



Guidance Note for Managers - HSE Workplace Stress Risk Assessment

Risk Assessment Managing Workplace Stress

Level 1 (Individual) Risk Assessment

This should take place with every employee as an integral part of the day-to-day and/or annual performance management dialogue between manager and employee.

The *Management Standards* checklist (control, demands, support, relationships, role and communications) should be used as a benchmark against which individual's functioning can be risk assessed, followed by implementation of appropriate control measures, if required.

Level 1 (Group/Team) Risk Assessment

This should take place on an annual basis, as part of a team/unit based meeting (or more often if the need to do so is triggered by a particular incident or circumstances).

The *Management Standards* checklist or on-line *Work Positive Profile* questionnaire should be used by managers as a benchmark against which team functioning can be risk assessed, followed by implementation of appropriate control measures.

Level 2 (Individual) Risk Assessment

Where an individual employee indicates to his/her manager or where a manager becomes aware that one of his/her staff may be experiencing workplace stress, the manager should meet with the employee and the *Management Standards* checklist/template should be used to carry out a risk assessment. The manager should agree, implement and monitor appropriate control measures.

The assistance of Occ Health/ EAP/ HR may be required.

Level 2 (Group/Team/Service) Risk Assessment

Where there is information to suggest that a service may be experiencing workplace stress, the *Work Positive Profile* is the recommended framework for risk assessment to determine the nature and extent of specific workplace stressors so that appropriate control measures can be put in place to eliminate, minimise, contain and/or monitor the risks identified.

In such situations, managers may need specific support or facilitation from HR personnel in either using the *Work Positive Profile* or in helping him/her to deal positively with the outcome of the risk assessment – i.e. facilitating discussions with the team, agreeing on required actions, implementing and reviewing action plan and moving on to the next cycle of risk assessment.