**Owner: Health, Wellbeing and Safety (HR)**

**Last Review: 15 July 2019**

**This Checklist is based upon the United Kingdom Health and Safety Executive’s standards for managing workplace stress. The Checklist will assist in identifying the type of adjustments that can be made to meet the these standards**

| **Potential adjustments to meet the standard:** | **Yes if** **relevant** | **Agreed actions:** **(include a review date)** |
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| **Work Demands:** Staff members indicate that they are able to cope with the demands of their jobs; andSystems are in place locally to respond to any individual concerns. |
| Risk Factors: can include work overload, work underload (not enough to do and fear of redundancy), pressures to work excessive hours, taking work home regularly, constant and/or unreasonable deadlines, inadequate training to perform the job, boring or repetitive job content, lack of notice of urgent work, mismatch between skills and job demands, leave accumulating; Can also include unsafe work conditions or requirements, technology problems (such as inadequate work equipment or IT support), excessive noise, heat or cold, excessive physical exertion, inadequate lighting or ventilation, lack of maintenance and lack of space. |
| Can the task be redesigned to remove unnecessary or duplicated tasks or to add content where under load occurs? |  |  |
| Can adjustments (temporary or permanent) be made to the working hours or patterns? |  |
| Are rest breaks, lunches being taken? Is leave being used? |  |
| Can changes be made to the way resources are managed or allocated? |  |
| Can further training, coaching, mentoring be provided? |  |
| Can changes be made to the work environment? |  |
| Can job rotation occur where workload is heavy or fast paced or where it is repetitive and boring? |  |
| Can assistance be given to prioritise work and notice to manage urgent or important jobs |  |
| Other? |  |

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| **Control:** Staff members indicate that they are able to have a say about the way they do their work; andSystems are in place locally to respond to any individual concerns. |
| Risk Factors: can include perceived lack of fairness in distribution of work, lack of control over the work, work allocation being withheld by others, conflicting demands and priorities, fragmented and meaningless work  |
| Can the job design be altered to give more control over pace or organisation of the work? |  |  |
| Does consultation occur in assigning priorities and workloads? |  |
| Is work assigned fairly and transparently? |  |
| Can adjustments be made to the working hours or patterns? |  |
| Are employees encouraged to develop new skills and use initiative? |  |
| Can further training be provided? Can flexibility be increased? |  |
| Other? |  |

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| **Support:** Staff members indicate that they receive adequate information and support from their colleagues and superiors; andSystems are in place locally to respond to any individual concerns. |
| Risk Factors: can include poor management practices, lack of feedback on performance, inability to balance work and non work demands. |
| Is there adequate management support and leadership? |  |  |
| Are opportunities available to raise and resolve issues such as through team meetings and regular one-to-one meetings? |  |
| Are systems in place and working to give and receive regular feedback through the PPR process and regular one-to-one meetings? |  |
| Does the staff member know how to access University policies, procedures and guidelines relevant to their concerns? |  |
| Does the staff member know how to access the resources necessary to do their job? |  |
| Can further training be provided? |  |
| Are flexible or changed working arrangements available? |  |
| Does the staff member know how to access support systems provided by the University such the Employee Assistance Program and Human Resources Staff Advisers? |  |
| Other? |  |

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| **Role Clarity:** Staff members indicate that they understand their role and responsibilities and Systems are in place locally to respond to any individual concerns |
| Risk Factors: can include lack of job clarity, uncertainty about boundaries and authority, poor communication, conflict or competition over tasks, responsibility beyond capacity to cope |
| Are opportunities available to raise and resolve issues such as through team meetings and regular one-to-one meetings? |  |  |
| Can the job design be altered to provide better role clarity and ensure conflicting demands are minimised?  |  |
| Are systems in place to clarify expectations? |  |
| Are systems in place and working to give and receive regular feedback through the PPR process and regular one-to-one meetings? |  |
| Are job requirements regularly discussed with staff to ensure that everyone is clear about them |  |
| Is it clear how the job contributes to the University |  |
| Other? |  |

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| **Relationships:** Staff members indicate that they are not subjected to unacceptable behaviours, e.g. bullying at work; andSystems are in place locally to respond to any individual concerns |
| Risk Factors: can include poor work relationships with managers or peers, personality clashes, rivalry between different work sections or individuals, harassment (eg racial or sexual), victimisation and bullying. Can also include other people such as "customer rage" |
| Are opportunities available to raise and resolve issues such as through team meetings and regular one-to-one meetings? |  |  |
| Is conflict identified and addressed at an early stage? |  |
| Does the staff member know how to access University policies, procedures and guidelines relevant to their concerns? |  |
| Does the staff member know how to access support systems provided by the University such the Employee Assistance Program and Human Resources Staff Advisers? |  |
| Can training be provided in interpersonal skills and managing conflict |  |
| Provide clear expectations of customer service to both staff and clients |  |
| Identify and address causes of client complaint and aggression |  |
| Other? |  |

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| **Change:** Staff members indicate that the organisation engages them frequently when undergoing an organisational change; andSystems are in place locally to respond to any individual concerns. |
| Risk Factors: can include poor communication, lack of consultation, drawn out processes, lack of clarity on future job requirements, lack of support and counselling, lack of participation in job design/re-design |
| Are staff members consulted on proposed changes in a timely manner where possible? |  |  |
| Is the staff member provided with further information to help understand the reasons for change, if required? |  |
| Are staff encouraged to participate and raise ideas or concerns? |  |
| Are staff members able to contribute to the design of their jobs? |  |
| Are systems in place to provide staff members with information on the probable impact of change on their jobs? |  |
| Are systems in place to make staff members aware of timescales for change? |  |
| Can further training be provided? |  |
| Does the staff member know how to access support systems provided by the University such the Employee Assistance Program and Human Resources Staff Advisers? |  |
| Other? |  |

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| **Civility:** Staff members indicate that everyone including colleagues, other teams and clients are treated with respect; and Systems are in place locally to respond to any individual concerns |
| Risk Factors: can include poor support and morale, excessive competition between individuals, high turnover, a “us” and “them” mentality, complete focus on work priorities |
| All team members are treated with respect and their contributions identified and valued |  |  |
| There is consistency of expectations and no appearance of favouritism |  |
| Unacceptable or poor behaviour is dealt with promptly |  |
| Staff are not reluctance to speak up because comments or concerns are treated with respect and dealt with |  |
| Supervisors regularly interact with staff, monitor the work environment and provide constructive feedback |  |
| Individual requirements or considerations are treated on their merits |  |
| Supervisors and managers promote a shared understanding of civility |  |
| Other? |  |

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| **Work-Life Balance:** Staff members indicate that work-life balance is an important consideration in decision making and individual needs are considered when practical; and Systems are in place locally to respond to any individual concerns |
| Risk Factors: can include excessive hours of work, expectation of 24/7 availability, lack of planning and prioritisation of work, inflexibility in dealing with personal needs |
| Managers and supervisors promote and model work-life balance |  |  |
| Differences in life demands on staff are recognised and accommodated where practical |  |
| Managers and supervisors deal with requests for flexible working arrangements on their merits and treat requests equitably |  |
| Other? |  |