Management of Work Related Stress

Originator name:	Director of Wellbeing / Director of Health and Safety
Section / Dept:	Wellbeing and Health and Safety
Implementation date:	May 2016
Date of next review:	May 2018
Related policies:	This policy is supported by and should be read in conjunction with all other relevant University policies, particularly Health & Safety, Dignity at Work and Study, Sickness absence, Hazardous working, Working Time Directive, the Equality, Diversity and Inclusion Strategy and Health and Wellbeing concerns: Guidelines for staff.
Policy history:	Previously Issued in June 2010 in alternative format

Version History

Version	Author	Revisions Made	Date
1	Rotimi Akinsete, C Parkinson	First Draft in current format	June 2015
2	R. Akinsete	First Draft in current format	January 2016

Approval History

Equality Analysis

Version	Reviewed by	Comments	Date
1	Equality & Diversity *Jo McCarthy-Holland*	No negative impact on equality identified. Ongoing monitoring of data to ensure appropriate support provided for all protected groups.	September 2015

Committee Sign Off

Version	Committee Name	Date of Sign Off
1	Wellbeing Strategy Group prior to	February 2016
1	Health and Safety Committee / HSCC	12 February 2016
1	Executive Board	18 March 2016

1	Introduction
1.1	**Purpose**
1.1.1	The University recognises that the management of work related stress has grown in prominence over recent years and acknowledges the importance of identifying and reducing workplace stressors. This policy therefore seeks to identify work related stressors and outline the strategies available for managing these.
1.2	**Scope**
1.2.1	This policy applies equally to all employees, be they working onsite or at home. It is further recognised that work related stress can affect anyone regardless of his/her position in the organisation. This policy and procedure does not form part of any employee's contract of employment. It may be amended from time to time.
1.3	**Equality Analysis**
1.3.1	Consideration is given to all people and groups identified in the Equality Act 2010. The University recognises the need for specific measures to ensure the health and safety of staff within each of these groups. This policy and all other associated Health and Safety related policies take this into account.
1.4	**Definitions**
1.4.1	**Stress** Stress is defined as 'the adverse reaction people have to excessive pressures or other types of demand placed upon them'. It arises when the person perceives that they cannot cope (Tackling Work-Related Stress HSE 2003). It is important to note that stress and pressure are not the same as it is recognised that pressure can be a positive state if managed correctly.
1.4.2	**Stressor** Any events, circumstance or demand (external or internal to the individual) which places pressure on the individual and may result in stress. Different people respond differently to different stressors.
1.4.3	**Manager** Manager is defined as any person who has supervisory responsibility for other people within the work environment.
1.4.4	**Employee/Staff Member** A person employed by the University on a full-time, part-time, permanent or fixed-term contract.
1.4.5	**Training and Briefing** In relation to Health and Safety, training is equipping staff with relevant skills to deal appropriately with a given situation. Briefing is informing such persons of relevant knowledge. Training and briefing will be made available in a range of formats according to the needs of the trainee and different groups of staff.

1.5	**Legislative context**
1.5.1	All employers have legal responsibility under the Health and Safety at Work Act 1974 and Management of Health and Safety at Work Regulations 1999 to ensure the health safety and welfare at work of their employees. This includes minimising the risk of stress-related illness or injury to employees. *(Quoted from HSE)*
1.6	**Health & Safety Implications**
1.6.1	This Policy forms part of the University Health and Safety Policy

2 Policy

2.1	**Principles**
2.1.1	**Context:** It is reasonable to assume that: • Employees are psychologically capable of withstanding reasonable pressures at work • Employees are subjected to periods of pressure at work • Short periods of pressure are not necessarily of concern **However, sustained and/or excessive pressure over long periods of time can result in anxiety, depression and poor lifestyle patterns** This is commonly referred to as work related stress and can lead to serious illness (HSE website Document INDG424 *Working Together to Reduce Stress).*
2.1.2	**Policy Statement:** The University is committed to creating a healthy and safe working environment for all its employees and recognises that this includes mental as well as the physical wellbeing of its employees. The University recognises work-related stressors as a potential hazard to health and is committed to managing work related stress in a proactive manner to reduce the personal impact on its employees. To fulfil its commitment and obligations the University will provide the necessary resources to implement this policy. In particular, it will support managers in fulfilling their obligations under this policy and ensure that the additional support services referred to are adequately resourced. (eg https://www.surrey.ac.uk/surreynet/wellbeing/index.htm)
2.2	**Procedures**
2.2.1	The aim of this policy is to ensure, so far as reasonably practicable, that: • Areas where work related stress for individuals appears prevalent are identified and assessed as appropriate, and relevant measures are introduced to control the risk to health; • Ways are identified to control and reduce the costs associated with work related stress, be they financial, organisational or personal; • Roles, responsibilities and accountabilities are clearly defined and understood in order to achieve successful management of work related stress; • Relevant departments co-operate effectively in the management of work related stress e.g. Occupational Health, Human Resources, Health & Safety, Centre for Wellbeing; • Employees are provided with appropriate information, guidance and training relevant to work related stress; • That staff and managers are informed of their responsibilities in respect of the policy.

3	Roles and Responsibilities
3.1.1	**Director of Health & Safety** • Monitor and report on the University performance on responding to work related stress. • Ensure that compliance with this policy is included as part of the normal health and safety audits and reviews. • Actively support and promote the policy by providing guidance and advice.
3.1.2	**Deputy Director Human Resources (Services)** • Offer guidance and support to managers regarding the implementation of the policy. • Support individuals who report work related stress issues and be actively involved in advising on absence relating to work related stress. • Collate staff survey data and provide reports for the Wellbeing Strategy Group regarding absence and staff turnover due to work related stress. • Arrange appropriate training courses as required • Ensure all employees who are absent from work with 'work related stress' are referred to Occupational Health.
3.1.3	**Director of Robens Occupational Health & Safety** • Provide specialist advice regarding work related stress. • Support managers and Human Resources in implementing this policy. • Support individuals who report stress issues particularly if this has resulted in absence. • Contribute to data collection and analysis, particularly looking at equality profile of individuals to ensure that any patterns or trends are identified for specific protected groups. • Support the Health & Safety Department and the Wellbeing Directorate in the discharging of their duties, particularly regarding the audit and review process.
3.1.4	**Director of Wellbeing** • Support individuals who report stress related concerns particularly if this has an adverse impact on employment and personal life. • Provide access to a variety of support interventions, including counselling, groups and systemic consulting to departments • Advise the Wellbeing Strategy Group of significant trends in mental wellbeing • Arrange for wellbeing related workshops to combat work related stress as appropriate • Liaise with other internal providers of support as appropriate
3.1.5	**Senior Managers (Deans and Directors)** • Conduct work-related stress surveys under the guidance of Health & Safety and Human Resources • Implement management strategies as identified in the survey. • Ensure that all members of their senior management team are trained on how to effectively manage work-related stress • Put in place measures to comply with the aims and objectives of this policy with appropriate reference to the 'Work related Stress policy Guidelines for Managers'. • Setting a positive example and behaving in a manner conducive to supporting constructive management of work related stress

3.1.5	**Managers**
	• Carry out work-related risk assessments under the guidance of H&S
	• Implement any actions identified within the risk assessment
	• Review risk assessments in a timely manner and ensure data (e.g. sickness absence) contributing to risk assessments is recorded and used appropriately.
	• Ensure appropriate communication between managers and staff.
	• Liaise with HR and/or Wellbeing to facilitate training for staff (including themselves).
	• Facilitate additional, appropriate support and training for staff.
	• Evaluate and implement any recommendations made by Occupational health where the health of an employee is identified as being at specific risk from work-related stress
	• Set a positive example through role modelling and identifying possible work related stressors and proactively aim to reduce these
	• Ensure all employees who are absent from work with 'work related stress' are referred to Occupational Health, regardless of the period of time absent.
	• The University has a 'duty of care' to protect the health, safety and welfare of all employees while at work including assessing the risks arising from work-related stress.
.1.6	**Employees**
	• Cooperate with Managers, Human Resources, Health & Safety and Occupational Health personnel in discharge of their duties relating to this policy.
	• Raise areas of concern at the earliest opportunity with the appropriate person (please refer to the CWB booklet 'Health & Wellbeing Concerns: Guidelines for staff').
	• Set a positive example through role modelling and identifying possible work related stressors and proactively aim to reduce these
	• Attend Occupational Health referrals
	• Inform their line manager (or suitable person) if they are suffering from excessive pressure or stress at work; and
	• Follow appropriate systems for work laid down for their safety.
3.2	**Implementation / Communication Plan**
3.2.1	The policy is communicated to all staff through
	• The University Policies website;
	• Links in related websites for Wellbeing, Health and Safety, Human resources and Occupational Health
	• Referenced in the University staff induction process
	• Referenced in the University Health and Safety Handbook
	• Referenced in the booklet 'Health & Wellbeing Concerns: Guidelines for staff'.
3.3	**Exceptions to this Policy**
3.3.1	This relates to external, subsidiary or arm's length individuals and companies not managed by University of Surrey.

3.4	**Supporting documentation**
3.4.1	This policy is supported by and should be read in conjunction with all other University policies, particularly • Health & Safety • Dignity at Work and Study • Sickness absence • Hazardous working • Working Time Directive • Equality, Diversity and Inclusion Strategy

Equality Analysis Template
for all University Policies

Organisational Sign Off by Equality and Diversity Team:	
	NAME OF POLICY: MANAGEMENT OF WORK RELATED STRESS POLICY
	☒ **Low Equality Impact (Minor input to Policy to reflect equality considerations)***
	☐ **Medium to High Equality Impact (Equality Analysis template completed)**
	☒ **Sign off received**
	Signed off by: Jo McCarthy-Holland
	Position: Equality Adviser
	Date: 4/2/16

Note: This Template must be used in conjunction with the associated Equality Analysis Guidance Notes, which can be accessed from the Equality and Diversity Website

* Confirmation to be obtained from the Equality and Diversity Team where policies are deemed to be Low Equality Impact.

Version 1.2