



HSE Policy for Prevention and Management of Stress in the Workplace 2018





**Policy for Prevention and Management of
Stress in the Workplace, 2018**

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Signature Sheet

I have read, understood and agree to adhere to the attached Policy and Procedure:

Print Name	Signature	Area of Work	Date

Table of Contents:

1.0	Policy statement	5
2.0	Purpose	5
3.0	Scope of the policy	6
4.0	Legislation	6
5.0	Definitions	6
6.0	Roles and responsibilities	
6.1	Responsibilities of the Director General	8
6.2	Responsibilities of the National Directors	8
6.3	Responsibilities of Assistant National Directors	8
6.4	Responsibilities of Local Senior Managers	9
6.5	Responsibilities of Line Managers	9
6.6	Responsibilities of Employees	10
6.7	HSE supports	11
7.0	Procedure	
7.1	Hazard identification and risk assessment	11
7.2	Stress Management Interventions	13
7.3	Information Awareness and Training	14
8.0	Implementation Plan	14
9.0	Monitoring, audit and review	14

10.0	Bibliography and Further Reading	15
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Appendices

Appendix 1	Ten Signs an employee may be suffering from stress or anxiety	16
Appendix 2	Guidance Note for Managers	17
Appendix 3	Management Standards	18
Appendix 4	Sample Workplace Stress Risk Assessment Form	28
Appendix 5	HSE Workplace Stress Flowchart	38
Appendix 6	Information and Supports	39
Appendix 7	Audit Tool	41
Appendix 8	Step by step Procedure for Policy implementation	42
Appendix 9	Implementation Plan	44

1.0 Policy Statement

The Health Service Executive (HSE) believes that our employees are our most important asset in the delivery of high quality health and social services. We are committed to protecting the safety, health and welfare of our employees and those who come in contact with our activities. In this regard the HSE is focused on improving health and wellbeing and on prevention rather than simply on treatment. “A healthy workplace policy creates a supportive environment that protects and promotes the physical, mental and social wellbeing of employees” (HSE, 2015).

In meeting our commitment to enable staff to maximise their potential and work life balance (Priority 2 – Staff Engagement – People Strategy 2015 -2018) this policy sets out a framework for the prevention and management of stress in the workplace. This policy is consistent with the guidance provided by the Health and Safety Authority (HSA).

The human and organisational cost of stress from ill-health, absences from work and lower productivity can be significantly reduced by working together to address both the causes and consequences of work related stress. This starts with **promoting awareness** of situations that may cause workplace stress and finding ways to address these in a timely fashion. It also involves **creating supportive workplaces** which facilitates staff who experience stress to be involved in remedying it through reporting it. Corporate Management, Senior Managers, Line Managers and Employees each have a responsibility to contribute to this and to take steps to deal with issues identified.

While stress may result from different aspects of life, the main focus of this policy is on work-related stress. However, factors that are not work-related may also affect the employee in the workplace.

It should be noted that the workplace generally provides opportunities for developing and maintaining positive mental health and well-being.

2.0 Purpose

The purpose of this policy is to give guidance to Managers and Employees on how to prevent, identify and manage stress in the workplace, with a focus on hazard identification and risk assessment.

This policy is concerned with negative stress and the related risk factors.

Most forms of stress are caused by stressors that gradually push people beyond their capacity to cope comfortably. However, single events can sometimes set off intense and complex stress reactions. These are generally referred to as **critical incidents** and are outside the scope of this policy. (Ref HSE (2012) Policy for Preventing and Managing Critical Incident Stress).

Individual services may develop local Guidelines and/or Standard Operating Procedures to support implementation and on-going monitoring in line with this Policy.

3.0 Scope of the policy

This policy applies to all HSE staff, and others working in the HSE including temporary employees (to include agency staff) and students. This Policy supersedes the HSE Policy on the Prevention and Management of Stress in the Workplace, 2012.

4.0 Legislation

- The Safety, Health and Welfare at Work Act, 2005.
- The Organisation of Working Time Act 1997
- The Employment Equality Acts 1998 – 2015
- The Equal Status Acts 2000-2015
- The Disability Act 2005

5.0 Glossary of Terms / Definitions

Stress	A mental and physical condition which results from pressure or demands that strain or exceed your capacity or perceived capacity to cope. The sources of such pressure or demands are called stressors . <i>Ref: HSE (2012) Policy for Prevention and Management of Stress in the Workplace</i>
Work-related (WRS) or occupational stress	The conditions, practices and events at work which may give rise to stress. WRS is stress caused by or made worse by work. <i>Ref: HSE (2012) Policy for Prevention and Management of Stress in the Workplace</i>
Positive Stress	Positive stress is associated with a sense of challenge and excitement <i>Ref: HSE (2012) Policy for Prevention and Management of Stress in the Workplace</i>
Negative Stress	Negative stress is dominated by worry, anxiety and agitation <i>Ref: HSE (2012) Policy for Prevention and Management of Stress in the Workplace</i>
Stress response	Stress response is the normal way the body reacts to challenging events, which energises the human system to meet the challenge <i>Ref: HSE (2012) Policy for Prevention and Management of Stress in the Workplace</i>
Chronic stress:	Chronic stress - although the initial stress response is normal, if it remains active over a long period as a result of chronic stress, it can drain your physical and mental resources. This can lead to ill health or extreme and lasting exhaustion (burnout). <i>Ref: HSE (2012) Policy for Prevention and Management of Stress in the Workplace</i>
Critical incidents	Critical incidents tend to involve sudden exposure to death or life threatening injury to yourself or others, for example serious

	<p>accidents or extreme violence. These incidents can be traumatic. Traumatic reactions within a month of the incident are called acute stress. Reactions that develop later are called post traumatic stress.</p> <p><i>Ref: Health Service Executive's (2012) Policy for the Prevention and Management of Critical Incident Stress</i></p>
Stress management	<p>A term used for all activities aimed at controlling stress. It includes efforts to identify, prevent and reduce stressors in the workplace and to assist employees affected by or at risk of stress.</p> <p><i>(Ref: HSE (2012) Policy for Prevention and Management of Stress in the Workplace)</i></p>
Employer	<p>In relation to an employee:</p> <ul style="list-style-type: none"> a) Means the person or persons with whom the employee has entered into or for whom the employee works under (or, where the employment has ceased, entered into or worked under) a contract of employment b) Includes a person (other than an employee of that person) under whose control and direction an employee works, and <p>Includes where appropriate the successor of the employer or an associated employer of the employer</p> <p><i>(Ref Safety, Health & Welfare at Work Act, 2005)</i></p>
Employee	<p>Means any person who has entered into or works under (or, where the employment has ceased, entered into or worked under) a contract of employment and includes fixed-term employee and a temporary employee and references, in relation to an employer, to an employee shall be construed as references to an employee employed by that employer</p> <p><i>(Ref Safety, Health & Welfare at Work Act, 2005)</i></p>
Reasonably Practicable	<p>In relation to the duties of an employer, means that an employer has exercised all due care by putting in place the necessary protective and preventive measures, having identified the hazards and assessed the risks to safety and health likely to result in accidents or injury to health at the place of work concerned and where the putting in place of any further measures is grossly disproportionate having regard to the unusual, unforeseeable and exceptional nature of any circumstance or occurrence that may result in an accident at work or injury to health at that place of work.</p> <p><i>(Ref: Safety Health and Welfare at Work Act 2005, SI 10 of 2005)</i></p>
Safety management system	<p>The part of the overall management system that includes the organisational structure, planning activities, responsibilities, practices, procedures and resources for developing, implementing, achieving, reviewing and maintaining the Occupational Safety and Health Policy.</p>

	<i>(Health and Safety Authority, 2006 HSA Guidance Document for the Healthcare Sector. How to develop and implement a Safety and Health Management System)</i>
Temporary employee	An employee who is assigned by a Temporary Employment Business to work for and under the control of another undertaking availing of the employee's services <i>(Ref: Safety Health and Welfare at Work Act 2005, SI 10 of 2005). These employees are generally known as Agency Employees</i>

6.0 Roles & Responsibilities

6.1 Responsibilities of the Director General (DG)

6.1.1 The DG has overall responsibility to ensure, so far as is reasonably practicable, the safety, health and welfare at work of all employees and others affected by HSE activities by:

6.1.1.1 Ensuring that arrangements are in place for identifying, evaluating and managing the risks associated with work related stress.

6.1.1.2 Ensuring the development of and compliance with this Policy.

6.1.2 The DG delegates accountability for coordinating and monitoring implementation of this Policy and any associated procedures to National Directors, Assistant National Directors, Hospital Group Chief Executive Officers, Chief Officers Community Health Organisations.

6.2 Responsibilities of the National Directors

6.2.1 Ensure arrangements are in place for identifying, evaluating, managing, monitoring and auditing the risks associated with work related stress.

6.2.2 Ensure the necessary resources are provided for implementing this Policy.

6.3 Responsibilities of the Assistant National Directors, Hospital Group Chief Executive Officer's, Chief Officers Community Health Organisations

6.3.1 Ensure that appropriate structures are in place for the effective implementation, management, monitoring and audit of this Policy.

6.3.2 Ensure this Policy is brought to the attention of all employees.

6.3.3 Ensure that arrangements are in place within their areas of responsibility for identifying, evaluating and managing the risks associated with work related stress.

6.3.4 Ensure that appropriate resources are available to support the implementation of this Policy.

6.3.5 Integrating performance indicators in relation to the management of work related stress.

6.4 Local Senior Managers e.g. Hospital GM/CEO, Area Manager, Operations/Business Manager or Support Services GM/Directors of Nursing are responsible to:

- 6.4.1 Ensure that all employees are aware of this Policy.
- 6.4.2 Ensure that all hazards and the risks associated with work related stress are identified and assessed, and appropriate measures put in place to eliminate, control or minimise the risk.
- 6.4.3 Ensure there is a process in place for the Line Manager to escalate risks that cannot be managed locally onto the appropriate service risk register while managing the risk as far as is reasonably practicable
- 6.4.4 Ensure that risk assessments are regularly reviewed, communicated, and in a written format and form part of the Service/Site Specific Safety Statement.
- 6.4.5 Ensure that employees are provided with appropriate information, instruction and training.
- 6.4.6 Monitor and review the effectiveness or preventative procedures and measures.
- 6.4.7 Audit implementation of this Policy.
- 6.4.8 Ensure all accidents, incidents and near misses are reported and managed in accordance with the *HSE Incident Management Framework, 2018*.

6.5 Line Managers e.g. Clinical Directors, Ward Managers, Department Managers, Service Managers, (Responsible Persons) are responsible for:

Detailed responsibilities of Ward/Department/Line Managers are documented in the local Site Specific Safety Statement and hence are not reproduced here (please refer to said document for further information).

In the context of work related stress, key responsibilities include:

- 6.5.1 Fostering a positive, supportive work environment, where good communication, support and mutual respect is the norm.
- 6.5.2 Carrying out regular risk assessments of potential stressors in the workplace (i.e. demands of the job, control, support, relationships, role, change management) to identify possible negative effects. The HSE Risk Assessment Form should be used for the risk assessment and is available at <https://healthservice.hse.ie/staff/benefits-services/health-and-safety/carrying-out-a-risk-assessment.html> Once notified an employee is experiencing stress, explore the issues with the employee utilising the HSE Risk Assessment Form. Available at <https://healthservice.hse.ie/staff/benefits-services/health-and-safety/carrying-out-a-risk-assessment.html>
- 6.5.3 Take cognizance of other related policies as appropriate e.g. *Dignity at Work Policy for the Health Service, Grievance and Disciplinary Procedures for the Health Service, HSE Managing Attendance Policy*
- 6.5.4 Implementing and advocating for, if needed, appropriate interventions to address identified stressors, e.g. training, cover for leave and additional support (Refer to Appendix 1 for further information).

- 6.5.5 Recognising signs of stress in yourself and in others and encourage staff to report stressors and or symptoms of stress.
- 6.5.6 Being aware of the range of employee support services available and advise employees of the services / supports available to them.
- 6.5.7 Communicate to employees any change in the workload, work environment and / or work patterns so they have an opportunity to indicate their capability.

Supplementary guidance to this Policy (click [here](#)) provides additional guidance to managers on promoting employee wellbeing and prevention of stress in the workplace

6.6 Responsibilities of Employees

- 6.6.1 Take reasonable care to protect their safety, health and welfare and that of others. This includes efforts to prevent or reduce stress.
- 6.6.2 Adhere to and apply this Policy, local procedures and safe systems of work and any associated risk assessments and risk controls.
- 6.6.3 Work in a safe and responsible manner and co-operate with the employer.
- 6.6.4 Co-operate in the regular review of risk assessments and control measures.
- 6.6.5 Attend relevant training as appropriate.
- 6.6.6 Not be under the influence of an 'intoxicant' at work, which includes alcohol and drugs (including prescription and non prescription).
- 6.6.7 Not engage in any improper conduct or behaviour which may give rise to potential stressors in the workplace.
- 6.6.8 Report work practices and events that cause undue or unnecessary stress to your manager to allow for early intervention.

Supplementary guidance to this Policy (click [here](#)) provides guidance to employees in promoting employee wellbeing and prevention of stress in the workplace

Note: There may be complementary responsibilities under *the Dignity at Work Policy for the Health Services* and it is recommended that staff and managers make themselves aware of them.

6.7 HSE Support Services

6.7.1 Support is provided by the HSE 'Competent Persons' who are professional people with the appropriate qualification, training, experience and knowledge to support managers and employees in carrying out their responsibilities under this Policy.

'Competent Persons' include:

- **Human Resource Services**
- **Health and Safety Services**
- **Occupational Health Services**
- **Employee Assistance and Staff Counselling Services**
- **Organisational Psychology Services**
- **Health Promotion Services**

HSE Support Services:

- provide relevant and timely advice, guidance and support to managers and employees on how to comply with their legislative duties;
- provide support to managers in the use and implementation of this Policy;
- promote effective safety, health and welfare practices throughout the HSE;
- develop relevant programmes to support the implementation of this Policy;
- provide support to employees in the treatment of work-related stress symptoms;

Please refer to Appendix 6, for further information and supports.

7.0 Procedure

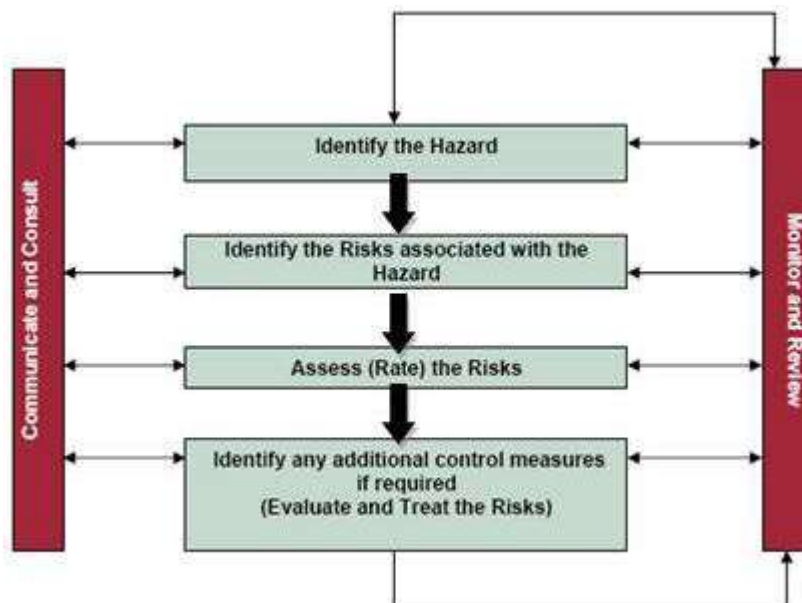
7.1. Hazard identification and risk assessment

Stress in the workplace is a recognised occupational hazard under the Safety, Health and Welfare at Work Act 2005, and must be addressed and managed through the risk assessment process involving participation and consultation and the application of the principles of prevention.

Managing stress in the workplace forms a core part of the HSE's overall safety management system with a focus on the hazards and identified risks associated with potential work related **stressors (psychosocial hazards)**.

The risk assessment process can be broken down into a number of steps as outlined in Figure 1.

Figure 1. Risk Assessment Process



The risk assessment approach based on the management standards (refer to Appendix 3) identifies six key sources of stress at work to include:

1. Demands of the job
2. Control
3. Support
4. Relationships
5. Role
6. Change

Taken together these six key sources of workplace stress define the culture of the organisation and can be used to measure the performance of the organisation or workplace. Where effective systems and work practices are in place to address these, workplace stress is unlikely to be a major problem. Where these standards are not met, the likelihood of workplace stress increases.

Risk Assessment should be carried out as follows:

- Proactively at **Level 1** to work with an individual employee or collaboratively with a service/ team to identify workplace stress hazards, conduct risk assessment and implement controls to reduce employees' exposure to workplace stressors.
- At **Level 2** to work with an individual employee who is exhibiting signs of stress or is seeking support, or to work collaboratively with the service/team where there is information to suggest that they may be experiencing workplace stress.

Please refer to Appendix 2 for further guidance.

7.2 Stress Management Interventions

Stress management interventions must focus on the following three Levels; the main aspects of each Level are set out as follows:

Primary (Prevention)

These are interventions aimed at the entire workforce which promote wellbeing and prevent or minimise the occurrence of stress. They also help employees to manage or cope better with stress. These include:

- Creating a supportive and positive work environment and culture in which the safety and welfare of all employees is a priority
- Creating a healthy place of work
- Implementing the HSE Corporate Safety Statement, Service Site Specific Safety Statements and supporting health and safety policies and procedures
- Implementing health and safety and 'Dignity at Work' policies and ensuring implementation of all other relevant HR policies and procedures
- Managers and employees proactively working together to identify and deal with potential stressors
- Encourage employees to take responsibility for their own health, giving them information on safety, health and welfare and their own health and wellbeing
- Increase ability to cope, through organising or attending stress management and work and wellbeing workshops, which could be included in existing programmes of meetings
- Giving out information on the supports available to staff

Secondary (Protection / Management)

Secondary **interventions** focus on the employee throughout his or her period within the HSE and includes:

- Using best practice recruitment processes
- Induction process
- Providing identified training requirements
- Providing any needed coaching, mentoring and support for the employee
- Providing performance feedback
- Access to competent advice and support
- Access to Occupational Health and EAP

Tertiary (Rehabilitation)

Tertiary intervention focuses on managing, rehabilitating symptoms of existing stress-related problems or diseases to minimise potential harm. It involves referring employees to support services e.g. Occupational Health, EAP once a problem has been identified for:

- Confidential advice, guidance, support or counselling
- Access to specialised clinical services for employees that need them
- Access to specialist clinical services for managers that need professional advice

Key point: While it is important to provide support to employees who experience stress in the workplace, the only way to improve the overall health of the workforce is to reduce stress at primary and secondary levels. The HSE will use feedback from Employee Support Services to inform primary and secondary initiatives and will take positive action on the main issues presented by employees.

Please refer to Appendix 6 HR Supports and Appendix 5 HSE Workplace Stress Flowchart for further guidance.

7.3 Information, Awareness and Training

Managers at all levels of the organisation are responsible for implementing this policy within their area.

To support implementation, a toolkit of resources for managers is available through the National Health and Safety Function at <https://healthservice.hse.ie/staff/benefits-services/health-and-safety/>. Support and learning interventions will be provided to staff on an on-going basis.

8.0 Implementation Plan

Implementation of this Policy forms an integral part of the Safety Management Programme and is underpinned by effective consultation, communication, supervision, monitoring, audit and review.

8.1 Communication

The HSE must make this Policy available to all staff. Electronic and other communication means can be used to maximise distribution. Copies should also be made available to external providers of services to the HSE.

Managers must ensure that personnel under their supervision have read and understand the Policy. A signature sheet is provided for this purpose.

8.2 Responsibilities for Implementation

Managers (Responsible Persons) at all levels are responsible for implementing this Policy within their area (Please refer to Section 6.0 and Appendix 7 & 8). Effective implementation will require training and support for managers.

It is essential that changes in terms of devices and work practices etc. are implemented systematically.

9.0 Monitoring, Audit and Review

- 9.1.1 Managers are required to monitor implementation of this policy on an annual basis using the Audit Tool in Appendix 7 and maintain evidence of same
- 9.1.2 Implementation of this Policy shall be audited periodically at national level
- 9.1.3 This Policy shall be reviewed at national level every three years or earlier if circumstances require it

10.0 Bibliography and further reading

All Health Service Executive policies, strategies and other documents can be accessed on <http://hsenet.hse.ie>

- Work-Related Stress –a Guide for Employers; Health & Safety Authority (www.hsa.ie)
- Work-Related Stress – Information Sheet for Employees; Health & Safety Authority (www.hsa.ie)
- Health Service Executive Corporate Safety Statement
- HSE (2015) People Strategy 2015-2018
- HSE (2015) Healthy Ireland in the Health Services, National Implementation Plan 2015-2017
- HSE (2015) Creating a Positive Environment in our Health Services. A useful guide or Staff, HR Practitioners, and Line Managers
- Safety, Health and Welfare at Work Act, 2005
- Health Service Executive's (2012) Policy for the Prevention and Management of Critical Incident Stress
- Guidance on the Management of Safety, Health and Welfare in the Health Sector, Health & Safety Authority, 2006 (www.hsa.ie)
- Work Positive-prioritising organisational stress (2011) (www.hsa.ie), (www.hse.gov.uk) The Management Standards for Work -related Stress (www.hse.gov.uk)
- Health Service Executive's (2009) Dignity at Work: Anti-bullying, harassment and sexual harassment policy and procedures. (<http://hsenet.hse.ie>)
- Health Service Executive's (2004) Grievance Procedures
- Health Service Executive's (2009) Managing Attendance Policy and Procedures
- McKenna, K. (2008) *Linking Safety and Service: Together Creating Safer Places of Service*. Health Service Executive; Ireland
- EU–OSHA Psychosocial Risks and Stress at Work (<https://osha.europa.eu/en/themes/psychosocial-risks-and-stress>)
- Hughes, R.,(2013) 10 Signs an employee may be suffering from stress and anxiety, British Association for Counselling and Psychotherapy (BACP)
- University of St Andrews (2010) Managers Guide to Monitoring Stress, available at <https://www.standrews.ac.uk/staff/policy/hr/managersguidetomonitoringstress/#Introduction>

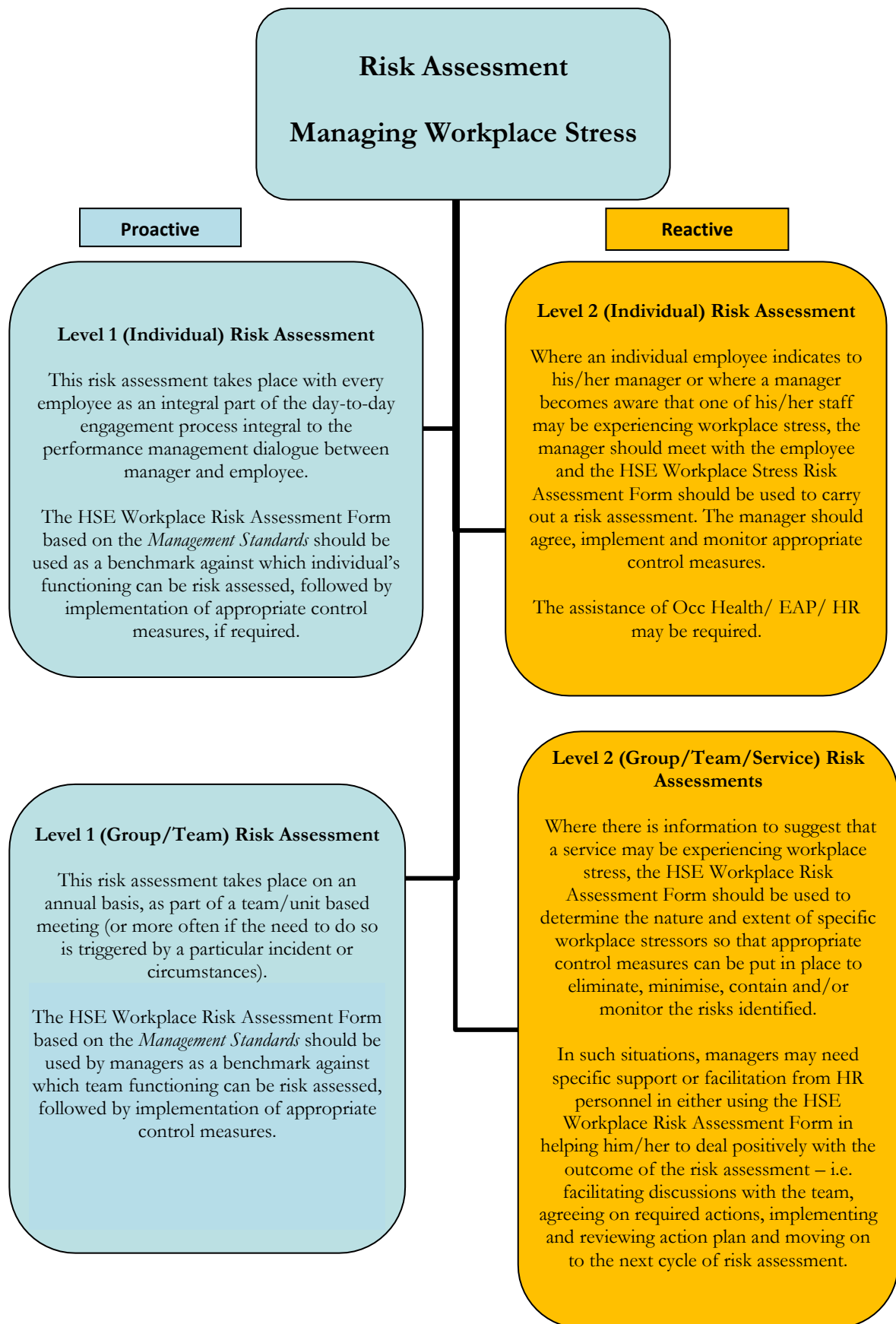
Appendix 1

10 Signs an employee may be suffering from stress and anxiety

1. Taking more time off work than usual
2. Greater use of substances such as alcohol, tobacco and drugs (prescription and illegal)
3. Increased irritability, poor concentration, reduced productivity
4. Deteriorating personal or work relationships, including bullying behaviours
5. Becoming more 'emotional', moody or over-reactive to what others say
6. Starting to behave differently that's out of the norm
7. Changing of eating and sleep patterns
8. Physical reactions such as sweating, palpitations and increased blood pressure
9. Feeling negative, depressed and anxious most of the time
10. Feeling trapped or frustrated.... and believing there's no solution

Ref: Hughes, R., (2013) 10 Signs an employee may be suffering from stress and anxiety, British Association for Counselling and Psychotherapy (BACP)

Appendix 2 - Guidance Note for Managers – HSE Workplace Stress Risk Assessment

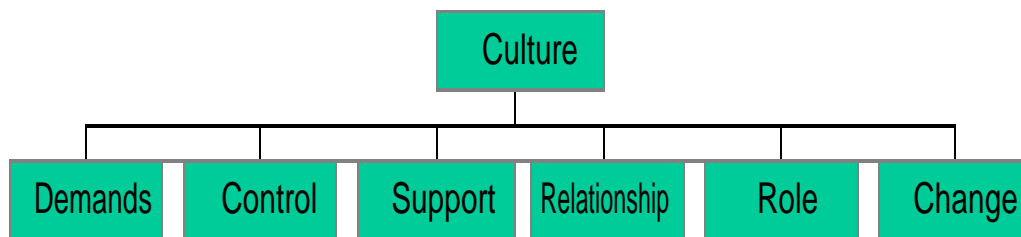


Appendix 3- Management Standards

'Management standards' approach to risk assessment

The Health and Safety Executive in the UK and the Health and Safety Authority in Ireland have identified six key areas for assessing potential sources of stress in the workplace. These are known as the '**management standards**'. They cover the primary sources of stress at work and can be used to measure performance in these areas. The six key areas are outlined below.

Management Standards



1.0 Demands of the job

In a healthy organisation, staff are neither overloaded nor under loaded with work and all employees are capable of doing what is expected of them. We should also observe this balance in matching effort and reward. Effort needs to be recognised and acknowledged, if not financially rewarded

The standard is that:

- Employees indicate that they are able to cope with the demands of their jobs; and
- Systems are in place locally to respond to any individual concerns.

What should be happening?

- The demands on staff within the agreed hours of work are adequate and achievable;
- Employee's skills and abilities are matched to their job demands;
- Jobs are designed to be within the capabilities of employees; and
- Employees' concerns about their work environment are addressed.

Discuss these issues: workload, work patterns and the work environment

Questions to consider:

- Is the staff member able to cope with the demands of their job?
- Are the demands of the job excessive?
- Are systems in place locally to respond to any individual concerns?

Triggers which could cause stress;

- Work overload
- Boring / repetitive duties
- Inadequate resources
- Physical environment i.e. lighting, space, temperature, disruptions etc.
- Psychological working environment e.g. verbal abuse / inappropriate behaviours
- Working long hours – not taking lunch breaks / annual leave
- People management issues
- Inadequate allocation of work

The table below outlines some of the positive and negative management behaviours related to “demands”

Positive Management Behaviours	Negative Management Behaviours
<ul style="list-style-type: none">• Identifying if additional resources can be brought in• Awareness of team members abilities and provide training where appropriate• Monitoring workload and refusing additional work when the team are under pressure / setting realistic deadlines• Following through problems on behalf of employees/foster a problem solving approach. Developing action plans and plan/forecast workloads• Review processes to identify improvements• Promote task rotation/job enrichment	<ul style="list-style-type: none">• Delegating work unequally• Creating unrealistic deadlines• Listening but not taking action• Lack of consistency in approach / being indecisive• Panicking and not forward planning workflow and deadlines• Not being aware of team pressures

In Summary

Demands: This includes issues such as workload, work patterns and the work environment

2.0 Control

In a healthy organisation, employees can take part in decision making and are able to effectively use their range of skills.

The standard is that:

- Employees indicate that they are able to have some input as to the way they do their work; and
- There are systems in place locally to respond to any individual concerns.

What should be happening?

- Where possible, employees have some control over some aspects of their work;
- Employees are encouraged to use their skills and initiative to do their work;
- Where possible, employees are encouraged to develop new skills to undertake new and challenging pieces of work;
- Employees have some say over when they take their breaks, where possible; and
- Employees are consulted over their work patterns/rosters/shifts.

Discuss these issues: Work activities and environment and each person's control over how work is carried out; consulting with staff.

Questions to consider:

- Does the staff member have any influence in the way they carry out their work activities, such as when they take their breaks?
- Are staff able to use their own initiative and skills?
- Are they encouraged to develop new skills?
- Are systems in place locally to respond to any individual /group concerns?

Triggers which could cause stress:

- Not being able to manage the demands of the job and life outside work
- Rigid working patterns and deadlines imposed with no autonomy or control allowed
- Conflicting work demands – from different managers or aspects of the job
- Two way conversation and discussion – not actively encouraged to discuss issues

The table below outlines some of the positive and negative management behaviours related to “control”

Positive Management Behaviours	Negative Management Behaviours
<ul style="list-style-type: none">• Trusting employees to do their work /empowerment• Steering employees in a direction rather than imposing• Knows when to consult employees and when to make a decision• Provides opportunity for employees to air views and holds regular meetings• Encourages staff to develop and reviews development	<ul style="list-style-type: none">• Micro management• Imposing 'it's my way or no way'• Not listening to employee's and making decisions without consultation• Not allowing time off for employee's development and to attend training courses• Not listening to new ideas or allowing employee's to suggest and try improved ways of working

In summary

Control: How much say employees have in the way they do their work.

3.0 Support

In a healthy organisation, all employees have support and training and are able to balance work and life outside work.

The standard is that:

- Employees indicate that they receive adequate information and support from their colleagues and superiors; and
- There are systems in place locally to respond to any individual concern e.g. Staff Association agreements (Information and Consultation Agreements 2006), Grievance procedures

What should be happening?

- 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 resources they need to do their job; and
- Employees receive regular and constructive feedback.

Discuss these issues:

- What encouragement, sponsorship and resources are provided by the organisation, line management and by colleagues?

Questions to consider:

- Do staff receive adequate information and support from their colleagues and managers?
- Do staff know what support is available and how and when to access it?
- Do staff know how to access the resources they need to do their job?
- Do staff receive regular and constructive feedback?

Triggers which could cause stress:

- Lack of support and encouragement from managers and colleagues
- Lack of development /career progression opportunities
- Lack of information sharing /withholding information
- A working culture of encouraging long or unsociable hours i.e. seeing colleagues as weak if they don't consistently work long hours.

The table below outlines some of the positive and negative management behaviours related to “support”

Positive Management Behaviours	Negative Management Behaviours
<ul style="list-style-type: none"> • Ensuring all health and safety requirements are met. E.g. working time directive. Praising work/acknowledging employee efforts • Providing supportive/constructive criticism • Operating a no blame culture and problem solving approach • Flexibility to support employee’s if needing time off • Having an awareness of the employees’ pressures outside work • Encouraging development and training, having regular 1-1 meetings • Leading from the front and taking responsibility ‘buck stops with me’ • Seeks help and advice from Occupational Health/HR 	<ul style="list-style-type: none"> • Not taking H&S issues seriously and questioning the ability of an employee who raises a H&S issue • Not giving credit when jobs done well/deadlines met • Views feedback as ‘one way’ or giving feedback that employees’ are wrong just because their way of working is different. Assuming everyone is ok • Not having knowledge and understanding of your teams tasks/workloads. No consideration of work life balance. Badgering an employee as to what is wrong

In summary

Support: this includes the encouragement, sponsorship and resources you receive from the organisation, line management and colleagues

4.0 Relationships
 In a healthy organisation, there are good working relationships and bullying and harassment at work is clearly dealt with.

The standard is that:

- Employees state that they are not subjected to unacceptable behaviour; and
- There are systems in place locally to respond to any individual concerns.

What should be happening?

- We promote positive behaviours at work to avoid conflict and ensure fairness;
- Employees share information relevant to their work;
- We have agreed policies and procedures to prevent or resolve unacceptable behaviour e.g. ‘Dignity at Work’ Policy for the Health Services;
- We have systems in place to enable and encourage managers to deal with unacceptable behaviour; and
- We have systems in place to enable and encourage employees to report unacceptable behaviour.

Discuss these issues:

- Whether positive working relationships are promoted and present in the workplace, to avoid conflict and dealing with unacceptable behaviours.

Questions to consider:

- Have staff been subjected to unacceptable behaviours, such as bullying?
- Do we manage unacceptable behaviour effectively?
- Are there mechanisms for staff to report unacceptable behaviours?

Triggers which could cause stress:

- Poor working relationships with managers / teams
- Combative or confrontational communication styles
- Poor communication and information sharing
- Not dealing with disputes / complaints at an early stage

The table below outlines some of the positive and negative management behaviours related to “relationships”

Positive Management Behaviours	Negative Management Behaviours
<ul style="list-style-type: none">• Listening objectively to both sides of conflict.• Supporting and investigating complaints.• Dealing with conflict at an early stage and following up on actions.• Having a positive approach and staying calm when under pressure.• Keeps employees issues private and confidential.• Admits when wrong.• Treats all employees equally	<ul style="list-style-type: none">• Not dealing with complaints/issues and hoping it will resolve itself• Taking sides• Passing on their pressures to employees/being unpredictable and losing temper• Talks about employee’s issues with other staff members/making personal issues public• Makes promises and does not deliver

In summary

Relationships: this includes promoting positive working to avoid conflict and dealing with unacceptable behaviour

5.0 Role

In a healthy organisation, all employees are aware of what is expected of them in their role and how it will contribute to the organisation’s strategy.

The standard is that:

- Employees state that they understand their role and responsibilities; and
- There are systems in place locally to respond to any individual concerns.

What should be happening?

- We ensure that, as far as possible, the different requirements we place on employees are compatible;
- We provide information to enable employees to understand their role and responsibilities;
- We ensure that, as far as possible, the requirements we place on employees are clear; and
- We have systems in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities.

Discuss these issues:

Whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles.

Questions to consider:

- Do staff say that they understand their role and responsibilities?
- In case of re-deployment, either short-term or long-term, has employee adequate information on their role and responsibility in the new location?
- As far as possible, are the different requirements we place on staff compatible and clearly understood?

Triggers which could cause stress:

- Lack of clarity of job role – no job descriptions /objective setting
- Employees unaware of policies and procedures in place to support them
- Lack of one to one communication (meetings / feedback)

The table below outlines some of the positive and negative management behaviours related to “role”

Positive Management Behaviours	Negative Management Behaviours
<ul style="list-style-type: none"> • Keeps teams informed of what is happening with the department and the organisation • Communicates clear goals and objectives. Clearly defines roles, expectations and lines of communication • Regular meetings and two way communication 	<ul style="list-style-type: none"> • Keeps people in the dark • Often makes decisions and holds meeting behind closed doors with no consultation in situations where consultation would have been appropriate • Does not update and have regular meetings to communicate changes • Talks to others about actions not completed without approaching the employee concerned

In summary

Role: whether you understand your role within the organisation and we ensure that you do not have conflicting roles

6.0 Change

In a healthy organisation, the strategy for change is clear and all employees are aware of change and how it will affect them.

The standard is that:

- Employees state that we engage them often when undergoing an organisational change; and
- There are systems in place locally to respond to any individual/group concerns - e.g. Staff Association agreements, Grievance procedures.

What should be happening?

- We provide employees with timely information to enable them to understand the reasons for proposed changes;
- We consult adequately with employees on changes and give them opportunities to influence proposals via agreed frameworks, including those with Trade Union/ Staff Associations.
- Employees are aware of the probable impact of any changes to their jobs. If needed, we give employees training to support any changes in their jobs;
- Employees are aware of timetables for changes; and
- Employees have access to relevant support during changes.

Discuss these issues:

- How we manage organisation change (large or small) and communicate it in the organisation

Questions to consider:

- Do managers engage with staff frequently when undergoing any organisational change?
- Do we consult staff enough?
- Do we give timely information about the reasons for proposed changes?
- Are staff aware of likely timescales for change?
- Do staff have access to relevant support during changes?

Triggers which could cause stress:

- Poor communication – uncertainty about what is happening
- Fears about job security
- Ineffective time planning of change
- Insufficient training or knowledge transfer on new systems / processes
- No consultation / engagement

The table below outlines some of the positive and negative management behaviours related to “change”

Positive Management Behaviours	Negative Management Behaviours
<ul style="list-style-type: none"> • Keep team informed with regular meeting and communication updates – 2 way communication. • Communicates clear goals and objectives and expectations • Provides timely information and consult • Provides adequate support e.g. training. • Considers group dynamics and physical working environment/positioning. 	<ul style="list-style-type: none"> • Leave team members in the dark about changes. Communicating at the last minute. • Allowing people to hear message through the grape vine. • Not allowing 2 way communications on matters of change.

In Summary

Change: How we manage organisational change (large or small) and communicate it in the organisation.

Indicators

The standard is that:

- Employees indicate that pressure at work does not affect their health;
- Systems are in place to monitor and review common indicators of high pressure at work.

What should be happening / states to be achieved:

- The organisation monitors accidents and identifies their causes;
- The organisation has a Health and Safety Policy in place;
- The organisation monitors sickness absence and identifies reasons for absence;
- The organisation monitors turnover of staff and identifies reasons for resignation;
- Systems are in place to enable and encourage managers to identify and manage low morale among staff;
- The organisation monitors the performance/productivity of its staff; and
- Systems are in place for employees to raise concerns about their health and safety at work

The management standards are designed to aid discussion about the impact of these potential sources of workplace stress. Managers can use these as a framework for identifying risk with one employee or with a group.

Action/Implementation Plans

When using the HSE Workplace Stress Risk Assessment Form an action plan is a key part of the risk assessment process.

Appendix 4 - Sample Workplace Stress Risk Assessment Form

National Health and Safety Function, Workplace Health and Wellbeing Unit, National HR Division



Workplace Stress: Risk Assessment Form – Part 1 of 3	
Division:	Source of Risk:
HG/CHO/NAS/Function	Primary Risk Category:
Section/Ward/Dept:	Risk Type
Hospital Site/Service:	Name of Risk Owner (BLOCKS):
Dept/Service Site:	Signature of Risk Owner:
Assessment type: <input type="checkbox"/> Individual <input type="checkbox"/> Group (v as appropriate)	Risk Co-ordinator:
If individual assessment, specify employee's name:	Risk Assessor (s)
Date of Assessment	
Unique ID No:	

Workplace Stress: Risk Assessment Form – Part 2 of 3		
Was there a specific issue/incident that triggered this risk assessment?		
Potential work related stressors	Employee's concerns	Existing controls/What is happening now?
Demands		
What is causing you to feel under excessive pressure at work?	Hard to manage extra work demands e.g. HIQA recommendations & introducing more activities for service users with existing staff cover of 1:2 Nurse/Care Staff. Only one staff member can leave unit to help with activities. Daily work duties very demanding as all service users are high dependant- difficult to set time aside to do other work e.g. review and update care plans. When crises arises little support from management	
What are key aspects of your role/ job description?	To provide nursing care to patients (high dependant)	N/a

Are you clear on service priorities? How do you prioritise your daily work duties?	Very little control over work duties due to the changing patient profile. Handover can be rushed due to clinical demands	Priorities identified at handover, using SBAR format for reporting
Are you clear on work deadlines and are they realistic?	These keep changing	Adaptation to work demands required daily. Bed management involved in patient transfer
Do you feel you have the right skills & knowledge to do your job?	Yes	N/a
Have you the resources you need to do your job?	No	Skill mix is reviewed per shift where possible. Process in place for requesting additional assistance when work demands increase
Do you find your work boring or repetitive?	No	N/a
Control		
Are you clear about who does what in your Dept/area?	Yes	N/a
Do I, as your manager, give you enough guidance & support?	No	None
Do you have opportunities to develop your skills/ use your initiative?	Yes	N/a
Have you any flexibility in when you take your breaks/Annual Leave?	No	None – Staff cannot take annual leave when desired or if at all. Very difficult to take TOIL accrued from working overtime. Staff asked on short notice to work overtime while on off-duty. As a result many staff working up to 5/6 long days in a row; unhealthy and exhausting. Staff feel very aggrieved that leave not given to them even when requested weeks in advance
Support		
Is there good communication in your Dept/area? e.g. One-to-one meetings with manager/ team meetings?	No. Team meetings have ceased to occur	Communication book available
Are your work colleagues supportive?	Yes	N/a
Do you require further training / skills development?	No	N/a
Are there pressures outside work that are affecting you at work? Would you like support to deal with these pressures?	No	N/a
Are you aware of HSE employee supports available? Do you need information on how to access any of them?	No	N/a

Workplace Stress: Risk Assessment Form – Part 2 of 3 (Continued)

Relationships		
Are there any issues or tensions within your team/service?	Yes. Most staff feel that the provision of annual leave is unfair and that some staff are not asked to do their fair share of overtime	None
Have you seen any bullying/harassing behaviour in your team?	No	Implementation of the Dignity at Work Policy, Dignity at Work Support Contact persons details available in HR file in CNMs office. Employee Assistance available at ext 1234
Do you have difficulty working with anyone? Manager/ colleague/ other health care worker?	No	
Do you and your work colleagues support each other?	Yes	
What is morale like within your team?	Low because of lack of breaks, annual leave opportunities and lack of feedback	Annual Leave request calendar in office
Role		
Do you feel you have been properly inducted into your role?	Yes – but new staff have a formal induction programme but onsite mentoring difficult to implement due to work demands	
Do you understand your role?	Yes	
Do you have a clear reporting structure?	Yes	
Do you know what is expected of you at work?	Yes	
Have you work demands that are outside/conflict with your role?	No	
Change		
Is there a lot of change in your service?	Yes on a daily basis, can be requested to provide cover in different departments where we may not have enough skills in this clinical area. Disruptive for service users and patients	Bed management oversee bed allocation
Have you had an opportunity to discuss/comment on these changes within your service – e.g. at team meetings?	No	Communication book located in CNM office

Am I, as your manager, supporting you enough in this change?	No	None
Do your colleagues/team provide support through the change?	Yes	
Is there further information/support you require?	Yes- better communication and involvement from bed management when allocating patient beds being mindful of existing work demands. Team meetings necessary to ensure proper and formal communication with staff.	
Other Stressors		
Are there any other issues that you would like to raise?		

Workplace Stress : Risk Assessment Form – Part 3 of 3
One primary source of stress per form

Management Standard(s) under which further action is required (✓ as appropriate)

Demands ✓ Control Support Relationships Role Change

Unique Id Number: 012345

HAZARD & RISK DESCRIPTION	EXISTING CONTROL MEASURES	ADDITIONAL CONTROLS REQUIRED	ACTION OWNER	DUE DATE
Risk of psychosocial injury to staff due to workload pressures, unrealistic work deadlines, lack of resources	As per risk assessment checklist above	Investigate the possibility to having 2 floating staff on campus to help staff working in units when activities are planned.	Mary Ryan CNM2 and employees	January 2016
		Have a daily review of work demands in units in order to provide adequate cover for "busier times"		Immed
		Review time for handover – bring forward by ten minutes to ensure that this time is protected. Identify work priorities, safety issues at handover and ensure adequate time given		Immed

INITIAL RISK			RESIDUAL RISK		
Likelihood	Impact	Initial Risk Rating	Open	Monitor	Closed
5	3	15 (High)			

Workplace Stress : Risk Assessment Form – Part 3 of 3
One primary source of stress per form

Management Standard(s) under which further action is required (√ as appropriate)

Demands Control Support Relationships Role Change

Unique Id Number:012345

HAZARD & RISK DESCRIPTION	EXISTING CONTROL MEASURES	ADDITIONAL CONTROLS REQUIRED	ACTION OWNER	DUE DATE
Poor working relationship may cause psychosocial harm to staff who feel that there is poor communication from management and a lack of feedback	As per risk assessment checklist above	Reinstall the team meetings (quarterly), have standing agenda items at meeting such as H&S and staff concerns. Use communication book more effectively to demonstrate that issues raised are being followed-up and discussed. Have minutes of meeting available for all staff including those on nights and weekends etc. Have a ward suggestion box available for staff to give them an avenue to highlight issues. Unit staff and CNMs to discuss openly service developments and hear of other developments taking place on campus.	Mary Ryan CNM2 and employees	January 2016 Immed Immed

INITIAL RISK			RESIDUAL RISK		
Likelihood	Impact	Initial Risk Rating	Open	Monitor	Closed
5	3	15 (High)			

Workplace Stress : Risk Assessment Form – Part 3 of 3
One primary source of stress per form

Management Standard(s) under which further action is required (√ as appropriate)

Demands Control Support Relationships Role Change

Unique Id Number:012345

HAZARD & RISK DESCRIPTION	EXISTING CONTROL MEASURES	ADDITIONAL CONTROLS REQUIRED	ACTION OWNER	DUE DATE
Risk of psychosocial injury to staff, due to lack of control regarding some aspects of their work activities	None	Quarterly team meetings to reconvene. Each meeting will be minuted and responsible persons identified for each action. Actions agreed at each meeting will be reviewed to ensure they are implemented in a timely manner.	Mary Ryan CNM2 and employees	January 2016
		Each member of staff will have an individual work plan developed outlining goals, objectives and actions for the coming months. The Line Manager will meet individually with each member of the team on a monthly basis to review progress and to allow an opportunity for staff to raise issues with their Manager.	Mary Ryan CNM2 and employees	Feb 2016

INITIAL RISK			RESIDUAL RISK		
Likelihood	Impact	Initial Risk Rating	Open	Monitor	Closed
5	3	15 (High)			

Workplace Stress : Risk Assessment Form – Part 3 of 3
One primary source of stress per form

Management Standard(s) under which further action is required (√ as appropriate)

Demands Control Support Relationships Role Change

Unique Id Number:012345

HAZARD & RISK DESCRIPTION	EXISTING CONTROL MEASURES	ADDITIONAL CONTROLS REQUIRED	ACTION OWNER	DUE DATE
CONTD		<p>The Manager will consider engaging in training for Mentoring and/or Coaching to enable them to support the team as part of their own on-going management/leadership development.</p> <p>Review Service arrangements for taking of leave and provide cover arrangements.</p> <p>All staff to be consulted with when organising the annual leave calendar. Breaks to be co-ordinated effectively to ensure all staff receive appropriate breaks.</p>	<p>Mary Ryan CNM2 and employees</p> <p>Mary Ryan CNM2 and employees</p>	<p>January 2016</p> <p>Immediate</p>

INITIAL RISK			RESIDUAL RISK		
Likelihood	Impact	Initial Risk Rating	Open	Monitor	Closed
5	3	15 (High)			

Workplace Stress : Risk Assessment Form – Part 3 of 3
One primary source of stress per form

Management Standard(s) under which further action is required (√ as appropriate)

Demands Control Support Relationships Role Change

Unique Id Number:012345

HAZARD & RISK DESCRIPTION	EXISTING CONTROL MEASURES	ADDITIONAL CONTROLS REQUIRED	ACTION OWNER	DUE DATE
Risk of psychosocial injury to staff due to lack of clarity regarding roles and responsibilities	As per risk assessment checklist above.	In addition to the formal induction programme ensure adequate time is allocated to mentoring, to ensure all new staff understand their roles, responsibilities and systems in place locally to respond to any individual concerns.	Mary Ryan CMM2	January 2016

INITIAL RISK			RESIDUAL RISK		
Likelihood	Impact	Initial Risk Rating	Open	Monitor	Closed
3	2	6 (Medium)			

Workplace Stress : Risk Assessment Form – Part 3 of 3
One primary source of stress per form

Management Standard(s) under which further action is required (V as appropriate)

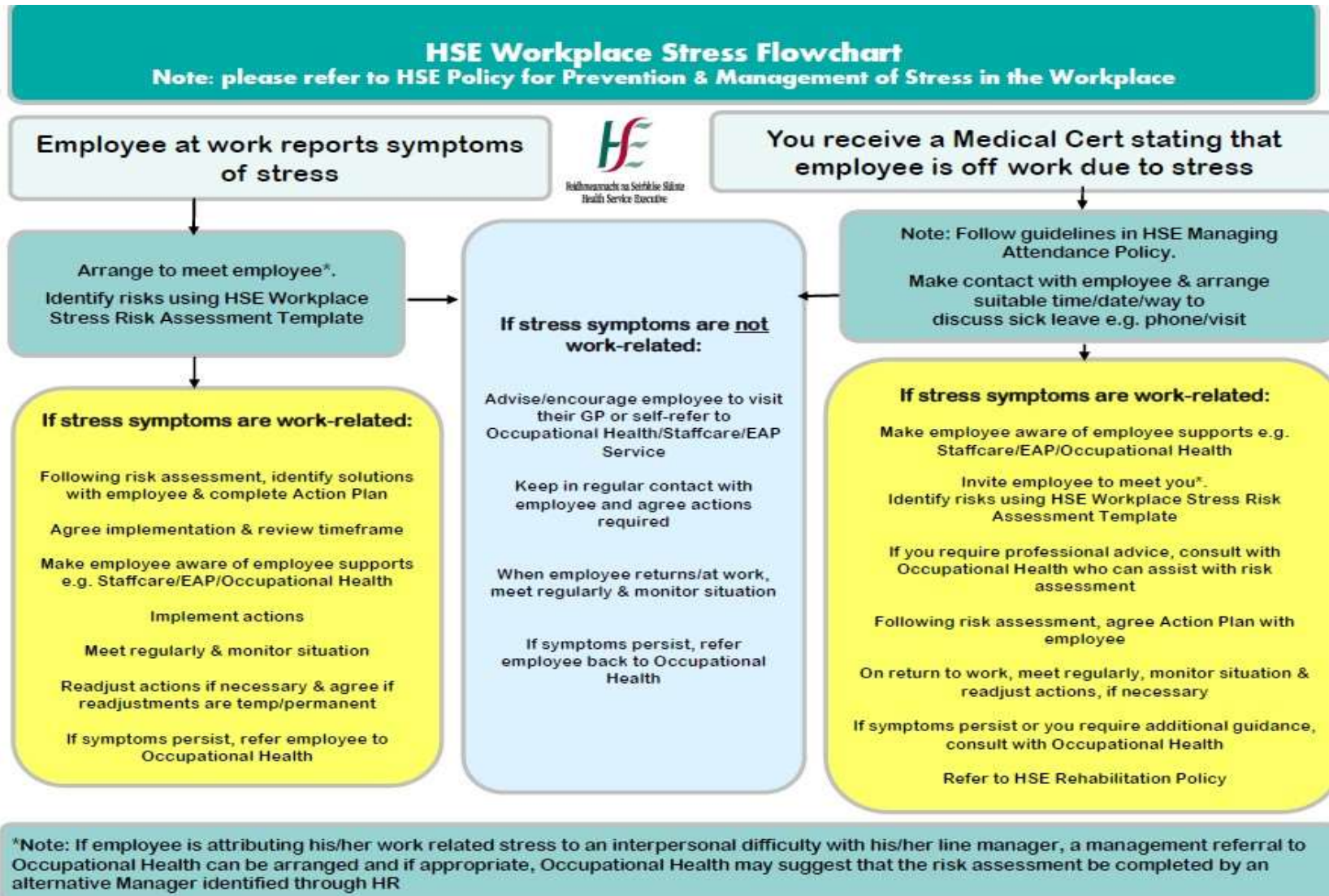
Demands Control Support Relationships Role Change

Unique Id Number:012345

HAZARD & RISK DESCRIPTION	EXISTING CONTROL MEASURES	ADDITIONAL CONTROLS REQUIRED	ACTION OWNER	DUE DATE
Risk of psychosocial injury to staff due to changes taking place in the service	As per risk assessment checklist above.	Timely bed allocation wherever possible to take account of current workloads Changes and implications of such change discussed at team meetings	Mary Ryan CMM2	Immediately Immediately

INITIAL RISK			RESIDUAL RISK		
Likelihood	Impact	Initial Risk Rating	Open	Monitor	Closed
5	3	15 (High)			

Appendix 5 - HSE Workplace Stress Flowchart



Appendix 6 – Supports

HSE HR Supports available to Managers & Employees

HSE Supports available to Managers & Employees to pro-actively promote staff health & wellbeing

HSE Supports available to Managers & Employees- when a problem arises in relation to workplace stress

HR local office & Staff Relations local office; advice offered on HR Policy implementation

HSE inforline (8am to 8pm) Monday to Saturday
www.hse.ie/eng/about/Who/hr

Tel HSE inforline 1850-24 1850

Email: inforline@hse.ie

Local Occupational Health Service; offer specialist advice to managers and staff; assess the employee and provide support in relation to their present functionality and to consider options and solutions going forward for the benefit of the employee and their line manager; referral pathways for both line managers and staff

www.hse.ie/eng/staff/safetywellbeing/ochealth

HR LED (Leadership, Education and Development) local services; support offered through Succession Management Development Programme (Coaching & Mentoring), Leadership Development, SKILL Programme, E-Learning Education & Development www.hseland.ie

Email contact support@thelearningcentre.ie.

Bespoke organisational support and development to teams/functions, Performance Management, Training and Education.

www.hse.ie/eng/staff/Leadership_Education_Development

Employee Assistance and Counselling Services (EACS) provides confidential counselling support for employees experiencing stress as a result of work or personal issues; provide support and guidance to managers in responding to employee wellbeing issues, group support/facilitation sessions for staff who have experienced an event that has been emotionally/mentally upsetting and group/individual support sessions for staff who are preparing for an emotionally/mentally challenging event

www.hse.ie/eng/staff/safetywellbeing/eap

National Health and Safety Function; support and advice offered on implementation of health and safety policies, and OSH training.

Tel 1850 420 420

<https://healthservice.hse.ie/staff/benefits-services/health-and-safety/health-and-safety-helodesk.html>

As a further aid for managers please refer to Fast Fact Ref: 009 :01

HR Local office & staff relations local office; advice offered on HR Policy implementation and management of employee relations

HSE inforline (8am to 8pm) Monday to Saturday
www.hse.ie/eng/about/Who/hr

Tel 1850 24 1850 Email: inforline@hse.ie

Health Promotion and Improvement local office; information and materials available on health issues i.e. mental health, physical activity etc.

www.healthpromotion.ie

Staff CareLine is a free telephone counselling service available to HSE staff in some CHO Areas. Available 24hrs/ 7 days/week Tel 1800-409388

Other Supports & Further Information

There are a vast number of other supports and resources available from both HSE and non HSE groups and organisations. Written materials (booklets, information leaflets, posters etc.) are available and can be distributed throughout the workplace. The following is a non-exhaustive list of further supports available: (There may be more localised/regional supports available to you but not listed below)

- www.yourmentalhealth.ie Mental Health Ireland. Mind Your Mental Health Workshops available
- www.spuncout.ie, www.reachout.com, www.alive2thrive.ie
- www.getactiveireland.ie
- www.parkrun.ie
- Samaritans (24 hours) Tel 116 123
- Regional Resource Officers for Suicide Prevention www.nosp.ie Tel 1850 25 1850
- STOP Suicide Tel 1850 211 877.
- www.mindingyourhead.info Public Health Agency, Belfast
- Local HSE Health Promotion Department www.hse.ie/healthpromotion
- Stress Control; free 6 session course to manage stress. Contact local Psychology Services or Stress-Control Co-ordinator for further information_ www.hse.ie/eng/services/list/psychology
- Living Well; free 8 week course to support positive mental health. Course aims to help attendees develop skills to support psychological wellbeing_ www.hse.ie/eng/services/list/psychology
- Accord (nationwide agency supporting marriage and relationships) www.accord.ie
- AA (providing support to those affected by alcoholism) www.alcoholiseanonymus.ie
- GA (providing support to those affected by gambling) www.gamblersanonymus.ie
- Aware (national voluntary agency supporting those affected by depression). www.aware.ie
- MABS (money and budgetary advice) www.mabs.ie
- Narcotics Anonymous (providing support to those affect by drugs) www.na.ireland.org

Appendix 7 Audit Tool

	Audit on the Implementation of the <i>HSE Policy on the Prevention and Management of Stress in the Workplace, 2018</i>	Yes	No	NA	Comment
1	Does each department have the HSE <i>Policy on the Prevention and Management of Stress in the Workplace, 2018</i> ?				
2	Are there local guidelines / standard operating procedures in place to support implementation of this HSE Policy?				
3	Is there a system in place for the appropriate circulation/communication of this policy to all employees?				
4	Have risk assessments been completed using the workplace stress risk assessment form?				
5	Have the control measures identified through the risk assessment process been implemented?				
6	Are risks that cannot be managed escalated onto the appropriate service risk register while continuing to manage the risk as far as is reasonably practicable?				
7	Has appropriate information, instruction, supervision and training been provided based on risk assessment?				
8	Is there a procedure in place for reporting all accidents/incidents/near misses?				
9	Is there a system in place to monitor compliance with this Policy?				

Appendix 8

Step-by -Step Procedure for Policy Implementation

Director of HR in relation to Occupational Safety and Health	Reference
<ul style="list-style-type: none"> Ensure this policy is reviewed and updated as appropriate 	HSE Corporate Safety Statement Section 2.5

National Health and Safety Function	
<ul style="list-style-type: none"> Review and revise this Policy three yearly or following any significant change in the matters to which it relates, whichever is the soonest Provide Occupational Safety and Health support 	HSE Corporate Safety Statement Section 2.9

National Directors	
<ul style="list-style-type: none"> Ensure arrangements are in place for identifying, evaluating, managing, monitoring and auditing the risk associated with work related stress 	6.2.1
<ul style="list-style-type: none"> Ensure the necessary resources are provided for implementing this Policy 	6.2.2
Assistant National Directors, Hospital Group Chief Executive Officers, Chief Officers Community Health Organisations	
<ul style="list-style-type: none"> Ensure that appropriate structures are in place for the effective implementation of this policy 	6.3.1
<ul style="list-style-type: none"> Ensure this policy is brought to the attention of all employees 	6.3.2
<ul style="list-style-type: none"> Ensure that arrangements are in place within their areas of responsibility for identifying, evaluating and managing the risks associated with work related stress 	6.3.3
<ul style="list-style-type: none"> Ensure that appropriate resources are available to support the implementation of this Policy 	6.3.4

Local Senior Manager	
<ul style="list-style-type: none"> Ensure that all employees are aware of this Policy 	6.4.1
<ul style="list-style-type: none"> Ensure that all hazards and the risks associated with work related stress are identified and assessed, and appropriate measures put in place to eliminate, control or minimise the risk 	6.4.2
<ul style="list-style-type: none"> Ensure that risk assessments are regularly reviewed, communicated and in a written format and form part of the Service/Site Specific Safety Statement 	6.4.3
<ul style="list-style-type: none"> Ensure that employees are provided with appropriate information, instruction and training 	6.4.4
<ul style="list-style-type: none"> Monitor and review the effectiveness or preventative procedures and measures 	6.4.5
<ul style="list-style-type: none"> Audit Implementation of this Policy 	6.4.6
<ul style="list-style-type: none"> Ensure all accidents, Incidents and near misses are reported and managed in accordance with the <i>HSE Incident Management Framework, 2018</i> 	6.4.7

Line Managers e.g. Clinical Directors, Ward Managers, Department Managers, Service Managers, (Responsible Persons) are responsible for:	
<ul style="list-style-type: none"> Fostering a positive, supportive work environment, where good communication, support and mutual respect is the norm 	6.5.1
<ul style="list-style-type: none"> Carrying out regular risk assessments of potential stressors in the workplace (i.e. demands of the job, control, support, relationships, role, change management) to identify possible negative effects 	6.5.2
<ul style="list-style-type: none"> Once notified an employee is experiencing stress, explore the issues with the employee utilising the HSE Risk Assessment Form 	6.5.3
<ul style="list-style-type: none"> Take cognizance of other related policies as appropriate e.g. Dignity at Work Policy for the Health Service, Grievance and Disciplinary Procedures for the Health Service, HSE Managing Attendance Policy 	6.5.4
<ul style="list-style-type: none"> Implementing and advocating for, if needed, appropriate interventions to address identified stressors e.g. training 	6.5.5
<ul style="list-style-type: none"> Recognising signs of stress in yourself and in others 	6.5.6
<ul style="list-style-type: none"> Being aware of the range of employee support services available and how to refer employees 	6.5.7

Employee	
<ul style="list-style-type: none"> Take reasonable care to protect their safety, health and welfare and that of others. This includes efforts to prevent or reduce stress 	6.6.1
<ul style="list-style-type: none"> Adhere to and apply this Policy, local procedures and safe systems of work and any associated risk assessments and risk controls 	6.6.2
<ul style="list-style-type: none"> Work in a safe and responsible manner and co-operate with the employer 	6.6.3
<ul style="list-style-type: none"> Co-operate in the regular review of risk assessments and control measures 	6.6.4
<ul style="list-style-type: none"> Attending relevant training as appropriate 	6.6.5
<ul style="list-style-type: none"> Not be under the influence of an “intoxicant” at work, which includes alcohol and drugs (including prescription and non prescription) 	6.6.6
<ul style="list-style-type: none"> Not engage in any improper conduct or behaviour which may give risk to potential stressors in the workplace 	6.6.7
<ul style="list-style-type: none"> Report work practices and events that cause undue or unnecessary stress to your manager 	6.6.8

Appendix 9

HSE Policy on the Prevention and Management of Stress in the Workplace

Simplified Implementation Plan

Implementation of this Policy forms an integral part of the Safety Management System and is underpinned by effective consultation, communication, supervision, monitoring, audit and review. The following flowchart illustrates the day to day implementation steps.

