Training

Civil Service Learning provide the following online training to support the management of stress in the workplace, all of which can be accessed through the **CSL website**.

- Wellbeing, Resilience and Stress
- Minimising the effects of Stress
- Managing Stress
- Stress Busting Tips
- Stress Management on Good Practice
- Work Life Balance and Stress Workplace Learning Activity
- Civil Service Learning Self Assessment Tool

MOD Policy/Guidance

- **MOD Health and Safety Handbook - JSP 375, Vol 2, Leaflet 25 - Managing Stress in the Workplace**
- **HealthsurveillanceandHealthMonitoring**
- **Accident/Incident Reporting and Investigation**
- **Lone working**
- **Risk Assessment**
- **Managing Staff Remotely**
- **Organisational Change**

CODA

- **Civilian Operational Deployment Assessment**

CODAPOPS

- **Civilian Operational Deployment Assessment Post Operational Psychological Support**

Legislation and Guidance:

Health and Safety Executive:

- **Managingthecausesofwork-relatedstress**
- **How to tackle work-related stress**
- **Working together to reduce stress**
- **HSEManagementStandardsDevelopment Tool**

GOV.UK:

- **Access to Work**

NHS:

- **Workplace Stress**

Further Information:

Health and Safety Executive

- www.hse.gov.uk/stress/furtheradvice/wrs.htm

Chartered Institute of Personnel and Development (CIPD)

- www.cipd.co.uk
- **Stress and Mental Health at Work**;
- **Recovery, rehabilitation and Retention: Maintaining a Productive Workforce**
- **The Importance of LM: Wellbeing and Performance**
- **KeyManagerialBehavioursforPromoting PositivePsychologicalHealth**

Defence Business Services - People Services

- Health, Wellbeing and Sickness > Promoting Health and Wellbeing > **Understand and Manage Stress**
- Health, Wellbeing and Sickness > Promoting Health and Wellbeing > **Self Assessment and Stress Reduction Tool**

Ministry
of Defence

An introduction to identifying and managing stress in the workplace

Introduction

The aim of this leaflet is to provide support to Line Managers (LM) and individuals in the identification and management of stress in the workplace. The full guidance can be found in the MOD Health and Safety Handbook: **MOD Handbook, JSP 375, Vol 2, Lft 25**

The Role of Line Managers

The MOD believes that people are its most important asset; that their wellbeing is essential to effective work performance and the provision of high quality services. The Line Manager has a pivotal role to play in identifying work place factors which may be impacting negatively on an individual's health and wellbeing and for identifying support mechanisms which may help to achieve improvements.

Indicators

Stress can affect people in different ways and at different times and can be a combination of things which are happening in an individual's personal and working lives. Also one person's stress can be another person's challenge, and therefore it can be difficult to identify when people are feeling under pressure. However there are steps LM can and should take to manage individual stress and pressure within the workplace.

LM should ensure staff are:

- Appropriately trained to competently undertake their role;
- Provided with meaningful opportunities to develop;
- Not working excessive hours and are able to use their holiday entitlement;
- Given the opportunity to input to changes and decisions made about their work;

and that:

- Good communications exist between management and staff, particularly during periods of change;
- LM take seriously any issues/concerns which are raised;
- Bullying and harassment is not tolerated.

Managers should proactively watch for signs of when work pressure may be having an adverse impact on an individual's health and wellbeing.

At the workplace level, high levels of absenteeism and accidents (including minor ones) are often linked to the impact of added pressure and stress. Low production levels, poor quality output and difficult inter-personal relationships may also be an indicator that additional support may need to be given.

Staff may exhibit the following:

- Physical symptoms such as muscle tension, headaches, insomnia resulting in tiredness at work, frequent stomach upsets;
- Behaviour signs such as irritability; impulsive behaviour; difficulty in making decisions; losing patience with work colleagues;
- Emotional signs such as excessive worrying; feelings of worthlessness; sensitivity on feedback on performance; brooding; forgetfulness; day dreaming.

This list is not exhaustive and similar to the nature of stress, symptoms will vary from person to person. Equally, the symptoms relating to stress may be symptomatic of reasons other than stress. Should LM have any concerns about a member of their staff they should seek advice and guidance from the Employee Wellbeing Service before taking any action.

Employee Engagement

There are close synergies between how engaged staff feel, work related stress and organisational performance.

It is recognised that organisational performance is higher, and individuals suffer less stress, in organisations where engagement levels are high and where managers act in a manner that is mindful of the impact of their behaviour.

As a manager you can have a huge impact on the engagement and wellbeing of your staff through your behaviours and the manner in which lead and manage your team. Staff should always be strongly encouraged to feed in their views on how things can be improved at a workplace level, directly through the management chain, and also through other staff forums and through completion of the annual MOD Your Say Survey.

Individual Responsibility

As well as engaging Line Managers the department also looks to individuals to take personal responsibility for their health and wellbeing.

Employees should report to their manager any signs of stress both in colleagues and themselves - either at work or in the home. This will ensure that LM are able to provide the necessary support to individuals, drawing on the support of the DBS Employee Wellbeing and Welfare Services where needed.

If you feel you are unable to discuss the issue with your LM, then you should speak to your second reporting officer, a colleague or a welfare officer. Where work place stressors have been identified, risk assessed and measures introduced, staff should comply with the required actions, undertaking any training as necessary.