

STRESS MANAGEMENT TOOLKIT

SECTION 1: THE BUSINESS CASE

This section details just why it is so important to manage stress, from moral, legal, financial and organisational perspectives.

Section Contents:

Sub Section	Item	Comments
1.1	Introduction	Includes some statistics, local government perspective, and legislation
1.2	The Legal Context	A national perspective on the moral and legal requirements to manage stress
1.3	Why Manage Stress	A national perspective on the financial and organisational reasons for managing stress, supported by regional statistics, and including the need for individual responsibility
1.4	Training Presentation	A power point presentation on the business case for managing stress (based on the Stress Management Standards).

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SECTION 2: STRESS MANAGEMENT POLICIES

Policies are essential in establishing and communicating the organisation approach to managing stress, and also demonstrate commitment.

There is no prescriptive format for policies, though ideally they will include three essential components:

- A statement of commitment
- Roles and responsibilities
- Arrangements (for the delivery of the policy)

This section includes a sample stress policy from the Stress Management Standards, some examples of policies in actual use by HSENI and Castlereagh Borough Council, and an example of a statement of commitment that was approved by SOLACE NI several years ago.

Section Contents:

Sub Section	Item	Comments
2.1	Introduction	In introduction to developing a stress management policy, including considerations
2.2	HSE Example Policy	An HSE example of a Stress Policy
2.3	HSENI Stress Policy	The Stress Policy developed and in use by HSENI
2.4	Castlereagh Borough Council Stress Management Policy	The Stress Policy developed and in use by Castlereagh Borough Council
2.5	Example Stress Policy Statement	An example of the "statement of commitment" part of a stress management policy, as endorsed by the Society Of Local Authority Chief Executives (SOLACE) NI

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SECTION 3: MENTAL WELL-BEING AT WORK CODE OF PRACTICE

Some organisations may use Codes of Practice, either in place of, or in support of, policies.

Codes of Practice are generally more detailed than policies, are based more on promoting best practice rather than being prescriptive, can include significant guidance, and can be applied to a wider remit.

This is an example of a Code of Practice in use by Belfast City Council, though it has been amended to provide a more generic example, with areas that would need amending to suit different organisations printed in red and blue.

This Code of Practice was amended in November 2004 to incorporate the Stress Management Standards, and includes an option for self-assessment.

Section Contents:

Sub Section	Item	Comments
3.1	Mental Well-being at Work Code of Practice	An example of a Code of Practice in use by Belfast City Council

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SECTION 4: STRESS MANAGEMENT STANDARDS

To assist organisations to manage stress in the workplace the Health and Safety Executive (HSE) has developed a set of management standards which were launched in 2004. These research based standards are intended to provide a benchmark against which organisations can measure their performance in managing a variety of stressors.

This section describes these standards and, whilst they do not impose a statutory duty, they do represent best practice.

Section Contents:

Sub Section	Item	Comments
4.1	Introduction	An introduction to background and aim of the Stress Management Standards, including the 6 primary hazards, the standards to be met, and states to achieved
4.2	A Training Presentation	A powerpoint presentation on the Stress Management Standards

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SECTION 5: RISK ASSESSMENTS

Risk Assessments form the foundation for effective health and safety management, and the risk assessment process must be applied to stress management.

There is no prescriptive format for risk assessments, as long as the key elements are included, and this section provides some different methods for approaching such assessments

Section Contents:

Sub Section	Item	Comments
5.1	Introduction	An introduction to risk assessments and why they are needed
5.2	Process Flowchart	Taken from the Stress Management Standards this flow chart depicts how stress risk assessments relate to the traditional risk assessment process
5.3	Risk Assessment formats	Examples of some standard risk assessment formats currently in use within the public sector
5.4	Self Assessments	This is an individual stress-assessment tool, based on the stress management standards. Whilst not a risk assessment in the formal sense, it does facilitate assessment
5.5	Generic Risk Assessment	A Generic Risk Assessment for Work-related Stress, as developed by the Local Authority Safety Advisor Network
5.6	Work Positive	An introduction to a stress risk assessment and audit tool developed by the Health Education Board for Scotland (HEBS)
5.7	A Training Presentation	A power point presentation on the completion and application of the Generic Risk Assessment format

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SECTION 6: DEVELOPING AWARENESS

For any stress management approach to be effective it must encompass all relevant staff, and therefore raising awareness of work-related stress issues, and the relevant organisational approach to managing stress, is essential.

This section provides an introduction, a sample leaflet, and a sample awareness raising training course that can be readily adapted to suit individual organisational needs.

Section Contents:

Sub Section	Item	Comments
6.1	Introduction	An introduction to a proactive approach in raising awareness of work-related stress
6.2	Work-related Stress Awareness Training	A sample stress training module designed to raise awareness (should be used in conjunction with the presentation at 6.4)
6.3	Sample Leaflet	A sample leaflet used to raise awareness of stress issues, as developed and used by Lisburn City Council
6.4	A Training Presentation	A powerpoint presentation on Work-related Stress designed to raise awareness and provide staff at all levels with a base knowledge
6.5	A Case Study	A case study designed to be used in conjunction with the training module (6.2) and presentation (6.4)

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SECTION 7: FOCUS GROUPS

The Stress Management Standards include the use of 'focus groups', which can provide a means of hazard (problem) identification, a means of identifying possible solutions, and ensure the involvement of staff.

This section provides some guidance on the structure and running of focus groups.

Section Contents:

Sub Section	Item	Comments
7.1	Introduction	An introduction as what focus groups are
7.2	Facilitating a Focus Group	Checklist for Meeting Rooms – a handout
7.3	Facilitating a Meeting	Attitudes and Behaviours of Facilitators – a handout
7.4	The Role of the Facilitator in Effective Meetings	A Checklist
7.5	Facilitator Training	Getting the meeting off to a good start
7.6	Facilitator Training	The role of the recorder in effective meetings
7.7	The role of the recorder in effective meetings	A Checklist
7.8	Facilitator Training	Some ways to cope with difficult people – a handout
7.9	Sample team guidelines	Some sample "rules" that can be used to facilitate a meeting
7.10	A Training Presentation	A powerpoint presentation: Introduction to Focus Groups
7.11	A Training Presentation	A powerpoint presentation: Attitudes and behaviours of a good facilitator
7.12	A Training Presentation	A powerpoint presentation: facilitator Training – Problem Solving
7.13	A Training Presentation	A powerpoint presentation – Facilitating focus groups

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SECTION 8: ACTION PLANS

All the work undertaken in producing policies, carrying out risk assessments, delivering training, running focus groups, etc. will have been in vain if it doesn't result in some actual actions in the workplace, and thus action plans should be compiled.

Again there are no prescriptive formats, but this section introduces some options.

Section Contents:

Sub Section	Item	Comments
8.1	Introduction	An introduction to Action Plans and Action Plan formats
8.2	HSE Action Plan	The HSE Action Plan format taken from the Stress Management Standards
8.3	Stress Risk Assessment Action Plan	A sample of a Stress Risk Assessment Action Plan as used by Lisburn City Council
8.4	Generic Risk Assessment (GRA) Action Plan	The Action Plan component within the Generic Risk Assessment format developed by the Local Authority Safety Advisor Network (LASAN)

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SECTION 9: HUMAN RESOURCE IMPLICATIONS

Stress Management does not sit easily within any single section and/or function of an organisation, but requires a collaborative approach if it is to be successful.

Whilst the Health and Safety component of any organisation will often take the lead in identifying how stress will be managed, there will also always be Human Resource (HR) implications i.e. employee relations, sickness absence, etc. and this section introduces the need to consider such.

Section Contents:

Sub Section	Item	Comments
9.1	Introduction	An introduction to the need for an holistic approach
9.2	Attendance Management Model	A Model Scheme for Managing Attendance in Local Government in NI
9.3	CIPD Checklist	A CIPD Checklist for Managers
9.4	Occupational Health	Occupational Health Round Table Best Practice Guidance, produced by the West Midlands LGA

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SECTION 10: FURTHER INFORMATION

A lot of information is available on stress, and stress management, and this section is included to provide information on some of the main sources, whether by publication, organisation and/or websites.

Whilst not exhaustive it should provide anyone applying either operational and/or strategic interventions to prevent and manage stress with valuable sources of further reading and information.

Section Contents:

Sub Section	Item	Comments
10.1	Publications	Titles and details of some of the primary work-related stress publications
10.2	Organisations	Some useful organisations and contact details