**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 stress risk factors with a job or task**

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| --- | --- | --- |
| **Work Demands:**  **includes issues like workload, work patterns, and the work environment** | **✓** | **Comments and proposed actions to offset the identified risks** |
| 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;  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. | | |
| **Work content and demands** |  |  |
| Does the work involve a high level of uncertainty | **🞏** |  |
| Is the work monotonous, under-stimulating, fragmented or meaningless | **🞏** |
| Is the work considered repetitive and monotonous? | **🞏** |
| Will staff skills and capabilities match the work requirements? | **🞏** |
| Are there technology or other support problems: such as inadequate work equipment or poor IT support? | **🞏** |
| Are the tasks involved considered unpleasant or of low social value? | **🞏** |
| Will there regular paid or unpaid overtime occurring? | **🞏** |
| Will staff be able to take holidays or flex times regularly? | **🞏** |
| Do staff have sufficient resources in time, equipment, and access to expertise? | **🞏** |
| Does the work involve continuous exposure to clients? | **🞏** |
| Does the task lead to emotional responses that must be kept hidden? | **🞏** |
| Does the work involve continuously dealing with other people and their problems? |  |
| The role involves responsibilities for other staff? | **🞏** |
| Are staff safe from exposure to the threat of physical violence or verbal abuse from the public? | **🞏** |
| Are clients highly demanding / abrupt / non-appreciate? | **🞏** |
| **Workload/work pace** |  |  |
| Is there work overload or underload? | **🞏** |  |
| Are there constant deadlines or rush jobs to be done? | **🞏** |
| Is there machine pacing? | **🞏** |
| Does the job involve having too much or too little to do? | **🞏** |
| **Work environment** |  |  |
| Are there work environment issues: too hot/too cold, noisy, too bright | **🞏** |  |
| Is the physical work environment comfortable? | **🞏** |
| Is there lack of space or poor layout? | **🞏** |

| **Control:**  **How much say the person has in the way they do their work** | **✓** | **Comments and proposed actions to offset the identified risks** |
| --- | --- | --- |
| Risk Factors: can include lack of control over the work, work allocation being withheld by others, conflicting demands and priorities | | |
| Staff have little control over the pace of work? | **🞏** |  |
| Staff have little control over their work priorities? | **🞏** |
| Staff have very limited ability to use their initiative or discretion in their work? | **🞏** |
| Staff do not have a say over when breaks can be taken? | **🞏** |
| Staff have limited opportunities for training and skill development? | **🞏** |
| The job will not allow consultation with staff about their work, including workloads and work patterns? | **🞏** |
| The job is insecure or subject to sudden cessation? | **🞏** |
| Staff do not have the right to refuse, for example, to deal with a difficult member of the public? | **🞏** |
| Staff will have little opportunity to develop new skills to help them undertake new and challenging pieces of work? | **🞏** |

| **Support:**  **Includes the encouragement, sponsorship and resources provided by the University, line management and colleagues** | **✓** | **Comments and proposed actions to offset the identified risks** |
| --- | --- | --- |
| Risk Factors: can include poor management practices, lack of feedback on performance, inability to balance work and non work demands. | | |
| Staff are not made aware of the University’s policies on work-life balance, staff development, performance management, Employee Assistance Program | **🞏** |  |
| There is no clear career development or progression in the job? | **🞏** |
| Supervision will not be directly available or will be infrequently present? | **🞏** |
| The job is underpaid compared to similar work in the area? | **🞏** |
| Staff receive criticism from clients, management or others regularly? | **🞏** |
| Staff do not have access to flexible working arrangements? | **🞏** |
| The job does not lend itself to the use of family friendly policies? | **🞏** |
| Staff do not access to private or protected spaces away from continuous public contact? |  |
| Staff are not helped to cope with work or home related issues? (flexibility during emergency situations, family leave, etc.) | **🞏** |

| **Relationships:**  **Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour** | **✓** | **Comments and proposed actions to offset the identified risks** |
| --- | --- | --- |
| 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" | | |
| The supervisor will not find it easy to build a relationship with the staff member (due to location, type of work etc)? | **🞏** |  |
| There has been a difficult relationship between the supervisor and individual staff members in the team? | **🞏** |
| It is difficult to develop a positive working atmosphere? | **🞏** |
| The existing workgroup has difficult working relationships or has been involved in workplace conflict | **🞏** |
| There have been incidents of poor or inappropriate behaviour in the workgroup? | **🞏** |
| The work will be carried out in isolation from other workers or team members? | **🞏** |
| The work location interferes with communication between staff? | **🞏** |

| **Role:**  **Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles** | **✓** | **Comments and proposed actions to offset the identified risks** |
| --- | --- | --- |
| Risk Factors: can include lack of job clarity, uncertainty about boundaries and authority | | |
| Staff are not able to be provided with a comprehensive induction process? | **🞏** |  |
| There are conflicting roles or expectations within the same job? | **🞏** |
| The work involves conflicting or competing demands from clients and other managers? | **🞏** |
| The job involves reporting or accountability to more than one manager? | **🞏** |
| Clients are not clear about the responsibilities and roles of staff? | **🞏** |
| Staff members are not encouraged to raise questions about their roles? | **🞏** |
| Position descriptions do not accurately reflect current roles? | **🞏** |
| Work-plans are not regularly discussed with staff? | **🞏** |
| Conversations about career progression and development do not occur? | **🞏** |

| **Change:**  **How organisational change (large or small) is managed and communicated in the organisation** | **✓** | **Comments and proposed actions to offset the identified risks** |
| --- | --- | --- |
| Risk Factors: can include poor communication, lack of consultation, drawn out processes, lack of clarity on future job requirements, lack of support and counselling | | |
| The workgroup is currently going through workplace change? | **🞏** |  |
| Major workplace change involving redundancies has occurred in the last three months? | **🞏** |  |
| The job is likely to be involved in major changes in the next six months? | **🞏** |

| **Civility:**  **Does everyone treat each other, their clients and other teams with respect?** | **✓** | **Comments and proposed actions to offset the identified risks** |
| --- | --- | --- |
| 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 not treated with respect and their contributions identified and valued? | **🞏** |  |
| There is inconsistency of expectations or the appearance of favouritism? | **🞏** |  |
| There is a reluctance to deal with unacceptable or poor behaviour? | **🞏** |
| There is a reluctance to speak up because there are unfavourable consequences or there is no encouragement? | **🞏** |  |
| Supervisors only interact with staff when there are problems or urgent? | **🞏** |  |
| Individual requirements or considerations are not treated on their merits? | **🞏** |  |

| **Work-Life Balance:**  **How individual and personal responsibilities are considered and balanced in the workplace.** | **✓** | **Comments and proposed actions to offset the identified risks** |
| --- | --- | --- |
| Risk Factors: excessive hours of work, expectation of 24/7 availability, lack of planning and prioritisation of work, inflexibility in dealing with personal needs | | |
| Good work-life balance is not promoted or modelled by supervisors? | **🞏** |  |
| Individual requirements or family requirements are not considered in the planning of work? | **🞏** |  |
| Requests for flexible working arrangements are not evaluated on their merits or treated equitably? | **🞏** |

| **Management and Leadership:**  **Whether managers are working effectively with their team and providing leadership** | **✓** | **Comments and proposed actions to offset the identified risks** |
| --- | --- | --- |
| Risk Factors: can include over-controlling management or isolated management, poorly trained or inexperienced managers | | |
| Team leaders do not get out and talk to staff? | **🞏** |  |
| Team leaders meet with individual staff members less than monthly? | **🞏** |
| Reporting lines clear are confused and staff do not clearly know who their managers are? | **🞏** |
| Team leaders believe that their workgroup has been poorly performing? | **🞏** |
| Team leaders are not provided good support by their managers? | **🞏** |
| Senior managers do not get out and talk to staff? | **🞏** |