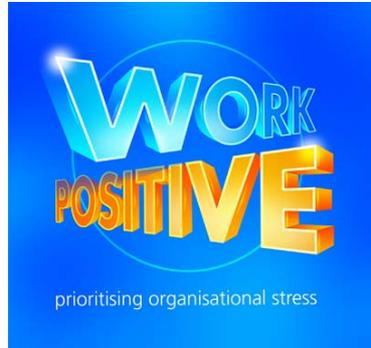


Team Level Work Positive Stress Risk Assessment



Context

This risk assessment method, using facilitated discussion, has been developed for use in a number of situations, for example:

To complement an organisation wide assessment.

In larger organisations an organisation wide assessment (usually involving a survey of staff e.g. using the Work Positive Stress risk assessment questionnaire) is essential to allow the risks common across all functions / teams / roles to be identified and appropriate solutions to be developed. This reduced duplication and also ensures a consistent approach to organisation wide issues. However, in very large organisations this assessment does not always filter down far enough for risks at a team level to be identified and local solutions implemented and reviewed. This team level assessment can therefore be conducted on a regular basis within local teams, perhaps as part of a wider health and safety risk assessment process or part of a regular team review (for example once every 6 months). These local action plans can run alongside organisation wide or departmental level action plans.

As an alternative to using questionnaire based assessment for very small workplaces.

For very small workplaces (less than 10 employees) it may not be necessary for individual staff to complete a Work Positive Questionnaire, particularly as anonymity may not be able to be assured in such small groups. This facilitated discussion presents an alternative way of systematically obtaining feedback from staff about the causes of stress and consulting them on the most appropriate solutions.

Action planning in teams

Outcomes of other monitoring within workplaces can identify teams for which action planning is required e.g. high levels of sickness absence or stress related sickness absence, high turnover of staff, low morale, staff survey outcomes, conflict within teams etc. This risk assessment can be used to support action planning in these teams. Proactive managers may wish to use this assessment on a regular basis to identify any risks and take action to maintain or improve performance, morale and wellbeing.

Instructions

Step One – Familiarise all staff with Standards

This may include making copies of list of Standards (see overleaf) and circulating these at staff meetings, staff room notice boards, via email, prior to discussion session.

Step Two – Facilitate discussion of Standards

Invite staff to comment on the Standards. You may wish to do this at a regular staff meeting or invite staff to a special meeting. Ask those who cannot attend to provide any comments to you in advance of the meeting. Ask staff if they have any issues to raise around each of the Standards by systematically working through them. For example, start with Demands and ask “Do you believe that these things (bullets on discussion template) are happening in our team / department? How can we do things differently? What approach would work best for us?”

Step Three – Prioritise the outcomes

Once all Standards have been discussed, prioritise the outcomes by asking which of the things discussed are the greatest source of pressure for staff and clarify what steps can be taken, where appropriate.

Step Four – Develop an action plan

Draw up an action plan using the Action Planning table, circulate this to staff via email, staff meetings and notice boards as appropriate. Seek agreement on the action plan.

Step Five – Review

Review the action plan at regular staff meetings. Repeat the exercise of systematically discussing the Standards on a 6 monthly basis (or more often if you feel necessary or following major change)

List of Standards for circulation to staff prior to discussion session

Demands

- The organisation provides employees with adequate and achievable demands in relation to the agreed hours of work
- People's skills and abilities are matched to the job demands;
- Jobs are designed to be within the capabilities of employees; and
- Employees' concerns about their work environment are addressed.

Control

- Where possible, employees have control over their pace of work;
- Employees are encouraged to use their skills and initiative to do their work;
- Where possible, employees are encouraged to develop new skills to help them undertake new and challenging pieces of work;
- The organisation encourages employees to develop their skills;
- Employees have a say over when breaks can be taken; and
- Employees are consulted over their work patterns.

Support

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

Relationships

- The organisation promotes positive behaviours at work to avoid conflict and ensure fairness;
- Employees share information relevant to their work;
- The organisation 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 organisation ensures that, as far as possible, the different requirements it places upon employees are compatible;
- The organisation provides information to enable employees to understand their role and responsibilities;
- The organisation ensures that, as far as possible, the requirements it places upon employees are clear; and

- Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities.

Change

- The organisation provides employees with timely information to enable them to understand the reasons for proposed changes;
- The organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals;
- Employees are aware of the probable impact of any changes to their jobs. If necessary, employees are given training to support any changes in their jobs;
- Employees are aware of timetables for changes;
- Employees have access to relevant support during changes.

Team Level *Work Positive* stress risk assessment discussion template

<i>Standard</i>	<i>What should be happening</i>	<i>What are the issues? What can we do differently?</i>
<i>Demands</i>	<ul style="list-style-type: none"> • The organisation provides employees with adequate and achievable demands in relation to the agreed hours of work • People's skills and abilities are matched to the job demands; • Jobs are designed to be within the capabilities of employees; and • Employees' concerns about their work environment are addressed. 	
<i>Control</i>	<ul style="list-style-type: none"> • Where possible, employees have control over their pace of work; • Employees are encouraged to use their skills and initiative to do their work; • Where possible, employees are encouraged to develop new skills to help them undertake new and challenging pieces of work; • The organisation encourages employees to develop their skills; • Employees have a say over when breaks can be taken; and • Employees are consulted over their work patterns. 	

<p><i>Support</i></p>	<ul style="list-style-type: none"> • The organisation has policies and procedures to adequately support employees; • Systems are in place to enable and encourage managers to support their staff • Systems are in place to enable and encourage employees to support their colleagues; • Employees know what support is available and how and when to access it; • Employees know how to access the required resources to do their job; and • Employees receive regular and constructive feedback. 	
<p><i>Relationships</i></p>	<ul style="list-style-type: none"> • The organisation promotes positive behaviours at work to avoid conflict and ensure fairness; • Employees share information relevant to their work; • The organisation 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. 	

<p>Role</p>	<ul style="list-style-type: none"> • The organisation ensures that, as far as possible, the different requirements it places upon employees are compatible; • The organisation provides information to enable employees to understand their role and responsibilities; • The organisation ensures that, as far as possible, the requirements it places upon employees are clear; and • Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities. 	
<p>Change</p>	<ul style="list-style-type: none"> • The organisation provides employees with timely information to enable them to understand the reasons for proposed changes; • The organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals; • Employees are aware of the probable impact of any changes to their jobs. If necessary, employees are given training to support any changes in their jobs; • Employees are aware of timetables for changes; • Employees have access to relevant support during changes. 	

Team Level *Work Positive* stress risk assessment action plan

Hazard	Details	Action	Lead person	Review date

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