

STRESS MANAGEMENT POLICY AND PROCEDURE

DOCUMENT CONTROL

DOCUMENT DETAILS

Title	Stress Management Policy & Procedure
Version No.	3
Approval Date	TBC
Issue Date	TBC
Review Date	2 nd November 2021
Status	TBC
Author	Kevin Tudor CMIOSH/Sue Davies

DOCUMENT HISTORY

Revision	Date	Nature of Revision	Prepared by	Approved by
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Appendix 1..... Stress Risk Assessment Template Form

1 PURPOSE

This Policy describes how the Company maintains a stress management procedure and how it will be applied positively and effectively to help all team avoid excessive pressure leading to stress.

2 SCOPE

The Policy applies to all team. It is expected that contractors and agency team will have comparative arrangements in place before working with Cove UK.

3 RESPONSIBILITIES

- 3.1** Directors/General Managers will ensure that adequate local arrangements are in place to implement this policy effectively at their sites and in their functional areas.
- 3.2** Managers assisted by Human Resources and Occupational Health (if deemed necessary) will develop/implement agreed local programmes. These programmes should include:
- stress awareness raising (by health promotion or training initiatives).
 - local application of mandated stress risk assessment and appropriate monitoring.
 - A minimum of one Mental Health First Aider per site, depending on size and number of team.
- 3.3** Human Resources are responsible for:
- Ensuring that Line Managers and team receive appropriate training and support.
 - Promoting good local practices.
 - Supporting local monitoring arrangements.
- 3.4** Occupational Health is responsible for:
- Advising Human Resources about the health issues related to stress
 - Facilitating (via Human Resources) appropriate support arrangements for team at each site.

3.5 Individuals, if they recognise stress in themselves or a fellow team member, they are responsible for reporting this and/or offering help and support in line with the provisions in this Policy.

4 POLICY

4.1 Overview

4.1.1 The Health and Safety Executive defines stress as ‘the adverse reaction people have to excessive pressure or other types of demand placed upon them’. The Company is committed to providing a healthy and safe working environment which **is conducive to the mental, physical, and social wellbeing of our team. We aim continuously to improve our arrangements for promoting this objective.**

4.1.2 The team of mental health first aiders has been established to undertake ongoing review of stress issues across all sites, to facilitate sharing of good practices between locations and to advise the Leadership Team on matters relevant to stress.

4.1.3 Our policy statement on stress management has been developed in partnership with our Team. It reaffirms the Company’s commitment to preventing stress because of inappropriate pressure or demands at the workplace.

4.1.4 At a time of profound or continuous change, a supportive environment to help Team at all levels to deal with transition is particularly important. It is therefore appropriate to maintain a stress management policy and to ensure we apply it positively and effectively.

4.1.5 The benefits of an effective approach to managing stress potentially include:

- Increased team wellbeing
- Increased team motivation and effectiveness whilst at work
- Increased job satisfaction with better work/life balance
- Reduced absenteeism

4.2 The Company will:

4.2.1 Manage the risks of stress within each site, both at an organisational and individual level by:

- Managers undertaking/reviewing individual stress risk assessments with each team member periodically. Good practice would be to perform an assessment when an individual returns from sickness (back to work interview), particularly if there was a stress element to the illness. Also, an assessment should be done whenever an individual’s job or role changes. Annual review of the assessment is also good practice, although review should be considered more frequently when circumstances require.
- Understanding the risks of stress at the workplace through a process of formal risk assessments.
- Providing appropriate training for all levels of team.

- Providing appropriate support as soon as possible when stress problems are identified.

4.2.2 Examples of measures that Managers and individuals may take to mitigate the effects of stress include:

- Showing understanding towards other team members who raise concerns.
- Encouraging Managers to have an open and understanding attitude to individual responses to pressure at work, and to recognise signs of stress in their team.
- Ensuring that team have the means (e.g., skills, training, and resources) to perform effectively, measured against our high standards.
- Recognition of people's contributions.
- Listening to individual's ideas for influencing their own working arrangements, and the way their jobs are done, provided that our performance standards are met.
- Ensuring that people are treated fairly and that bullying, and harassment are not tolerated.
- Working at good two-way open communications about work pressures, especially at times of change, and taking opportunities to discuss these issues.
- Ensuring that team have access to support under our internal Company arrangements and to our Employee Assistance Programme (EAP).

4.3 Individual Team members responsibilities include:

4.3.1 Contributing positively to stress prevention by supporting fellow team members if they are experiencing problems and encouraging them to talk to their Manager. If it is not practicable for them to talk to their manager, encourage them to talk to Human Resources, a Mental Health First Aider, contact the Employee Assistance Programme or another team member instead.

4.3.2 Taking positive steps to maintain and/or improve your own wellbeing, for example by:

- Eating healthily.
- Giving up smoking.
- Moderating your alcohol consumption.
- Controlling your caffeine intake.
- Taking regular exercise.
- Learning and applying relaxation techniques.

- Talking to family and friends about how you are feeling.

4.3.3 Talking to your Manager if you have a problem with work demands or if you have other issues that may affect your work. They will then be in a better position to help you. (If you do not feel able to talk directly to your Manager, ask a member of the Human Resources team, one of the Mental Health First Aiders or the Employee Assistance Programme team or ask a fellow team member to raise it on your behalf.)

4.3.4 Speaking to your Doctor or if recommended by Human Resources our Occupational Health Adviser if you have any concerns

4.4 Additional Support

4.4.1 Sometimes it might not be possible for individuals to resolve issues by talking to Managers, friends, team members, or family. In addition, problems outside the workplace may be the primary causes of stress, which are manifested in difficulties at work. In some cases, individuals may benefit from access to additional confidential support and guidance.

Within the organisation, additional sources of support and guidance include:

- Mental Health First Aiders
- Human Resources
- Occupational Health Advisers (if agreed with Human Resources)
- Local welfare contacts
- Trusted team members

4.4.2 In addition, the Company has established an Employee Assistance Programme to provide team with a confidential and professional counselling support service to a consistent standard throughout the organisation.

4.4.3 In exceptional cases, an Occupational Health professional will refer individuals for specialist help.

4.5 Implementation

4.5.1 At their periodic meetings, the Company Health and Safety team will review and revise existing guidance and policies on behalf of the Company.

4.5.2 Training is locally available for Managers to detail in their role and responsibilities under this policy (e.g., risk assessment). Additional training is available through formal courses and open learning on observation skills, interviewing and coaching. However, when Managers come across problems with team that they are unable to address effectively they should encourage those team to use the Employee Assistance Programme or refer them to Human Resources.

4.5.3 Team will be briefed about their responsibilities and all the support which is available under this policy.

4.6 Policy Monitoring and Review

4.6.1 The Head of Human Resources is responsible for keeping this policy under review, in consultation with Head of Safety Services.

4.7 External sources of information and guidance

4.7.1 Further sources of help include:

- a) Real Solutions, Real People: A Managers' Guide to Tackling Work Related Stress (HSE Books 2003)
- b) HSE Website - Stress Home Page. www.hse.gov.uk/stress/index.htm
- c) International Stress Management Association. www.isma.org.uk
- d) Occupational Health via Human Resources

5 DEFINITIONS

5.1 In this Policy we regard 'stress' to be the adverse effect caused to individuals by excessive pressures or demands placed upon them.

5.2 We acknowledge that all people require a reasonable level of 'pressure' or arousal to reach their optimal performance level. Too much pressure reduces the performance level.

6 REFERENCES

6.1 Other Company Policies and Processes

The Company provisions, policies, and processes along with local arrangements, contribute to our framework for preventing work-related stress. The list below is not exhaustive, but it does provide a reference point when considering an approach to individual circumstances.

6.2 Employment Policies and Procedures

- a) The Cove UK values.
- b) Employee Assistance Programme.
- c) Bullying and Harassment Policy
- d) Equality and Diversity Policy
- e) Absence Management Procedure.
- f) Data Protection Protocol.

g) Health and Safety Policy

6.3 Human Resources Processes

- a) Performance Management
- b) Culture and Development.
- c) Team Communications.
- d) Training in stress management and time management.
- e) Individual Stress Risk Assessment

6.4 Company Culture

- a) Purpose and values.
- b) Standards and expectations.
- c) Team Working.
- d) Job profile details.

6.5 The Risk Factors Identified by the Health and Safety Executive

- a) Demands - such as workload, work patterns and the work environment
- b) Support - such as the encouragement, sponsorship and resources provided by the organisation, line management and fellow team members
- c) Role - such as whether people understand their role within the organisation and whether the organisation ensures they do not have conflicting roles
- d) Control - such as how much input the person has in the way they do their work
- e) Relationships - such as promoting positive working to avoid conflict and dealing with unacceptable behavior
- f) Change - such as how organisational change (large and small) is managed and communicated in the organisation



Appendix 1 - Stress Risk Assessment Form

Copy to be retained by Team member and Team Leader/Line Manager.

Additional copies to be sent to Human Resources for Confidential Personnel File. You may wish to use the suggestions on the matrix and those facilities available on your site when considering the actions to be taken.

Job title..... Name of Job Holder.....

Team Leader/Manager..... Date of Review.....

Reason for carrying out 'Risk Assessment'.....

Stress Factors	Impact on the job/role. A, B or C	Impact on the individual. A, B or C	Intervention/Actions (See overleaf for a more detailed action template for use if required)
1. Demands			
2. Control			
3. Relationships			
4. Change			
5. Role			
6. Support, training and factors unique to the individual			



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A= No identified impact. B = Some impact but not detrimental C = Intervention required

Key points raised in relation to the **Job Holder** if required. This may include reference to personal issues if applicable.

Next Review Due.....

Signature of Team Member Date

Signature of Team Leader/Manager..... Date.....

Distribution: Team Member, Line Manager, Human Resources

tion plan template

<i>Standard area</i>	<i>Desired state</i>	<i>Current state</i>	<i>Practical solutions</i>	<i>Who will take the work forward?</i>	<i>When?</i>	<i>How will staff receive feedback?</i>	<i>Action completed?</i>
1. Demands							
2. Control							



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3. Relationships							
4. Change							
5. Role							
6. Support, training and factors unique to the individual							

For further guidance on completing this action plan, see HSE Website: <http://www.hse.gov.uk/stress/standards/downloads.htm>