

## Appendix 1 Loughborough University Organisational Stress Risk Assessment

This risk assessment considers , using an approach based on the Health and Safety Executive’s Stress Management Standards, the potential risks and controls at an organisational level – should any school or department feel that their risk profile varies from that of the University as a whole, additional assessments should be made.

**Risk Area DEMAND:** Includes issues such as workload, work patterns, and the work environment.

<p style="text-align: center;"><b>The standard is</b></p> <ul style="list-style-type: none"> <li>• Employees indicate that they are able to cope with the demands of their jobs.</li> <li>• Systems are in place locally to respond to any individual concerns</li> </ul>	<p style="text-align: center;"><b>What should be happening/states to be achieved:</b></p> <ul style="list-style-type: none"> <li>• The organisation provides employees with adequate and achievable demands in relation to the agreed hours.</li> <li>• People’s skills and abilities are matched to the job demands.</li> <li>• Jobs are designed to be within the capabilities of the employees.</li> <li>• Employees’ concerns about their work are addressed.</li> </ul>
<b>POSSIBLE ISSUES</b>	<b>ORGANISATIONAL CONTROLS IN PLACE</b>
Work Overload Long Hours	Employment contract specifies hours of work and terms and conditions Mandatory workload planning in academic areas
Too little or inadequate training for the job	Strong internal staff development function and offering
Inadequate resources for the job – financial, tools, equipment, people, time	Finance and budgetary process allow for forward planning
Excessive workload/pressure	Mandatory workload planning in academic areas – managerial and supervisory training to allow workloading to be managed in all areas Also monitored through the Staff Survey
Poor work environment	Adequate health and safety support, space allocation

**CONTROL:** How much say the person has in the way that they do their work.

<p style="text-align: center;"><b>The standard is</b></p> <ul style="list-style-type: none"> <li>• employees indicate that they are able to have a say about the way they do their work; and</li> <li>• systems are in place locally to respond to any individual concerns</li> </ul>	<p style="text-align: center;"><b>What should be happening/States to be achieved:</b></p> <ul style="list-style-type: none"> <li>• where possible, employees have control over their pace of work;</li> <li>• employees are encouraged to use their skills and initiative to do their work;</li> <li>• where possible, employees are encouraged to develop new skills to help them undertake new and challenging pieces of work;</li> <li>• the organisation encourages employees to develop their skills;</li> <li>• employees have a say over when breaks can be taken; and</li> <li>• employees are consulted over their work patterns</li> </ul>
<p style="text-align: center;"><b>POSSIBLE ISSUES</b></p>	<p style="text-align: center;"><b>ORGANISATIONAL CONTROLS IN PLACE</b></p>
<p>Not being able to balance the demands of work and life outside of work</p>	<ul style="list-style-type: none"> <li>• Flexible working</li> <li>• HR policies to support family commitments?</li> <li>• Personal development training courses</li> <li>• Other training courses (time management?)</li> <li>• Health promotion activity</li> </ul>
<p>Lack of control over work Fixed deadlines occurring in different parts of the year</p>	<ul style="list-style-type: none"> <li>• Work allocation models</li> <li>• Training in leadership and management so that managers are open to flexible arrangements and job sharing etc</li> </ul>
<p>Conflicting work demands</p>	<ul style="list-style-type: none"> <li>• Regular one to one meetings with managers</li> <li>• Planning processes</li> </ul>

**CHANGE: How organisational change is managed and communicated in the organisation**

<p style="text-align: center;"><b>The standard is</b></p> <ul style="list-style-type: none"> <li>• Employees indicate that the organisation engages them frequently when undergoing an organisational change; and</li> <li>• Systems are in place locally to respond to any individual concerns</li> </ul>	<p style="text-align: center;"><b>What should be happening/States to be achieved:</b></p> <ul style="list-style-type: none"> <li>• The organisation provides employees with timely information to enable them to understand the reasons for proposed changes;</li> <li>• The organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals;</li> <li>• 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;</li> <li>• Employees are aware of timetables for changes; and</li> <li>• Employees have access to relevant support during changes.</li> </ul>
<p style="text-align: center;"><b>POSSIBLE ISSUES</b></p>	<p style="text-align: center;"><b>ORGANISATIONAL CONTROLS IN PLACE</b></p>
<p>Fears about job security          Poor communication – uncertainty about what is happening          Not enough time allowed to implement change          Inexperience/fear of new technology          Lack of skills for new tasks          Not enough resource allocated for change process</p>	<p>Change management – change team          Consultation with Union and staff representatives          Training in managing change          Opportunities for upskilling – SD courses publicised – linked to PDR          Regular communication from senior leadership</p>

**ROLE:** Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles

<p><b>The Standard is that:</b></p> <ul style="list-style-type: none"> <li>• Employees indicate that they understand their role and responsibilities; and</li> <li>• Systems are in place locally to respond to any individual concerns.</li> </ul>	<p><b>What should be happening/States to be achieved:</b></p> <ul style="list-style-type: none"> <li>• The organisation ensures that, as far as possible, the different requirements it places upon employees are compatible;</li> <li>• The organisation provides information to enable employees to understand their role and responsibilities;</li> <li>• 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.</li> </ul>
<p><b>POSSIBLE ISSUES</b></p>	<p><b>ORGANISATIONAL CONTROLS IN PLACE</b></p>
<p>Clear lines of accountability and responsibility</p>	<p>Contained within job roles and descriptions  Reviewed during professional development reviews and / or with changes  Leadership and management courses provided</p>
<p>Lack of communication and consultation</p>	<p>Communication systems through web etc available  Leadership and management courses provided</p>

**RELATIONSHIPS:** Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour

<p style="text-align: center;"><b>The Standard is that:</b></p> <ul style="list-style-type: none"> <li>• Employees indicate that they are not subjected to unacceptable behaviours, e.g. bullying at work; and</li> <li>• Systems are in place locally to respond to any individual concerns.</li> </ul>	<p style="text-align: center;"><b>What should be happening/States to be achieved:</b></p> <ul style="list-style-type: none"> <li>• The organisation promotes positive behaviours at work to avoid conflict and ensure fairness;</li> <li>• Employees share information relevant to their work;</li> <li>• The organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour;</li> <li>• Systems are in place to enable and encourage managers to deal with unacceptable behaviour; and</li> <li>• Systems are in place to enable and encourage employees to report unacceptable behaviour.</li> </ul>
<p style="text-align: center;"><b>POSSIBLE ISSUES</b></p>	<p style="text-align: center;"><b>ORGANISATIONAL CONTROLS IN PLACE</b></p>
<p>Lack of procedures to resolve workplace conflict</p>	<p>Mediation Counselling services Equality and diversity policies and training Team development opportunities – work with Staff Development</p>
<p>Lack of procedures for staff to report concerns or failure to act on stress indicators e.g. rising staff absence, turnover of staff</p>	<p>Policy – bullying and harassment Compulsory bullying and harassment and diversity and inclusion training OH function Absence management – to help staff not just to get people back in work and develop presenteeism Union and staff representation on key committees Whistle blowing policies</p>
<p>Inconsistent approach to dealing with unacceptable behaviour</p>	<p>Policy – bullying and harassment Training Union input</p>

**SUPPORT:** The level of support provided by line managers and peers.

<p style="text-align: center;"><b>The Standard is that:</b></p> <ul style="list-style-type: none"> <li>• Employees indicate that they receive adequate information and support from their colleagues and superiors;</li> <li>• Systems are in place locally to respond to any individual concerns.</li> </ul>	<p style="text-align: center;"><b>What should be happening/States to be achieved:</b></p> <ul style="list-style-type: none"> <li>• The organisation has policies and procedures to adequately support employees;</li> <li>• Systems are in place to enable and encourage managers to support their staff;</li> <li>• Systems are in place to enable and encourage employees to support their colleagues;</li> <li>• Employees know what support is available and how and when to access it;</li> <li>• Employees know how to access the required resources to do their job; and</li> <li>• Employees receive regular and constructive feedback</li> </ul>
<p style="text-align: center;"><b>POSSIBLE ISSUES</b></p>	<p style="text-align: center;"><b>ORGANISATIONAL CONTROLS IN PLACE</b></p>
<p>Not understanding University roles</p>	<p>Inductions provided at University and College / Department level</p>
<p>Individual needs</p>	<p>Mandatory training on, and active support of diversity and inclusion g process for reasonable adjustment?</p>
<p>Sickness</p>	<p>Stron Absence management procedures and training in place Implementation and support for fit notes Structured and supported return to work system provided</p>
<p>Complaints</p>	<p>Grievance and disciplinary procedures in place</p>