



Royal Mail Group

Safety, Health & Environment Guidance

**Guided Conversation for Stress
(Individual Stress Risk Assessment)**

**Royal Mail Group Safety, Health & Environment
Management System**

**Employee
Details**

Employee Name:	
Manager Name:	
Office:	
Date of Meeting:	
Attendees at Meeting:	
Date for Review:	

Instructions Notes to employee:

- You are *invited* to use this form to help you identify and reduce work-related stress: the form contains questions which can support you and your manager (or an alternative manager if you would prefer to have the conversation with another manager in your business area), to have a structured discussion to identify and address stress related triggers in the workplace.
- This form is appropriate to use whatever job role or grade you are in the organisation.
- You don't have to answer every question - only answer those questions you find **helpful**.
- You can invite your union representative to join you for the meeting.
- You can fill in the form prior to the meeting or the manager can fill in the form at the meeting.

Notes to manager:

- You should offer your employees the opportunity to complete both an individual stress risk assessment as well as a group stress risk assessment.
- The form can be filled in by the employee before the meeting or can be completed by you at the meeting.
- The form can be used when an employee has been off sick with work-related stress.
- The form can be used where you believe that an individual or team are likely to be suffering from **work-related** stress.
- When you have discussed the completed stress risk assessment with the employee, develop an **action plan** with them using **Part B** of this form to address any areas of concern. In order to be proactive and reduce the risks of recurrence please ensure that you review progress as agreed at the meeting.
- If the responses give you cause for concern call the First Class Support helpline on **0345 266 5060** to access expert advice. If the employee becomes distressed during the conversation call **0345 266 5060** with the employee (you may want to let them use your work phone for this) and allow them time to have a confidential conversation. The phone line is available 24 hours a day, 7 days a week.
- It may not be possible to eliminate all areas causing the employee distress, however talking about them confidentially and offering the appropriate support may prevent issues from worsening.

**Part A:
Questions**

You **do not** need to answer all questions; only those you feel are most helpful. The questionnaire is split into 6 sections, for further information on the 6 areas of stress identified by the Health and Safety Executive refer back to the Guidance this appendix accompanies.

Role: ensuring that the employee's role is clearly defined and objectives are Specific, Measureable, Achievable, Realistic and Time bound (SMART).

Are you clear about your role and responsibilities at work? If not, please explain why and what could be done to improve this.

Guidance: Goals and Objectives, Success Factors and PSP.

Desired state:

- The organisation ensures that objectives are clearly defined at every level and the employee understands how their role contributes to the organisation overall.

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

Do you feel you have the right amount of work to do and are able to take the breaks you are entitled to?

Guidance: Are deadlines achievable? Meal break is observed and time is given for comfort breaks.

Desired state:

- The team is reasonably resourced. Deadlines are achievable and workload manageable.
- Demands are achievable in relation to the agreed hours of work.
- Employees take their designated breaks.
- Any additional hours worked by managers and employees are voluntary and agreed.

What training, if additional training is required, would help you to do your role?

Guidance: Training does not have to be courses - consider deputising/taking on more responsibilities, projects, problem-solving activity, cross team working, coaching/mentoring, reading/research, meetings/working parties/task groups, visits and secondments, out of work activities, networking, and membership of professional bodies.

Desired state:

- People's skills and abilities are matched to the job demands *and/or*
- Roles are designed to be within the capabilities of employees

Are you satisfied with your work environment? If no, please describe:

Guidance: The physical work environment - state of the building and amenities.

Desired state:

- Employees are able to raise concerns about their work environment

Are there any problems with your work environment? If yes, please describe:

Guidance: The physical work environment - state of the building and amenities.

Desired state:

- Employees are able to raise concerns about their work environment

Control: how much say you have in the way you do your work?

How could you have more say about how your role is done? How could you be more included in decision-making in the team?

How could you be supported to use your skills to greater effect at work?

Guidance: Under-utilisation can be a source of stress. See PSP for guidance on development and Success Factors for training.

Desired state:

- Employees are encouraged to use their skills and initiative to do their work
- The organisation encourages employees to develop their skills
- Where possible, employees are encouraged to develop new skills to help them undertake new and challenging pieces of work

Support: this includes the support and resources provided by the organisation, manager and colleagues.

How could I as your manager better support you to carry out your role? Are there any aspects you find particularly difficult? Could colleagues better support you to carry out your role?

Are you satisfied with your work-life balance? If not, how could it be better?

Guidance: Access guidance on PSP, First Class Support, Health and Wellbeing Intranet site, one to ones, team meetings.

Desired state:

- Employees feel supported at work, and extra support is provided where the need is identified
- Work-life balance is individual and what works for one person may be different for another

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

How could communication to the team and within the team be improved? Could working relationships in the team be improved? Do you feel able to raise concerns with me, as your line manager?

Guidance: Equality and Fairness policy and guidance on Bullying and Harassment on PSP, management training (Success Factors).

Desired state:

- Employees share information relevant to their work and have good working relationships
- Employees feel able to ask for help with any conflict, bullying and harassment

Change: how organisational change is managed and communicated.

**How could I as your manager better support you during change at work?
How could the organisation better support you during change at work?**

Guidance: First Class Support, Success Factors.

Desired state:

- The organisation provides employees with timely information to enable them to understand the reasons for proposed changes
- Employees are aware of the probable impact, and timelines, of any changes to their roles
- Employees have access to relevant support and role-specific training during change

Other Issues.

Is there anything else that is a source of stress for you at work or at home?

Guidance: There may be domestic or other medical factors adding to stress which make it harder for the employee to cope with pressures at work. First Class Support can provide support or signpost to other external sources.

Desired state:

- Employees feel able to communicate any wider sources of stress (to you, the manager) having an impact on them at work
- Employees are aware of appropriate sources of support

Version No.	Date of Change	Author	Description of change	Review Date
1	23/08/2016	J Grant	New supporting document for Preventing and Managing Workplace Stress Guide	01/10/2017
2	26/07/2021	D Clarke	Updated to reflect launch of Group Stress Risk Assessment July 2021	01/04/2022

Part B:

Action plan. Employee and Manager to complete This is a supportive tool to help you to have a great conversation with the employee and create an action plan. Please use this form to fully record the areas identified by the individual and the outcome i.e. actions proposed or already in place. Please document the business / employees justification for any actions not agreed.

Type of Stressor	Areas identified by employee	Existing workplace measures in place	Further action to be taken (SMART objectives - Specific, Measurable, Attainable, Relevant and Time bound.)	Who will ensure the action is done?	Target Date	Completion Date
Demands						
Control						
Support						

Relationships						
Role						
Change						

Other Stressors						
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