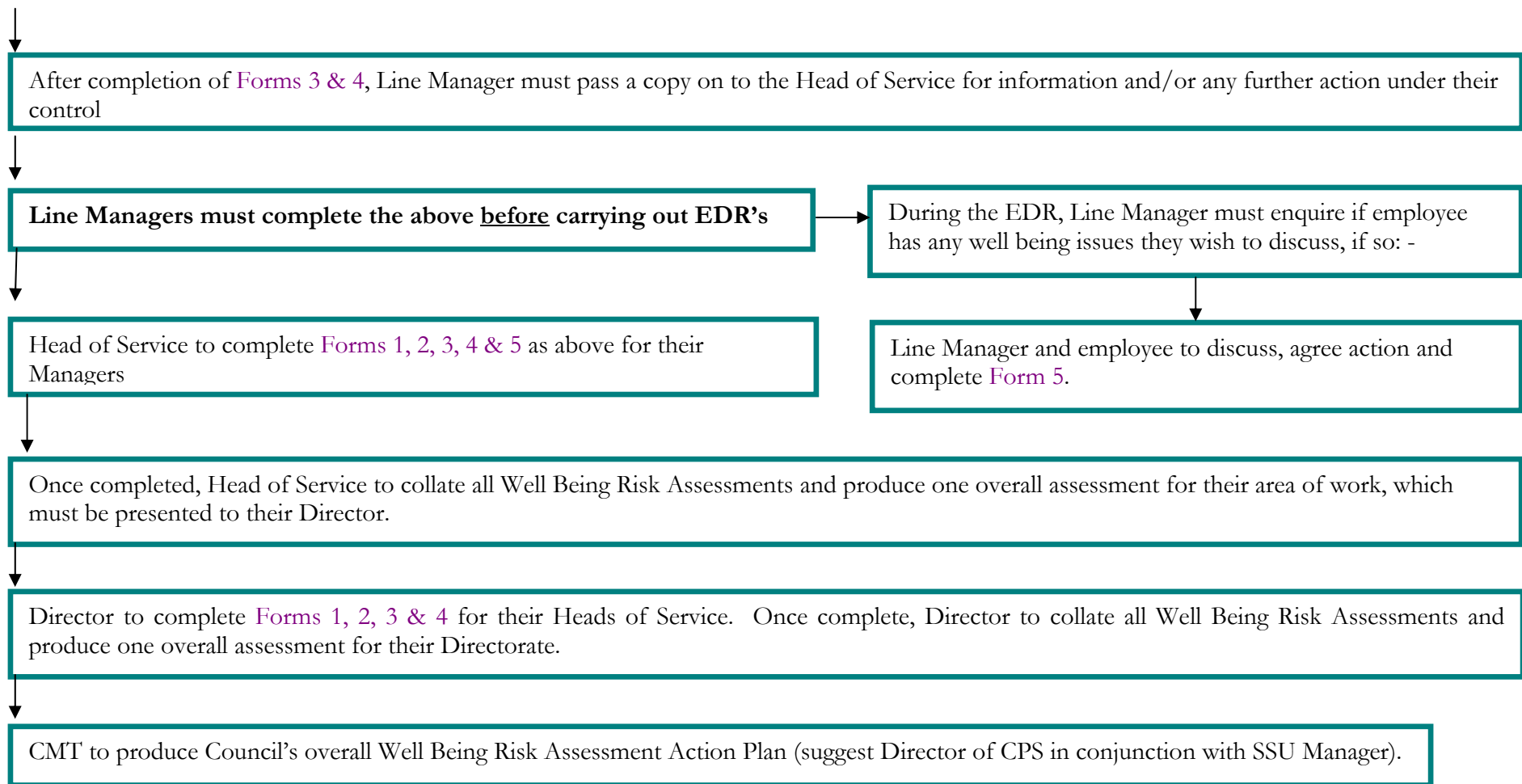
Form 4 – Section/Team list of names, signature confirmation and dates.

Form 5 – EDR Well Being Issues Form

KEY-Part Time Employees

Form 1A – Abridged Risk Assessment Questionnaire

Covering Letter for Form 1A



Council Code of Practice and Guidelines

WELL BEING AT WORK RISK ASSESSMENT

1 Introduction

- 1.1 The Health and Safety at Work etc Act 1974 provides a general duty for employers to ensure, as far as is reasonably practicable, the mental health as well as the physical health, safety and welfare of their employees.
- 1.2 The Management of Health and Safety at Work Regulations 1999 require employers to undertake risk assessments, which must cover risks to mental health as well as physical health and safety. Appropriate preventative or protective measures must be taken to remove or reduce identified risks to employees and this applies equally to their mental health as well as their physical well-being.
- 1.3 It is now clear from case law and research that employers should consider well being at work when undertaking their general risk assessments.
- 1.4 The Council's Well being at work Policy aims to develop and maintain a culture where all parties work together to reduce the incidence of work-related pressure. Modern local government is subject to constant change, which will inevitably lead to additional pressures upon individuals and teams. The Council has an important role to play in helping employees to cope with these changes by making sure that they are carefully planned, communicated and implemented.
- 1.5 The Council recognises that too much pressure can have an affect on employees and the Council. Employees and managers therefore have an important joint responsibility to tackle the causes of pressure in the working environment. Whilst it may not always be possible to remove the cause of pressure, it is usually possible to reduce its impact through working together and having support systems in place.
- 1.6 The Council takes the health, safety and welfare of its employees seriously and systems have been put in place to comply with legal requirements and minimise the effects of work-related pressure.

2 What is Stress?

- 2.1 Stress is generally defined as the reaction people may have to excessive pressures or demands placed upon them. It is a natural reaction and can affect anyone regardless of how junior or senior, or how little or how much he or she earns.
- 2.2 Different people cope with different levels of, in different ways, at different times in their lives. What is just enough pressure for one person could be too much for someone else.

3 Assessment of Risk

3.1 Managers/ supervisors are responsible for carrying out well being at work risk assessments.

3.2 The issue of ill health caused through work pressure must be dealt with in the same way as any other workplace hazard. The Council has produced a risk assessment package to assist managers/ supervisors and employees to address this issue.

3.3 Control measures applied in well being at work risk assessment are the same as with any other hazard encountered in the workplace. Below is a list of examples which managers/ supervisors must consider when carrying out a risk assessment relating to work pressures: -

- Clearly it is best to avoid the risk if you can.
- If you can't avoid it then deal with the risk at source.
- Do what you can to reduce the risk.
- Look at workplace design, equipment and workloads and methods of work.
- Alleviate boredom and decide on a working rate to reduce the effect on health - adapt the work to the individual where you can.
- Adapt to technical progress and support the team through the changes.
- Develop a prevention approach. Think about technology, organisation of work, working conditions, social relationships and any other factors relating to the working environment.
- Look at the wider picture – if one person has a problem the chances are others could be affected too.
- Give clear and simple instructions so people know what is expected of them.

3.4 To assist managers/ supervisors to undertake well being in the work place risk assessments and to maintain standards across the Council, a standard Risk Assessment process has been formulated. Managers/ supervisors should note that the control measures quoted are for guidance and further measures may be required in different situations.

3.5 Section/Team Well Being at Work Questionnaire (Form 1)

The section/team questionnaire (form 1) should be completed by the Line Manager. The Line Managers/ Supervisors must ensure that all the information collated in the questionnaire is evaluated before carrying out and completing the interim well being risk assessment pro forma (Form 2).

3.6 Interim Well Being at Work Risk Assessment Pro Forma (Form 2)

- After completing form 1 with the section / team;
- The line managers must identify all hazards and include them in the risk assessment pro forma (Form 2)

- Existing control measures should be entered onto the pro forma under the control measures section of the Form 2.
- Where no existing control measures are in place, the managers/ supervisors should make a response on the pro forma 2 identifying further action to be taken to reduce the risk to an acceptable level (reasonably practicable).
- The Line manager arranges a second meeting with section / team and relevant trade unions/representatives for safety and discuss the additional proposed control measures and identifies who is to action what and when.
- The Line Manager then completes form 3.
- Form 4 must be signed and dated by all team members and attached to Form 3.
- Where an individual stress questionnaire highlights a sensitive stress issue, a separate stress risk assessment must be carried out by the managers/ supervisors in conjunction with the individual along with any appropriate actions.
- Line Managers must ensure that a copy of the completed Form 4 is passed to their head of service for processing.

Employees are reminded that if the cause of work pressure is related to their managers/ supervisors then they can go to a higher level of management, invoke Council policies or approach their Trade Union Representative.

3.7 The well being at work risk assessment should be reviewed if there is a significant change in the work activity or if employee is known to be absent from work due to a pressure at work related condition. (e.g. reactive illness).

3.8 Whilst undertaking the Well Being at Work Risk Assessment, full consideration should be given to any other current risk assessments relating to this individual's role or workplace, for example workplace and display screen, manual handling or disability assessments.

3.9 **Monitoring and Reviewing**

- Line Managers/ supervisors must ensure that identified control measures are in place.
- Line Managers/ supervisors must continually monitor employees for signs of pressure.
- Line Managers/ supervisors must ensure that well being at work questionnaires are reviewed on an annual basis or if an issue of pressure at work develops with an individual or within a team.

4.0 **Heads of Service**

- Follow the same process as on page 15 regarding the completion of their own teams risk assessment.

- Heads of Service receive copies of completed well being at work risk assessments for their subordinate Line Manager, discuss outstanding issues and action what is within the Head of Service's control.
- Once this process has been completed, heads of service must collate all the Well Being at Work risk assessments and prepare a report outlining the outstanding issues and where possible, plan of action to remedy the concerns.

5.0 **Directors**

- Director follows the same process as on page 15, regarding the completion of their own teams risk assessment.
- Directors receive a copy of each head of services report and discuss the finding with the Head of Service. Director to action what is within their control.
- Director to produce a report on the outcome of their directorate well being at work risk assessment process and forward to the Chief Executive for discussion at C.M.T.
- Corporate Policy and Strategy Director to produce overall Well being at Work risk assessment action plan on any outstanding (with assistance from Safety Services Manager) if required.

SECTION/TEAM WELL BEING RISK ASSESSMENT QUESTIONNAIRE

Directorate

Section/Team

				Comments
	YES	NO	N/A	
	↓			

<u>Demands</u>					
1	Do you have at least a minimum 30-minute lunch break during your day (shift)?				
2	Are work deadlines realistic?				
3	Are work deadlines regularly reviewed?				
4	Do you take work home?				
5	Do you regularly work outside normal contractual hours				
6	Do you work at night, participate in shift work overtime or work weekends?				
7	Does your work allow you to vary the intensity of your tasks to aide concentration?				

<u>Control</u>					
8	Do you rotate work to minimise repetitive activities? (e.g. filing and answering the telephone etc).				
9	Is work allocated to minimise peaks and troughs to avoid overload or monotony etc?				
10	Are you involved in the setting/ planning of workloads?				
11	Does the job provide variety of tasks?				
12	Is Time Management Training provided?				
13	Are you able to vary working arrangements?				

					Comments
		YES	NO	N/A	
		↓			

<u>Support</u>					
14	Would colleagues help you to overcome any difficulties when carrying out tasks?				
15	Are you encouraged to make contributions to improve the efficiency of your Directorate?				
16	Are your suggestions discussed positively and reasons given if not adopted?				
17	Is your manager supportive and shows interest in your work?				
18	Does your manager give praise when deserved?				

<u>Relationships</u>					
19	Have risk assessments been carried out on activities undertaken in your job? For example: dealing with difficult customers, lifting & handling.				
20	Do you have a say in your own work speed/output?				
21	Do you have a clear understanding of the goals and objectives of your department?				
22	Do you have a clear understanding of the goals and objectives of the organisation?				
23	Do your colleagues give encouragement and support to you?				
24	Are team building sessions carried out?				

					Comments
		YES	NO	N/A	
		↓			

25	Does your Line Manager enable issues to be discussed in confidence or as a group (as appropriate)?				
26	Are you able to hold confidential and meaningful discussions with your manager regarding your individual needs?				
27	Are you aware of the Council's policies on Equal Opportunities, Personal Harassment/Bullying and Grievance Handling?				

<u>Role</u>					
28	Does your job outline reflect the duties and responsibilities required for the job?				
29	Does your job outline match and cover the majority of tasks to be undertaken by the employee?				
30	Has training been identified to enable the activities identified above to be carried out?				
31	Has training been provided to enable the activities identified above to be carried out?				
32	Are you made aware of the reasons for setting particular deadlines?				
33	Do you feel that the amount of information you receive is concise and relevant to work activities? (Grapevine, Intranet, notice boards etc)				

<u>Change</u>					
34	Are you informed and consulted of changes within your section?				
35	Are the reasons for the change explained in simple terms?				

				Comments
	YES	NO	N/A	
	↓			

36	Are you kept updated at each stage of the process?				
37	Are the implications of change discussed as a team to ensure all views are taken into account and individually if requested?				

Section/Team Well Being Risk Assessment Questionnaire

Section/Team

Signature of Line Manager

Date Completed

Next Due

SECTION/TEAM WELL BEING INTERIM RISK ASSESSMENT

Directorate

Section/Team

Hazards	Risk Rating	Control Measures	Risk Rating	Further Control Measures	Responsible Person	Date to be actioned
	H/ M/ L		H/ M/ L			
<u>1. DEMANDS</u>						
<u>2. CONTROL</u>						

Hazards	Risk Rating H/M/L	Control Measures	Risk Rating H/M/L	Further Control Measures	Responsible Person	Date to be actioned
3. <u>SUPPORT</u>						
4. <u>RELATIONSHIPS</u>						

Hazards	Risk Rating H/M/L	Control Measures	Risk Rating H/M/L	Further Control Measures	Responsible Person	Date to be actioned
5. <u>ROLE</u>						
6. <u>CHANGE</u>						

Section/Team Well Being Risk Assessment

SUMMARY OF AGREED ACTION

Section/Team Assessed		Work Base	
Line Manager		Date	
Summary	Actions Agreed		Target Date

Completion Date

Agreed Review Date

Section/Team Well Being Risk Assessment

For completion by the Line Manager:

Describe Section/Team Job/Activity	
Name of Line Manager:	
Signature of Line Manager:	
Post Title:	
Date of Assessment:	
Reassessment Due:	

*** Having assessed the risk and the control measures in operation, the action points noted on Form 3 require action in order to reduce the risk to the lowest level reasonably practicable.**

List of Section/Team Member Names		
Name Printed	Signature	Date

*** To be attached to agreed risk assessment and action plan**

Employee Development Review

WELL BEING ISSUES AND SUMMARY OF AGREED ACTION

Employees Name		Section	
Job Title		Work Base	
Line Manager		Date	
Details of Issues Discussed	Actions Agreed		Target Date

*** I agree with the summary action to be taken...**

Name of Employee _____

Line Manager _____

Signature of Employee _____

Signature of Line Manager _____

Date Completed _____

Date Completed _____

Agreed Review Date

***Original form to be retained by Line Manager and a copy given to employee**

Six Key Areas of the Management Standards for Well Being at Work

Demands:

- Manager sets realistic workloads/ deadlines in relation to employees agreed working hours
- Manager ensure job requirements do not exceed employees' skill/ capabilities
- Manager address employees' concerns regarding their work environment.

Control:

- Where possible, manager should ensure that employees can control the pace of their work (consultation over work patterns and breaks)
- Manager encourages employees to use their skills and initiative
- Where possible, manager encourages employees to develop their skills to enable them to take on new/ challenging work

Support:

- Organisation provides policies, procedures and systems to support employees in their work
- Manager to develop system which encourages colleagues to support each other
- Manager provides system to ensure that employees receive regular constructive feedback

Relationship:

- Organisation has policies and procedures to deal with unacceptable behaviour
- Manager has systems to promote positive behaviour (including sharing of relevant information between colleagues)
- Manager provides systems to encourage employees to report unacceptable behaviour
- Manager enabled to deal with unacceptable behaviour

Role:

- Organisation provides information to enable employees to clearly understand their role
- Organisation ensures that employees duties and responsibilities do not conflict
- Organisation ensures that employees are able to report concerns or conflicts they feel they have in carrying out their role and responsibilities

Change:

- Organisation provides timely information to employees explaining the reasons for any changes
- Organisation consults with employees allowing them an opportunity to influence the proposed changes

- Organisation provides employees with timetable of changes
- Organisation provides explanation of how employees may be affected by the changes
- Organisation provides support and relevant training to enable employees to take on the changes

Demands	Control	Support	Relationship	Role	Change
Working Time Directive	Team meetings	EDR's and updates	Team meetings	Job outline	Negotiation with Trade Unions
Job Outlines	E.D.R.'s and updates with Line Manager to reassess role within team	Managers 'open door' policy	Away days – team building	EDR's and updates	Information to staff via: CMT minutes. Team Talk. Grapevine D.M.T. meetings. Team meetings. J.C.C. meetings. Trade Union bulletins. Steering Groups. Notices in wage slips. East Riding News. Manager/ Supervisors briefings. Global e-mails from Property Services. Intranet
Training/ retraining	Line manager's 'open –door' policy	360 degree appraisal	Personal Harassment Policy	Risk assessment	
Structured interviews for employment	Director's Diagonal Slice meetings	Director's Diagonal Slice meetings	Equalities policy	Safe working procedures	
Monthly H&S inspections, assessment of workplace	O. H. U self-referral	Team meetings	D.M.T.	Team meetings	
E.D.R.'s and updates with Line Manager to reassess role within team	Representations to Trade Unions	Representations to Trade Unions	O. H. U self-referral	Away days	
Line manager's 'open – door' policy	Away days	O. H. U self-referral	Bullying hot-line	O.H.U self referral	
	Working Groups	Help lines (I.T, Building Maintenance and Teaching)	360 degree appraisal	Managers 'open-door' policy	
	Steering Groups	Advice from S.S.U.	Diagonal slice meetings		
			Training courses – C.M.S. etc		

Policies, Procedures, Guidelines and Forms

<u>Human Resources</u>	<u>Safety Services Unit</u>
Recruitment and Selection	28 Codes of Practice and Guidelines (Examples shown below)
Termination Guidelines	<ul style="list-style-type: none"> • SSU02 Management of H&S
Conditions of Service/ Changes in Employment	<ul style="list-style-type: none"> • SSU06 Violence & Challenging Behaviour and Working Alone in Safety
Pay, Awards and Job Evaluation	<ul style="list-style-type: none"> • SSU15 Display Screen Equipment
Working Arrangements and Leave	<ul style="list-style-type: none"> • SSU19 Fire Precautions
Maternity and Adoption Leave	<ul style="list-style-type: none"> • SSU26 Risk assessment for New and Expectant Mothers at Work
Disciplinary, Capability	<ul style="list-style-type: none"> • SSU27 Well Being Code of Practice
Anti Fraud and Anti Corruption	
Grievances	3 Safety Advisory Notes: (Examples shown below)
Employee Relations	<ul style="list-style-type: none"> • Visiting Sites and Premises
Redeployment and Redundancy	<ul style="list-style-type: none"> • Staff Responding to Security Alarm Calls
Sickness Absence and OHU Referrals	
Health and Safety	<u>Occupational Health Unit</u>
Retirement	Stress – A Managers Guide
Equalities	Stress – Introduction
Training, Briefings and EDR's	Stress – Your Guide to Managing Stress
Internet and E-Mail	
Pensions	
L3 Stress Management Policy	
B3 Corporate Wear Guidelines	
B2 Use of Council Plant, Equipment & Assets Policy	
L2 Violence & Challenging Behaviour and Working Alone in Safety	
L10 Workplace Drug & Alcohol Testing	
O2 Personal Harassment Policy	
P4 EDR Best Practice	
Compressed Working Hours Policy	
Right to Request Flexible Working	
Retraining & Redevelopment Policy	
Job Share Policy	
Home Working Policy	
Special Leave Policy	