

Sample Action Plan for Tackling Work Related Stress

Deliverable	Involve	Responsible	Notes	Date
Collate relevant information to demonstrate the Business Case for Managing Stress	Cost Drivers	Project Team Leader	Consider other functions: Human Resources, Occupational Health, Health & Safety, Union, Management	
Deliver the example awareness presentation, "Management Standards for Tackling Work-Related Stress" to Executive Management	Executive Management	Project Team Leader	Use example presentation and populate accordingly	
Gain commitment from Executive Management	Executive Management	Project Team Leader	Commitment to tackle stress before it leads to ill health	
Define resource	Executive Management	Project Team Leader	Consider whether to roll out in full or run as a pilot in 1 area	
Identify executive level project champion & project team	Executive Management	Project Team Leader	Involve other functions: Human Resources, Occupational Health, Health & Safety, Union, Management	
Ensure familiarisation with the HSE Management Standards	Project Team	Project Team Leader	Understand mid and longer term goals by understanding the business case for getting it right	
Ensure familiarisation with Civil Law Standards	Project Team	Project Team Leader	Understand recent civil judgements (e.g. Barber, Hatton, Majowski) as set out in the QBE document "An Employers' Liability Guide to Managing Work-Related Stress". Ensure mechanism exists for Project Team to be kept up to date with civil cases.	
Ensure familiarisation of 'Best Practice'	Project Team	Project Team Leader	Visit www.hse.gov.uk/stress and speak to the QBE Liability Risk Manager if appropriate	
Prepare a company policy for managing stress	Project Team	Project Team Leader	Consider sample stress policy. Obtain Executive Management agreement	
Consult with employees	All Management Tiers	Project Team Leader	Utilise formal internal communication mechanisms: newsletters, consultation meetings, team briefings	
Integrate stress policy into existing management system	Project Team	Project Team Leader	Obtain Executive Management sign-off	
Checkpoint -communication of progress	All	Project Team	Explain what has been agreed and next steps	
Communication by poster/newsletter/intranet	All	Project Team	Requires a partnership approach, based upon openness, honesty and trust. Consider download www.hse.gov INDG341 & distribution	
Line management training: recognition and actions	All Management Tiers	Training	Stress awareness and company policy for managing stress	
Monitor absence rates	Line management/HR	Project Team Leader	Consider shifts and workload pressures	
Undertake employee questionnaire exercise	Project Team	HR	Consider HSE, QBE and alternative question set. Ensure minimum standards are met	
Consult with employees	All Management Tiers	Project Team Leader	Utilise formal internal communication mechanisms: newsletters, consultation meetings, team briefings	
Introduce stress focus group				
Agenda items on existing HS committees/meetings				
Lunchtime sessions -communication what's happening	Executive Management		Open forums, discuss business plan, open questions	
Absenteeism review	Human Resources		Is it monitored, how, who, support for employees	
Staff turnover	Human Resources		Why? Exit interviews by line/HR managers	
Review with HR, personal appraisal review	Human Resources		Does it provide open discussions on stress/support?	
			Discuss with employees conditions and why lower	
Focus group formation, meetings, feedback	Project Team		Pre-meeting confidentiality box for specific concerns	
Collate the results /highlight problems v solutions	Project Team		Work in (focus) groups to identify interventions	
Present results to executive committee	Project Team		Gain Executive Management commitment to implement plan/resources	
Present results to workforce	Project Team		Include both pilot group and remaining workforce	
Create (focus) groups to implement interventions	Project Team		Record interventions /add to existing action plan. ID specific risk factor, (pre and post intervention status)	
Groups aware of objectives, targets, and timescales	Project Team		Create a culture of care and well being	
Communication	Project Team		How, what and who	
Implementation	Project Team		Do it	
Monitor	Project Team		Gather information/feedback	
Review -did we achieve intervention target	Project Team		Did it work, targets achieved or why not?	
Employee feedback	Project Team		Tell everyone	
Be aware of business changes & impact of work-related stress	Executive Management		May need to conduct risk assessment or part of. To understand and control	