



## HEALTH & SAFETY NOTICE

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### MANAGEMENT OF STRESS POLICY

#### **Introduction**

This Health and Safety Notice must be read and understood by all employees of Vacman Cleaning Ltd. Where appropriate, it must also be brought to the attention of Contractors working for the company.

#### **The Definition of Stress**

The severity of the stress will depend on the miss-match we perceive between the demands and our ability to satisfactorily respond to them and also our perception of the possible consequences of failing to do so. It may also be affected by our fitness and resilience at the time.

Opinion is divided on the true definition of stress and whether it is good for staff at work or not. For the purpose of this policy, stress at work, is defined as:

*“Stress is what we experience when we feel we cannot cope with the pressures and demands placed upon us. When stress is intense, repeated or continuous, ill health can result”.*

Under demand as well as over demand can contribute to a stress situation

All work has its different pressures and we vary in our capacity and ability to cope with these different types of pressure. Some levels of pressure can be motivating and a challenge. Pressures that we respond to effectively are likely to lead to job satisfaction. However, pressures that we cannot cope with either because they are too great or in some cases too little are likely to result in causing us stress.

Vacman Cleaning recognises that intense, repeated or prolonged pressures can result in ill health. Pressure is a fact of life and is not peculiar to the cleaning sector. If the company is to deal with stress effectively then it requires commitment from all staff. In the past stress management concentrated on how the individual could be assisted to help avoid and cope with stress. Attention has now shifted from the individual playing a significant role to that of organisation.

This document sets out the Vacman policy and arrangements to deal with the negative aspects of stress that may be experienced by staff arising from or increased by the working environment. It also contains guidance about the nature and causes of stress and the actions that can be taken to minimise it.

The prevention of work-related stress within the University lies with its management. This Policy is intended to assist and support managers with carrying out their responsibilities of managing stress in the working environment.

Stress in itself is not an illness, but where pressures are intense and continue for some time, this can lead to psychological problems and physical ill-health.

The Company also recognises that non-work pressures may make staff more vulnerable to developing stress from pressures at work.

There are many factors that may have an influence on stress including an individual's susceptibility, external pressures, work/life balance and pace of organisational change.

## **The Policy**

This Policy Statement sets out the Company's aims and objectives for the Management of Stress at Work as part of its overall management of occupational health and safety.

## **Policy Objectives**

The objective of this policy is to provide the necessary procedures to enable management and staff to either prevent, or if not limit, so far as is reasonably practicable, those sources and factors identified as possible causes of pressure that are likely to give rise to work-related stress.

## **Policy Aims**

This policy document aims to provide relevant comprehensible information and training on how the company deals with work-related stress and the procedures in place to protect staff from the effects of excessive pressure. The company aims to create an environment where, if workplace stress does occur, it can be dealt with openly and fairly.

In order to realise this commitment, the company has identified the following aims for the effective management of stress;

1. To develop working practices that reduce the factors which may lead to excessive pressure in the workplace
2. To develop procedures to manage problems that do occur and to support individuals who are stressed.
3. To monitor procedures and outcomes, and to assess the effectiveness of the policy, to increase general awareness of stress and the methods available to combat its damaging effects;
4. To maintain and develop appropriate services and facilities to support the health and welfare of staff
5. To provide a safe working environment that is free from harassment and victimisation
6. To provide sound management practices that are based on equality of treatment
7. To ensure effective workload allocation and feedback on performance
8. To encourage staff to maintain and improve their physical and psychological health
9. To provide information and training to enable staff to develop their skills and maximise their contribution to the success of Vacman cleaning Ltd
10. To provide a management culture where stress is not seen as a sign of weakness or incompetence
11. To ensure suitable training and guidance for line managers and Supervisors to enable them to recognise symptoms of stress in their staff and deal with it quickly and effectively
12. To enable adequate rehabilitation of staff returning to work after periods of absence due to stress
13. To undertake general health promotion activities within the workplace.

### **University's Commitment to Managing Stress in the Workplace**

It is the policy of Vacman Cleaning to promote a harmonious and healthy working environment, to engender trust and co-operation between colleagues and to foster an environment in which staff treat each other with dignity and respect. Vacman believes that staff are its most important asset and that staff contribute most effectively to the success of the company and achieve job satisfaction, if they are healthy and happy within their workplace.

The Company is committed to preventing pressures likely to give rise to work-related stress by addressing those factors identified in risk assessments as being possible sources that, amongst other considerations, may lead to work-related stress.

Vacman recognises that dealing with work-related stress is an ongoing process that requires commitment from all levels of staff and that whilst a degree of stress can be a positive force at work, excessive pressures can have a negative effect on health and on performance of individuals and groups at work. All reasonable steps will be taken by management to ensure factors such as those listed below are addressed:

- (a) job design and lack of control of workload
- (b) working environment
- (c) relationships with others at work
- (d) communication arrangements
- (e) employee's skills, experience and ability to carry out the work

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The Company accepts that some of its activities may, unless properly controlled, create risks to members of staff and others. However, its intention is either to entirely remove the risks from the workplace activities associated with inducing stress or, where complete elimination is not possible, to reduce them to an acceptable level.

Where a claim of ill health is made by staff, the Management is committed to investigating the circumstances and where the claim is found to be valid ensure appropriate action is taken to prevent any recurrence of the situation.

Senior Managers shall take steps to ensure that risk assessments are carried out in connection with the Vacman Risk Assessment Manual together with any necessary remedial actions.

**Legal Duties**

Whilst there is no specific legislation that deals with stress in the workplace, the company has a general duty of care towards its staff under the Health and Safety at Work, etc. Act 1974. This general duty requires the company to manage stress in a way as to prevent ill health occurring within the working environment.

Regulation 3 of the Management of Health and Safety at Work Regulations 1992 (MHSWR) as amended, require the company's management to make an assessment of risks involved with activities at work, which must be written down. Because work-related stress can lead to ill-health, there is a legal requirement to include work-related stress amongst the risks that must be considered when carrying out risk assessments.

## **Organisational Responsibilities**

### ***Vice Chancellor***

The Managing Director has overall responsibility for ensuring this policy extends to all those likely to be affected by the company workplace activities. The Managing director is aware that potential foreseeable risk associated with the company working environment if not controlled is likely to affect staff.

The Management of the company have accepted that the nature and extent of the company's work activities content could present a foreseeable hazard. However, they also recognises that a higher standard of care is required to those known to be vulnerable.

### ***Managers and Supervisors Responsibility***

It is important to recognise the causes of excessive stress so that they can be avoided or minimised. There are however occasions when the source of a problem is unavoidable and in these circumstances careful management is necessary to avoid staff becoming unwell as a result.

Managers at all levels have a key role to play in considering the work load and health implications of decisions involving staff. It is recognised that the style of management adopted has an impact on stress levels amongst staff. It is the responsibility of managers to;

- Ensure that adequate risk assessments are carried out to evaluate stress
- Keep under review sickness absence and staff turnover to identify any problem areas
- Be able to identify and respond to issues of work-related stress
- Be aware that stress is minimised in an organisation where there exists mutual trust, promotion of self-esteem, shared objectives and common goals
- Act on information/reports received from employees
- Provide information and training for the staff on how to recognise stress, and enable an environment to report that they may be suffering work-related stress
- Ensure that an adequate safe system for avoiding serious and imminent danger is in use, that staff understand how it works and that it may be fully implemented by someone working on their own

It is important that managers actively look for symptoms of work-related stress during their risk assessment, and take steps to deal with the organisational causes.

Management must encourage a working environment where members of staff who feel they are suffering from the negative effects of stress can approach their managers in confidence, in order that the necessary support mechanisms can be put in place.

At every level of management there needs to be recognition of those work situations which may precipitate problems, e.g. situations involving change, unpredictable, critical or violent incidents. Observation, interviewing, communication and counselling skills are all relevant to the effective management of such situations.

At senior management level there needs to be a consciousness of the impact of strategic decisions on the mental health of staff. Such decisions will affect the handling of staff and consultative issues.

The company expects from its managers and supervisors good management practice in the prevention of stress in the work place and any subsequent ill health. It requires its managers to design and manage the work activities of their staff in such a way that avoids the risk factors associated with work-related stress.

Managers are reminded that stress related problems in the work place should not be taken to indicate weakness, incompetence or laziness on behalf of those individuals and groups affected.

### ***Defined Working Limits***

Managers will need to establish clear procedures, to set limits of any task and to explain clearly what can and what cannot be undertaken. Clearly this is impossible to define in general terms, or the likely stress factors to be avoided, but in general terms the work load and time restraint should be regularly monitored and be realistic.

**Responsibilities of staff who feel they may be suffering from stress.**

All employees have a legal obligation to report any illness or injury which they feel may be caused or exacerbated by work. This holds equally true for a psychological injury as for a physical injury.

Additionally, the Company cannot respond to alleviate a stress situation unless it is made aware that such a situation exists. By the time a member of staff is medically diagnosed as suffering from stress by their GP, injury may already have been sustained.

Employees who believe they may be suffering from stress in the workplace must bring this to the attention of management through one of the following routes:

- Alerting their line manager to the situation.
- Bringing their concerns to the attention of the Managing Director and notifying him of their belief that they may be sustaining injury caused by workplace conditions.

**All staff should take reasonable measures to:**

1. Maintain and improve their health using exercise as a tool in combating the effects of a stressful day
2. Individuals have a duty to co-operate with their employer in minimising, so far as is reasonably practicable, work-related stress. Individuals have a part to play in making reasonable adjustments where working practices have to change due to circumstances beyond the Company's control
3. Anyone who feels he/she is suffering from stress should, wherever possible, inform their line manager so that he/she will have an opportunity to resolve the problem
4. If an individual believes there is a factor in the workplace causing work-related stress, then this should be brought to the attention of the line manager
5. If anyone feels that they are unable to raise the matter with their line manager they should then contact the Managing Director or share their concern with a trusted colleague. The matter will be dealt with in confidence.

The important point is that people experiencing stress, particularly if it is ongoing and/or is giving rise to physical and mental health problems, do seek assistance. It will only be possible for the Company to take action to reduce or eliminate the cause of any work-related stress or to support someone experiencing stress from external sources if the individual involved is prepared to discuss it with a responsible manager.

Individual staff are encouraged also to support colleagues showing any signs of stress and to seek assistance in doing this through the routes described above for handling their own stress-related issues.

### **Arrangements for Dealing with Work-Related Stress**

Where members of staff are suffering from excessive stress, the Company will provide the necessary mechanisms to promote a return to full health as quickly as medically possible.

Vacman staff are encouraged to refer themselves to any one of the following should they believe they are suffering from work related stress:

- Supervisor
- Line manager
- Senior manager
- Managing Director

All referrals will be dealt with in complete confidence, staff will be offered a range of mechanisms such as referral to counselling provision, help with stress reduction techniques and or a full appraisal of their work situation

#### **Raising Awareness**

Line managers will ensure information on stress, and its avoidance is circulated to all staff. This will include the Management of Stress Policy and implementation strategy for dealing with and managing stress at work.

Vacman will provide awareness sessions for its employees on stress. The sessions will include details on the aims and objectives of the Management of Stress Policy and how these are to be achieved. The Company will actively promote and encourage employee attendance.

Develop a guide for managers on the practical implementation of the Management of Stress Policy. The guide to include information on the possible causes and consequences of stress at work, how to identify symptoms and the taking of appropriate preventative, supportive and remedial action.

#### **Evaluation**

An evaluation process is essential in ensuring that the Management of Stress Policy is operating effectively. Senior staff will therefore be responsible for ensuring that an appropriate evaluation process is in place for areas under their control.

Subject to the need to maintain confidentiality, the evaluation process may include the following from a management perspective:

- Sickness and accident/incident statistics;
- Employee turnover assessment;
- Notes from team meetings;
- Information from exit interviews;
- Health and Safety Committee Minutes;
- Local Site Health and Safety Minutes;
- Notes from Return to Work interviews;
- Monitoring of grievance and disciplinary issues;
- Results from employee questionnaire surveys (where these are carried out);
- Feedback from individual employee discussions;
- Monitoring of Equal Opportunities issues.
- Overtime statistics

### Assessing the risk to staff

Legislation and Company Policy (see Health and Safety Manual HSN-01) requires all managers to undertake an assessment of the risks arising from work hazards. The assessment must include those risks which pose a threat to psychological health as well as physical health and safety. The potential sources of stress listed in Appendix A of this document may be of used as a checklist.

Assessments of the hazards associated with workplace stress should aim to identify:

- Factors at work, that are likely to cause stress.
- Whether those factors are currently causing stress.
- Those employees who are at risk of experiencing workplace stress.
- Existing preventative or precautionary measures.
- The action that is required to eliminate or reduce risk.

The principles of risk assessment for work related stress do not differ from other forms of risk assessment. There is, however a need to take account of the individual perceptions of stress as well as to objectively assess any work conditions that are likely to cause stress.

### Managing Stress

Managers should discuss staff problems and the solutions to those problems with the individual and agree a way forward. However managers are reminded that timing is an important factor, discussions should only take place when the staff member is fit.

There are a number of options that may be open to managers when the well-being of the staff member is such that discussions can take place. These are, at the individual level referral for training, medical treatment and counselling, and at the organisational level job redesign, changes in management practices, work load.

The Health and Safety Committee will review risk assessments in the manager's areas of responsibility during routine inspections, or when there are substantive changes in the work or workplace that require immediate action. The review of the documentation will consider the effectiveness of the measures in place to prevent and/or protect staff against the risk of work-related stress and if necessary recommend appropriate action to be taken.

### **Managing Change**

There are significant effects on staff when organisational change takes place. The uncertainty of prospective change and changes in role as a result of reorganisation can pose particular difficulties.

It is important to keep staff informed of impending changes and the effect that these may have on the workload or working environment. Staff should feel able to approach managers with questions relating to changes that are being considered and feel able to voice concerns or offer suggestions to minimise the effects of these changes.

### **Mechanisms for Identifying and Monitoring the Incidence of Stress**

There is no one simple mechanism that can be used to identify the risk of stress but those listed in Appendix A are indicators.

Situations at home can combine with pressures at work to make people more vulnerable to stress. Employers have no legal duty to prevent ill health due to stress that is not work related, but the ability to cope at work can be reduced by home pressures such as money worries or relationship problems.

Therefore managers must ensure effective communication with their staff in not only identifying risks that are considered hidden factors such as the home situation while addressing issues such as working irregular hours, the requirement to take work home on a regular basis to meet routine work loads.

Signs which managers or supervisors may notice include unusual irritability, resentment of advice, unsociable and withdrawn behaviour, absenteeism and poor time keeping, overworking, poor performance, changes in appearance and appetite, increased use of coffee, alcohol or drugs, and accident proneness.

### **Monitoring**

Human Resources will compile quarterly stress related absence statistics for monitoring by managers of systems to be implemented in their areas of responsibility.

### **Information, Instruction and Training**

The Company will ensure through staff meetings and individual departmental meetings, that training courses are made available to assist staff in managing personal stress and to assist managers in managing stress in the workplace.

### **Staff development and training**

Coordinating a range of training and development opportunities for staff to assist them to perform well in their current jobs and develop themselves personally and professionally to achieve their own career goals. The manager and the individual normally identify training needs during regular meetings and more formal staff review sessions. Managers to ensure that staff are given time to attend these courses.

Management will ensure that a training programme for senior staff, managers and supervisors is developed and implemented on stress at work. The training programme will include organisational and individual stress management strategies.

Vacman will also ensure that training equips managers and supervisors with the necessary skills to identify and recognize the symptoms of stress in themselves and others and how to take appropriate action.

Vacman will provide training for managers and supervisors to enable them to understand how stress at work issues can be integrated into existing risk assessments and, where necessary, construct new risk assessments on significant stress at work issues.

### **Training Records**

Managers must ensure that written details are kept of specialist training provided and qualifications awarded to staff engaged. These may range from simple records of verbal or practical instruction on, for example, emergency procedures to full training schedules for safe operation of machinery.

Managers must ensure copies of all records including assessment are forwarded to the Managing Director.

### **Current Resources to Support Staff**

#### **Health Service**

The Managing Director is concerned with preventing ill-health and promoting health and well-being in the workplace.

Provision allows individuals the opportunity to discuss their problems in confidence and where necessary possible treatment in conjunction with the individuals own General Practitioner. They are also able to recommend specialist advice and referral where necessary to other departments and outside agencies for example medical treatment.

They will provide advice to line managers on areas of medical concern. This is a valuable element for managing stress in the workplace and their role will assist managers with the development, implementation and review of their strategies for dealing with particular problems.

Legislation requires the company to provide appropriate health surveillance cover. Health surveillance must be considered for an employee with an accepted work-related illness. Therefore staff suffering work-related stress while still at work and or returning to work, following an absence due to work-related stress, require health support.

**SEE APPENDIX 'D' for services available**

### **Trade Union Representatives**

Union representatives have a key role to play in providing support and guidance to staff who are experiencing problems including stress.

### **Staff Counselling Service**

The main role of Counsellors is to assist staff awareness of the links between mental health and stress, and of ways of coping with stress. This is of great advantage to the individual, as is the ability to recognise when professional advice is needed to cope with a mental health problem

The Counselling Service provides a free, confidential and independent support service available to all staff. Managers should encourage a climate whereby staff feel able to make use of the service.

The range of services includes:

- a) Individual counselling on personal and workplace concerns
- b) Referral to specialist agencies

This service is accessible either by self-referral or at the suggestion of managers. Managers should allow reasonable time during normal working hours for individuals to attend counselling or health appointments.

### ***Employee Assistance Programme.***

The employee assisted programme offers support to staff who are likely to be affected by stress. This programme provides staff with a means of access to a 24 hour confidential help-line and outside counselling service.

Managers are advised that this type of system for dealing with stress problems is not an effective way of tackling and controlling the root cause of the problem, which still remains the manager's role.

### **Human Resources Staff**

Human Resources staff are available to answer queries regarding terms and conditions of employment and to advise on employment policies and procedures. They are also there to help and advise managers on appropriate courses of action to take if a member of staff is believed to be suffering from excessive stress. It is recommended that Human Resources staff are consulted/involved at an early stage, as formal procedures such as Sickness, Bullying and Harassment or Grievance might be most appropriate.

### **Return to Work**

At the return to work meeting both the line manager and the member of staff should formally agree that they understand the measures, which are being put in place.

### **Record Keeping**

Keeping of records relating to staff is required for competence and proof of compliance with legal requirements. Management should ensure that adequate records are kept to demonstrate that they have taken all reasonably practicable steps in respect of stress prevention.

The following should also be kept and reviewed to identify possible organisational stressors.

1. Risk assessment with particular reference to the environment, work organisation, procedures or processes carried out.
2. Records of training, which may include stress awareness, health promotion, management skills and techniques such as time management and communication, etc.
3. Health surveillance records.
4. Attendance control and analysis of reasons for absence to identify the possible effects of stress.
5. Records of line managers' meetings with individual employees

**Procedures for reporting cases of work-related stress absence.**

Where a line manager receives notification that an employee's absence is attributed to 'work-related stress', this must immediately be brought to the attention of their line Manager.

This will allow an immediate investigation into the circumstances relating to the injury/illness to take place. This is essential if the employee is to be prevented from returning to the same situation which led to the initial bout of absence and the company's need to comply with the reporting procedure of the Health and Safety Executive.

Under no circumstances will a member of staff suffer victimisation as a result of reporting that they are suffering from stress.

**Investigation of Cases of Work-Related Stress Absence.**

There is a legal requirement on the Company to investigate all incidences of injury or illness caused or exacerbated by work. This requirement holds as equally true for psychological injury as it does for physical injury. The Managing Director will carry out the investigation.

Where the investigation indicates that there has been an injury caused by the workplace resulting in an absence of more than three days, *arising out of or in connection with their work-related activities* there is a legal requirement under the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations 1995, to notify the Health and Safety Executive. The Manager will in accordance with Company policy carry out this notification within 14 days.

The investigation will determine whether there are any work place factors likely to give rise to stressful situations. It will not determine whether the individual is stressed.

The investigation will seek to establish the following points:

- Is the absence genuinely related to stress generated in the workplace?
- What is the nature of the 'stressors' involved? E.g. harassment, environmental, workloads, professional relationships, etc.
- Have existing Procedures (e.g. Grievance Procedures etc) been utilised where appropriate?
- Are other people affected, or likely to be affected by the absence or the situation causing the absence?
- Are the 'stressors' still at a level where they are likely to cause further injury?
- Have steps been put in place to eliminate, or reduce the 'stressors', to an acceptable level? Where this is not practicable has the individual's task been redesigned to remove them from the 'stressors'? Alternatively, has the individual received training to enable them to deal with the 'stressors'?

**Policy Monitoring**

This Policy will be regularly monitored to ensure that the work-related stress objectives are consistently achieved. Monitoring will take the form of an assessment of the overall effectiveness of different levels of control measures using individual and organisational indicators employed in the original assessments for stress-related issues.

The Managing Director will be responsible for monitoring and review of this policy. He may commission a stress audit to be carried out on a particular area where concern about other stress indicators become apparent.

**Policy Adoption**

This Management of Stress Policy lays down the organisational arrangements for management and staff of the Company in its implementation.

Approved By.....  
Managing Director

**APPENDIX “A” Possible sources of stress in the workplace.**

The following can be sources of stress arising from work

**Work organisation and conditions**

- continual changes in work, organisations and structures
- lack of control over work
- job insecurity
- unclear reporting lines
- excessive working hours
- lack of participation in decision making
- inadequate staffing
- lack of recognition or promotion prospects
- over promotion
- shift working
- complexity and demands of new systems
- low pay or low status
- lack of facilities for rest breaks
- lone working
- excessive workload

**Work relationships**

- inconsistent management
- lack of support or assistance
- social isolation
- inconsiderate management
- boring, repetitive work
- under use of skills
- poor management communication
- bullying
- harassment
- conflicting demands
- surveillance
- time pressures
- customer/client complaints
- lack of appropriate training
- the threat of violence
- tasks inappropriate to ability
- uncertainty about responsibilities
- responsibility for others

**Physical conditions**

- excessive noise
- poor lighting
- poor temperature control
- poor ventilation
- poor equipment
- poor workstation
- exposure to fumes, chemicals, or other unpleasant substances
- exposure to the elements

**APPENDIX “B” Indicators that there may be a stress problem.**

Line managers, may notice some of the following symptoms occurring within their area of responsibility. Where they feel this may be the case they should seek further advice. Where they note an increase in any of the following indicators they should immediately open discussion on the matter with the line manager.

- High levels of sickness absence.
- High staff turnover.
- Increase in accident levels.
- Increase in number of disputes/grievances/complaints.
- Noticeable reduction in performance levels.

***a) For Individuals***

Indicators of stress can be

- Emotional – anxiety, anger, resentment, frustration, moodiness, irritability, loss of pleasure and interest, despair, depression and losing sleep through worry, guilt, shame
- Physical – could include raised blood pressure, panic attacks, tenseness, tiredness, appetite disturbance, nausea, headaches, light-headedness, disturbed sleep, reduced ability to resist infections and slow to recover from infections
- Mental - impairment of perception, concentration, memory, judgement, decisiveness, accuracy, motivation and creativity, reduced belief in ability to cope
- Relationships – relationships are likely to be more difficult at work and elsewhere, increased tension or argumentative and quarrelsome atmospheres between the individual, colleagues or other people, fall outs
- Behavioural – changes in patterns of behaviour, seeking to avoid or escape from situations, particularly social events, increased alcohol consumption, increased smoking, over the counter drug taking, change in sexual appetite, eating disorders, Accident proneness impairment of perception

***b) For Managers***

Individual members of staff may demonstrate any of the following:

- Emotional – moodiness, high state of anxiety, anger, frustration, depression
- Physical – Headaches, rise in blood pressure, aggravation of a heart condition, Irritable Bowel Syndrome, weight loss / gain, skin conditions, indigestion, ulcers, muscular tension, fatigue, insomnia, depletion of immune system, tiredness, disturbed sleep patterns, un-refreshed after sleep
- Mental – anxiety, low self-esteem, mood swings, - irritability, memory loss, lack of motivation and creativity, concentration, memory, judgement, decisiveness, accuracy, motivation and creativity
- Relationships – increased difficulty between colleagues, tense atmospheres between people

These could result in excessive absence from work or a pattern of absence, such as frequent odd days of absence, long periods of absence through anxiety or depression, poor timekeeping, impaired performance and/or frequent mistakes made, accidents or dangerous occurrences.

**APPENDIX “C” Management considerations**

***Factors at work***

To consider the negative impact work may be making to any stress felt by an individual, it is worth asking the following questions, some of which should form part of regular staff meetings:

- a) Is there any difficulty coping with any particular task at work? If so does this highlight any particular training need?

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- b) How much control and autonomy can an individual exercise over her/his day-to-day work organisation? Can repetitive tasks be better shared?
- c) What is the working environment like? Are machines, workstations etc appropriately laid out, with adequate space, ventilation and lighting?
- d) Does the individual perceive the workload as excessive, or is the organisation of the work inappropriate in any way?
- e) Are the demands of work always put above competing demands from home life thus contributing to domestic disharmony?
- g) Is there any evidence of harassment, discrimination or favouritism towards a particular employee from either a colleague or perhaps a student?
- h) Does the staff member feel undervalued or is s/he receiving adequate and appropriate feedback and recognition for his/her works efforts?

What managers can do to help -

It is essential that managers undertake an active role in considering the best way to maximise the ability of individuals to contribute to the success of the Company.

To enable this to be achieved managers should ensure that:

- a) All reasonable steps are taken to identify and manage the factors in their departments that may cause excessive stress: Thought must be given to stress-related issues when carrying out risk assessments.
- b) Recruitment procedures are carefully followed to ensure an appropriate fit between an individual's abilities and the requirements of the post.
- c) All new staff receive appropriate induction and training in their work (including the mandatory health and safety briefing).
- d) Information relating to health, safety arrangements and health promotion initiatives is passed on to their staff and that their staff comply with policies in these areas.
- e) Absenteeism is managed according to the Policy on Managing Sickness Absence. A fair and a consistent approach to managing absence is not only required of managers but is of benefit to the whole Company.
- f) Staff feel appreciated and valued when they do a good job or achieve a particular goal and staff meetings should take place regularly.
- g) They are not reluctant to ask for guidance and support at an early stage when difficulties related to stress are identified in their team.

### **Employee Support Helpline**

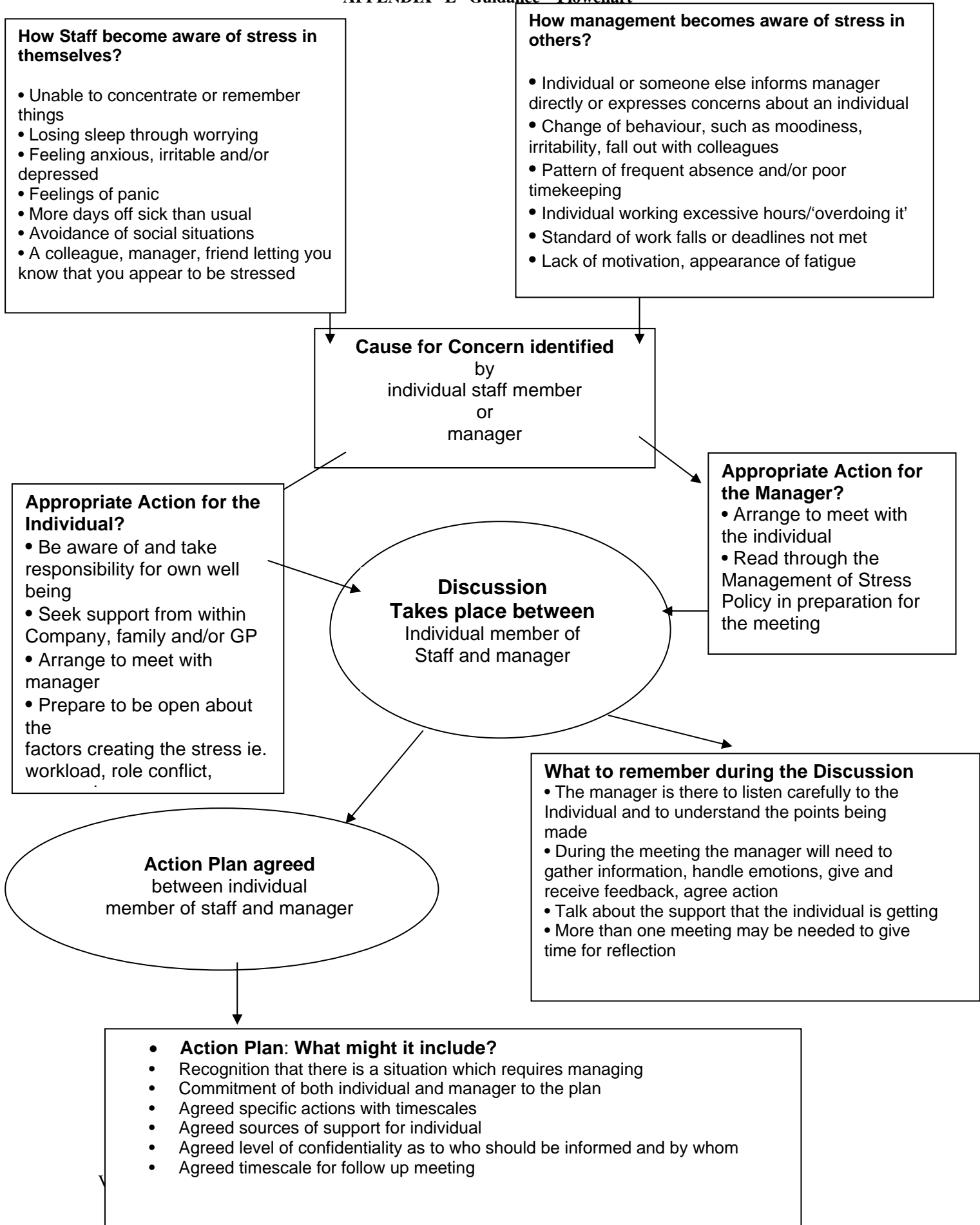
24 hours a day telephone support (0800 783 6103)  
Referral

### **Trade Unions**

There are two trade unions recognised for employees. All trade unions have experience in dealing with issues such as long term sickness absence and stress. Please contact the representatives listed below if you require advice regarding work related issues.

UNISON  
No Current representative  
GMB  
Bruce Crabtree.

APPENDIX "E" Guidance – Flowchart



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**APPENDIX “F” Further Reading**

HSC Document L21: Management of Health and Safety at Work (ISBN: 0-7176-2488-9).

Stress Management Gardener, D. and Lancaster, R., Pepar Publications, 1987

Preventing Stress at Work – an MSF Guide MSF Health and Safety Information No. 40, London, 1995

Health and Safety Manual, Part 6.1: Risk Assessment and Safe Systems of Work.

Health and Safety Manual, Part 7.6: Reporting, Investigation and Analysis of Health and Safety Incidents.

Stress at Work: A Guide For Employers Health and Safety Executive HSE Books, PO Box 1999, Sudbury, Suffolk CO10 6FS  
ISBN 0-7521-1117-5

**References**

Health and Safety at Work etc. Act 1974	HSE
Management of Health and Safety at Work Regulation 1992	HSE
The Health and Safety (Workplace) Regulation 1992	HSE
The Approved Code of Practice, First Aid at Work Regulations 1997	HSE
Tolley’s Health and Safety at Work Handbook 1997	Tolley
The Health and Safety (Young Person) Regulation 1997	HSE
Working in Confined Spaces Guidance	HSE

Whilst the Documents quotes current Health and Safety Legislation this Policy also draws on information from the following documents:-

Health and Safety Executive HS(G)116 - Stress at Work  
Health and Safety Executive Discussion Document - Managing Stress at Work