The Individual Stress Assessment is a management tool in order to help support employees in the workplace.

This document covers the 6 key areas based on the Health & Safety Executive’s (HSE) Management Standards for work-related stress. Stress is the adverse reaction people have to excessive pressures or other types of demands placed upon them. To enable managers to manage employees in a way to minimise work-related stress, these areas need to be looked at in order to create a good working environment for all employees.

The assessment can be used to discuss any areas that employees feel are affecting them inside work however it can also bring in external factors as necessary which may ultimately start impacting on their role.

This is a **proactive** tool that should be used at:

* supervision
* appraisal sessions
* 1-2-1 meetings

**Other** times where this can be utilised are:

* where there is cause for concern (e.g. sickness absence, or where there is noticeable [signs of stress](http://intranet/our-people/occupational-health/stress-and-mental-health/signs-of-stress/)  being displayed)
* during return to work interview and/or employee support meetings
* when there is significant change within the department/area of work/team

The assessment is an **ongoing process** and must be used as often as is necessary to aid managers and support employees to highlight any possible areas of concern.

In order to maximise the effectiveness of this tool, it should be completed jointly by the manager and the employee, or the action plan agreed jointly as soon as possible following completion by the employee. If there are any issues with this process, an alternative manager could be sourced (speak to HR for further advice).

**To assist with completion of the form, employee and manager guidance are included in this document.**

**We would advise that managers utilise the manager’s guidance pages to assist when working through the form, in order to support further conversations with employees.**

**Further useful information and suggestions for managers can be found within the HSE’s**

[Stress Talking Toolkit](http://www.hse.gov.uk/gohomehealthy/assets/docs/StressTalkingToolkit.pdf)

**EMPLOYEE GUIDANCE**

**For help in completing the Individual Stress Assessment, you can consider the points below for each standard.**

***Demands***

* The authority provides you with adequate and achievable demands in relation to your agreed hours of work
* You feel your skills and abilities are matched to the job demands;
* Jobs are designed to be within your capabilities; and
* Any concerns about your work environment are addressed.

***Control***

* Where possible, you have control over you pace of work;
* You are encouraged to use your skills and initiative to do your work;
* Where possible, you are encouraged to develop new skills to help you undertake new and challenging pieces of work;
* The authority encourages you to develop your skills;
* You have a say over when breaks can be taken; and
* You are consulted over your work patterns, where appropriate.

***Support***

* The authority has policies and procedures to adequately support you;
* Systems are in place to enable and encourage managers to support their staff;
* Systems are in place to enable and encourage you to support your colleagues;
* You know what support is available and how and when to access it;
* You know how to access the required resources to do you job; and
* You receive regular and constructive feedback.

***Relationships***

* The authority promotes positive behaviours at work to avoid conflict and ensure fairness;
* Employees share information relevant to their work;
* The authority has agreed policies and procedures to prevent or resolve unacceptable behaviour
* Systems are in place to enable and encourage managers to deal with unacceptable behaviour; and
* Systems are in place to enable and encourage employees to report unacceptable behaviour.

***Role***

* The authority ensures that, as far as possible, the different requirements it places upon you are compatible;
* The authority provides information to enable you to understand your role and responsibilities;
* The authority ensures that, as far as possible, the requirements it places upon you are clear and systems are in place to enable you to raise concerns about any uncertainties or conflicts you have in your role and responsibilities.

***Change***

* The authority provides you with timely information to enable you to understand the reasons for proposed changes;
* The authority ensures adequate employee consultation on changes and provides opportunities for you to influence proposals;
* You are aware of the probable impact of any changes your jobs. If necessary, you are given training to support any changes in your jobs;
* You are aware of timetables for changes;
* You have access to relevant support during changes.

***Other***

* Factors outside of work in which you think may be affecting you e.g. personal life, family, financial worries

For each question below, please circle on the scale the answer that you feel most applies to you.

Your manager should then meet with you (if not completed jointly) and go through any areas that have been identified in order to agree the most appropriate course of action. A review date should then be agreed, where the Individual Stress Assessment is taken again*.*

|  |  |  |
| --- | --- | --- |
| **Employee Name:** | **Employee Number:** | **Department / Division / Section:** |
|  |  | Choose an item. |
| **Job Title:** | **Manager / Assessor Name:** | **Date of Assessment:** |
|  |  | Click here to enter a date. |

**DEMANDS**

(Please consider workload, patterns and work environment)

|  |
| --- |
|  **During your day to day activities in work, do you feel the demands of your job affect you?** |
| ***Scale:****0 = Never**1 = Rarely**2 = Sometimes**3 = Frequently**4 = Always* | *If affected, please explain in what way:*Click here to enter text. |

**CONTROL**

(Please consider how much say you have in the way that you work)

|  |
| --- |
|  **Do you have control over your workload?** |
| ***Scale:****0 = Always**1 = Frequently**2 = Sometimes**3 = Rarely**4 = Never* | *If not, explain what impact it has on you:*Click here to enter text. |

**SUPPORT**

(Please consider encouragement and resources provided by the authority, line management and colleagues)

|  |
| --- |
|  **Do you have sufficient support at work?** |
| ***Scale:****0 = Always**1 = Frequently**2 = Sometimes**3 = Rarely**4 = Never* | *If not, please explain how this could be improved:*Click here to enter text. |

**RELATIONSHIPS**

(Please consider positive working within the authority to avoid conflict and dealing with unacceptable behaviours)

|  |
| --- |
|  **Do you have any problems with working relationships?** |
| ***Scale:****0 = Never**1 = Rarely**2 = Sometimes**3 = Frequently**4 = Always* | *If so, please explain how they affect you:*Click here to enter text. |

**ROLE**

(Please consider understanding of role and conflicting roles)

|  |
| --- |
|  **Do you understand your role at work and what is expected of you?** |
| ***Scale:****0 = Always**1 = Frequently**2 = Sometimes**3 = Rarely**4 = Never* | *If not, please explain:*Click here to enter text. |

**CHANGE**

(Please consider how change within the authority is communicated)

|  |
| --- |
|  **Are you affected by change within your workplace or the Authority?** |
| ***Scale:****0 = Never**1 = Rarely**2 = Sometimes**3 = Frequently**4 = Always* | *If so, how is this affecting you:*Click here to enter text. |

**OTHER**

(Please consider anything outside of work that we can help with)

|  |
| --- |
|  **Are there any external factors that may be affecting you?** |
| ***Scale:****0 = Never**1 = Rarely**2 = Sometimes**3 = Frequently**4 = Always* | *If so, what are these and how do you feel they are affecting you:*Click here to enter text. |

**OUTCOME OF ASSESSMENT**

*Once you have identified the key areas, you should then meet with your manager (if not completed jointly) and go through these in order to agree the most appropriate course of action. A review date should then be agreed, where the Individual Stress Assessment is taken again****.***

|  |  |  |
| --- | --- | --- |
| **Areas identified to have scored 3 or more** **on the scale (Please see managers guidance below)** | **Agreed Action** | **Action to be completed by whom and by when?** |
| Click here to enter text. | Click here to enter text. |       |
| Click here to enter text. | Click here to enter text. |       |
| Click here to enter text. | Click here to enter text. |       |

|  |  |  |
| --- | --- | --- |
| **Employee’s Signature:** | **Date:** | **Review Date:** |
|       | Click here to enter a date. | Click here to enter a date. |
| **Manager’s Signature:** | **Date:** |
|       | Click here to enter a date. |

**NB: If following review of the action plan and the employee needs further clinical support, this can be sourced via Occupational Health (see links below) and this form needs to be included with the referral. For useful support links visit the** [**Employee Wellbeing**](http://intranet/our-people/occupational-health/stress-and-mental-health/) **intranet pages.**

**Wellbeing Support Service**

This service can be offered to all staff that are experiencing psychological and/or physical difficulties which is impacting on their emotional well-being.

These difficulties can be supported using a range of interventions and strategies which may include:

* CBT / CBT informed approach
* Counselling/active listening
* Coping Skills and problem solving

The Wellbeing Support Service is offered to staff via referral from managers and/or recommendation from physician/adviser.  This service offers an initial assessment and up to 6 further sessions undertaken by qualified health professionals who have specialist training in providing psychological support.

To be referred to this service line manager need to complete an Occupational Health e-referral form which is available on the following links:

**INTERNAL DEPARTMENTS**

**Link for all Carmarthenshire County Council internal departments (excluding schools)**

English – [Occupational Health INTERNAL E-Referral Form](https://sirgar-dash.achieveservice.com/en/service/Occ_Health_Ereferral_Process_Internal)

**SCHOOLS**

**You can now access the referral link via Citrix. Click on the referral icon.**

**EXTERNAL ORGANISATIONS**

**Link for all external organisations**

English - [Occupational Health EXTERNAL E-Referral Form](https://sirgar-dash.achieveservice.com/en/service/Occ_Health_Ereferral_Process_External)

**USEFUL DOCUMENTS / LINKS:**

* CIPD, 2009. Line management behaviour and stress at work: *Updated guidance for line managers*
* Visit HSE’s Stress website: [www.hse.gov.uk/stress](http://www.hse.gov.uk/stress)
* HSE, 2007. Managing the causes of work-related stress: *A step-by-step approach using the Management Standards* (HSE Books) Also available [online] [www.hse.gov.uk/stress](http://www.hse.gov.uk/stress)
* HSE, 2006. Five steps to risk assessment Leaflet (HSE Books) also available [online] <http://www.hse.gov.uk/pubns/indg163.pdf>

**MANAGERS GUIDANCE -** We would advise that the following pages are utilised at a minimum, if a score of 2 and above are circled by your employees. Further useful information and suggestions for managers can be found within the HSE’s [Stress Talking Toolkit](http://www.hse.gov.uk/gohomehealthy/assets/docs/StressTalkingToolkit.pdf). The questions below have been taken from the toolkit to aid you in your discussions

Click here to enter a date.

**DEMANDS** Date to revisit proposed changes: Click here to enter a date.

How your employee should feel:

∙∙They are able to cope with the demands of their job.

Click here to enter a date.

∙∙They are provided with achievable demands in relation to the hours they work.

∙∙Their skills and abilities are matched to the demands of their job.

∙∙Concerns about their work environment are addressed.

**Go through the following questions with your employee or team.**

1. Does your workload feel achievable?

Think about which tasks take up the most time and how your organisation copes at busy times.

Click here to enter text.

Click here to enter text.

1. Do you feel the deadlines you are given are realistic? Do you often have conflicting deadlines?

Click here to enter text.

Click here to enter text.

1. Have you had the right training to carry out the core functions of your job?

Click here to enter text.

Click here to enter text.

1. What improvements or support could be put in place to help with any of the issues you have talked about?

Think about you, your line manager and your organisation.

Click here to enter text.

Click here to enter text.

Click here to enter a date.

**CONTROL**  Set a date to revisit these proposed changes: Click here to enter a date.

How your employee should feel:

∙∙They are consulted over the way their work is organised and undertaken, e.g. through regular meetings, one-to-ones, performance reviews.

∙∙They have regular opportunities for discussion and input at the start of projects or new pieces of work.

∙∙They are encouraged to use their skills and initiative to do their work.

∙∙They are consulted over things affecting their work. ∙∙They are encouraged to develop new skills and undertake new and challenging pieces of work.

**Go through the following questions with your employee or team.**

1. Do you feel you have a say in how your work is organised and undertaken?

Click here to enter text.

Click here to enter text.

1. Do you feel your skills are used to good effect? How could your existing skills be used more effectively?

Click here to enter text.

Click here to enter text.

1. What improvements or support could be put in place to help with any of the issues you have talked about?

Think about you, your line manager and your organisation.

Click here to enter text.

Click here to enter text.

**SUPPORT**

Click here to enter a date.

Date to revisit these proposed changes: Click here to enter a date.

**How your employee should feel**

∙∙They receive information and support from other employees and their managers.

∙∙The organisation has systems in place to enable and encourage managers to support their employees and for employees to support one another.

∙∙They know what support is available and how to access it.

∙∙They know how to access the resources they need.

∙∙They receive regular and constructive feedback.

**Go through the following questions with your employee or team.**

1. Do you feel that your organisation is a positive place to work and that you are valued?

Think about the working environment, the support availableopportunities to talk about support you may need.

Click here to enter text.

Click here to enter text.

1. Do you know who to talk to and where to go when you need support?

Think about where you would go for help if you were experiencing an issue and whether you would feel comfortable doing so.

Click here to enter text.

Click here to enter text.

1. Do you feel there are enough opportunities to discuss any emerging issues or pressures?

Click here to enter text.

Click here to enter text.

1. What improvements or support could be put in place to help with any of the issues you have talked about?

Think about you, your line manager and your organisation.

Click here to enter text.

Click here to enter text.

**RELATIONSHIPS** Set a date to revisit these proposed changes: Click here to enter a date.

Click here to enter a date.

**How your employee should feel**

∙∙They are not subjected to unacceptable behaviours such as bullying or harassment at work.

∙∙The organisation promotes positive behaviours at work.

∙∙The organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour.

∙∙The organisation has systems in place to enable and encourage managers to deal with unacceptable behaviour.

∙∙The organisation has systems in place to enable and encourage employees to report unacceptable **behaviour.**

**Go through the following questions with your employee or team.**

1. Have you experienced or witnessed unacceptable behaviour at work? Do you feel satisfied with how was this dealt with?

Click here to enter text.

Click here to enter text.

1. Do you feel that honest, open communication is encouraged in your organisation?

Click here to enter text.

Click here to enter text.

1. Do you feel that you know where to go and what to do if you experience or witness unacceptable behaviour? Do you feel confident that steps will be taken to stop this behaviour?

Click here to enter text.

Click here to enter text.

1. What improvements or support could be put in place to help with any of the issues you have talked about?

Think about you, your line manager and your organisation.

Click here to enter text.

Click here to enter text.

Click here to enter a date.

**ROLE**  Set a date to revisit these proposed changes: Click here to enter a date.

**How your employee should feel**

∙∙They understand their role and responsibilities.

∙∙The organisation provides information to enable them to understand their role and all of their responsibilities.

∙∙The requirements the organisation places on them are clear.

∙∙They are able to raise concerns about any uncertainties or conflicts they have in their role and responsibilities through the systems that the organisation has in place.

**Go through the following questions with your employee or team.**

1. Do you feel clear on what your responsibilities are?

Click here to enter text.

Click here to enter text.

1. Are you clear on what your performance objectives are and what success looks like for you, your area/department and the organisation? Do you feel that they are achievable?

Click here to enter text.

Click here to enter text.

1. Do you feel you understand how work is structured in your department and in the wider organisation? Do you know who is doing what and why and how your role fits in?

Click here to enter text.

Click here to enter text.

1. What improvements or support could be put in place to help with any of the issues you have talked about?

Think about you, your line manager and your organisation.

Click here to enter text.

Click here to enter text.

Click here to enter a date.

**CHANGE**  Set a date to revisit these proposed changes: Click here to enter a date.

**How your employee should feel**

∙∙The organisation engages with them frequently when undergoing change.

∙∙They are provided with timely information, enabling them to understand the reasons for proposed changes.

∙∙They are consulted on changes and provided with opportunities for them to influence proposals.

∙∙They are aware of the probable impact of any changes to their job and, if necessary, they are given training to support any changes in their job.

**Go through the following questions with your employee or team.**

1. Do you feel that your organisation handles change well?

Click here to enter text.

Click here to enter text.

1. Do you feel you are properly consulted when changes are made which affect you and your role? Do you feel the reasons for the change are explained well?

Click here to enter text.

Click here to enter text.

1. Do you feel that you are involved in the planning process when changes are made?

Click here to enter text.

Click here to enter text.

1. What improvements or support could be put in place to help with any of the issues you have talked about?

Think about you, your line manager and your organisation

Click here to enter text.

Click here to enter text.