



# Health and Safety

## Work-related Mental Health and Wellbeing

### Minimum Standard

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<b>Approver</b>	Health & Safety Board
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## Glossary

**Good mental health:** Good mental health is defined as a state of wellbeing in which every individual realises their own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to their community- World Health Organisation (WHO)

**Mental health:** Includes our emotional, psychological and social wellbeing. It affects how we think, feel and act and determines how we handle stress, relate to others and make choices.

**Poor mental health:** Poor mental health is the opposite of the above definition, but it should be recognised that poor mental health and mental illness are not the same thing.

**Post-Traumatic Stress Disorder (PTSD):** Post-traumatic stress disorder (PTSD) is an anxiety disorder caused by very stressful, frightening or distressing events. Someone with PTSD often relives the traumatic event through nightmares and flashbacks, and may experience feelings of isolation, irritability and guilt

**Pressure:** Increased pressure can improve performance, such as feeling motivated to meet a deadline, but if pressure becomes excessive, and/or continues for an extended period of time i.e. exceeds the individual's ability to cope, it can become harmful to health and will then be referred to as stress

**Psychological safety:** a shared belief among members of a team or group that it is safe to take interpersonal risks- such as speaking up with ideas, asking questions, admitting mistakes, or expressing concerns- without fear of embarrassment, rejection, or punishment.

**Resilience:** The ability to respond to pressure, deal with adversity, and overcome challenges. Resilience is an important attribute and one which can be learned and improved upon.

**Stress:** The term 'stress' is often confused with the term 'pressure'. Whilst pressure can be a positive influence, such as motivating employees to improve performance or meet deadlines as detailed above, stress is always negative.

**Wellbeing:** Well-being at work is the fulfillment of the physical, mental, social and cognitive needs and expectations of a worker related to their work.

## 1 Aims and Principles

The aim of this document is to provide guidance on the steps which should be taken to ensure good mental health, psychological safety, wellbeing and resilience to help establish a healthy, motivated and committed workforce. It provides guidance on how this can be achieved and interventions that can be used when help may be required.

Wellbeing at work is the fulfillment of the physical, mental, social and emotional needs and expectations of a worker related to their work. It relates to all aspects of working life, including work organisation, social factors at work, work environment, equipment and hazardous tasks. It can also contribute to the quality of life outside of work.

All Departments should adopt this Corporate H&S standard as a minimum or develop their own procedures which detail arrangements to:

- implement and maintain a positive work environment, promoting good mental health, psychological safety, wellbeing and resilience
- identify and manage risk factors that could have a detrimental effect on the mental health and wellbeing of employees
- record their risks, controls and actions relating to how they intend to manage Wellbeing risk factors in Enterprise Risk Management (ERM) in consultation with their departmental risk leads.

These procedures must include the standards set out in this document or be of an equivalent or higher standard depending on departmental risk factors.

The purpose of this minimum standard is to provide clear guidance on how to ensure good mental health, promoting work-place wellbeing and psychological safety in the workplace. However, it is recognised by the GoJ that where employees are being affected by pressures outside of the workplace, this is likely to affect their performance and therefore it is in the Jersey Public Service's best interest to recognise this and, where necessary, provide support.

### In the first instance:

#### **What to do if anyone receives a report of someone in Mental Health Crisis**

If you receive a report of someone in a mental health crisis, you can direct them immediately to Adult Mental Health Services on **01534 445290**. **The service is available 24/7.**

Alternatively, call **999** if you or someone you know is in immediate danger of serious harm and you need immediate medical help or the help of the police.

## 2 Legislation and Guidance

### a) Applicable Legislation

Mental health and wellbeing in the workplace is covered by the general requirements of the:

[Health and Safety at Work \(Jersey\) Law, 1989](#)

Public Finances (Jersey) Law 2019 embeds sustainable wellbeing into legislation: -

“Article 9 (9) of the 2019 Law, the Council of Ministers must take into account the sustainable wellbeing (including the economic, social, environmental and cultural wellbeing) of the inhabitants of Jersey over successive generations in preparing the Government Plan. It is also required to set out in the Government Plan how the proposals in the Plan take that sustainable wellbeing into account”.

### b) Health and Safety Inspectorate (HSI) Guidance

[Work-related stress: information for employees](#)

## 3 Who this Minimum Standard Applies to

- States Employment Board (SEB) employees across the Jersey public service
- Voluntary staff or those on honorary contracts where there is no implied contract of employment

## 4 Other relevant Jersey Public Service Policies, Minimum Standards and Guidance

### a) Policies

- Corporate Health and Safety General Policy (MyStates)
- Risk Assessment Minimum Standard (MyStates)(Gov.je)
- Incident Reporting and Investigation Minimum Standard (My States) (Gov.je)
- Occupational Health Minimum Standard (My States) (Gov.je)
- Prevention and Management of Violence and Aggression Minimum Standard (My States) (Gov.je)
- Lone Working Minimum Standard (My States) (Gov.je)

### b) Other Internal Guidance

- Flexible Working Policy for public servants (My States) (Gov.je)
- Employee Assistance Program- Occupational Health (My States) (Gov.je)
- Jersey Public Service Occupational Health services (My States) (Gov.je)
- Dignity and respect at work policy for public servants (My States) (Gov.je)
- Resolving grievances policy for public servants (My States) (Gov.je)
- Our People Strategy
- Learning and Skills policy (My States) (Gov.je)
- Managing attendance Policy (My States) (Gov.je)
- Recruitment and selection policy (My States) (Gov.je)

For assistance with preparing Departmental procedures, contact should be made with your Departmental Health and Safety representative.

## 5 Roles and Responsibilities

As work-related mental health and wellbeing is covered by the general requirements of the Health and Safety at Work (Jersey) Law 1989 all employees have a duty of care to themselves and others who may be affected by their acts or omissions at work.

The Corporate H&S General Policy sets out the organisational responsibilities at different management positions across the Jersey Public Service and demonstrates SEB expectations of the public service organisation for arrangements which ought to be in place, and measures which ought to be taken to ensure the health and safety of SEBs employees and those who may be affected by its undertaking.

All employees have a duty to implement the roles and responsibilities which are relevant to their role and are defined in the Corporate H&S General Policy (My States).

## 6 Behaviour of Managers and Influencing Employees

The behaviour and actions of a manager can have a significant impact on the mental health and resilience of their team.

Senior managers have the authority and influence to ensure that wellbeing is a strategic priority embedded in the organisations' day-to-day operations and culture.

Senior managers are crucial role models and employees are more likely to engage with health and wellbeing interventions if they see senior leaders actively participating in them.

Line managers have the day-to-day responsibility for managing employees' health and wellbeing including spotting early warning signs of stress, making supportive adjustments at work, and nurturing positive relationships (Appendix A).

Engaging good management skills to encourage and maintain a good health and wellbeing environment benefits the employee, the manager, the team and the organisation.

### Unhealthy working practices

Both managers and employees can fall into unhealthy working practices that can lead to poor mental and physical health, for example, e-mail notification "pings", skipping breaks and poor display screen equipment (DSE) arrangements.

It is important that managers spot these unhealthy work behaviours and then advise, encourage, promote and help employees to implement healthier alternative ways of doing things (Appendix A).

Guidance on healthy working practices is contained in Appendix D and should be promoted by managers as a general part of good management practice.

### Employee Resilience

Being resilient is not a substitute for good management and healthy working practices, it means that employees with high levels of resilience will have the ability to cope better with challenging situations and bounce back from setbacks.

Whilst each employee will have a different level of resilience due to a variety of individual factors, it is possible to take steps to increase resilience and therefore reduce the risk to their wellbeing or of them suffering from poor physical or mental health.

Managers must encourage employees to take steps to improve their own resilience and support them in this, explaining that it will help them both inside and outside the workplace.

Further information on building resilience is available in Appendix E.

## 7 Training for Managers

Managers have a fundamental role in the management of stress and ensuring good mental health and wellbeing in the workplace and are required to carry out work-related stress risk assessments (Appendix B and C).

Any manager undertaking these types of assessment must have completed 'Risk Assessment in the Workplace', and 'Mental Health Awareness for Management' provided by The Jersey Public Service through Connect.

Any managers who are required to carry out individual stress risk assessments and/or provide mental health support to a member of their team should ensure that they are trained accordingly and contact their HR Business partner for support. The following training is recommended:

- First Aid for Mental Health FAA Level 1 Award (Mind Jersey)(Departments to fund)
- Wellbeing in the Workplace for Managers (available on Connect)
- Introduction to resilience in the workplace (available on Connect)
- Manager and Colleague sessions including having difficult conversations (available on Connect)
- Diversity, Equity and Inclusion training: contact [DEI@gov.je](mailto:DEI@gov.je) for the full programme
- Training and advice available through the EAP (Employee Assistance Programme)

## 8 Training for Employees

Training is available for all Jersey Public Service employees to increase awareness of mental health and wellbeing.

Arrangements must be in place to ensure that all employees have access to the following training which can be booked via Connect People:

- Diversity Equity and Inclusion- Connect (on-line) (mandatory)
- Mental Health Awareness- Connect (on-line)
- Colleague and Manager sessions: Wellbeing and resilience
- Colleague and Manager sessions: The Power of Emotional Intelligence
- Emotional Intelligence- Connect (on-line)

This is not an exclusive list

## 9 Stress Risk Factors in the Workplace

Whilst good mental health is complex, it is recognised that 'stress' has the potential to be a significant contributor to poor mental health in the workplace and to the ill health of employees.

For the Jersey Public Service to promote good mental health among its employees, an assessment of the typical risk factors which can give rise to stress is good practise.

The Jersey Public Service recognises the six broad categories of risk factors identified by the UK Health and Safety Executive.

Additional risk factors may exist depending on the departmental roles for example: shift work, exposure to trauma and death, emotional labour and compassion fatigue or risk of violence and aggression from service users.



## 10 Work-related Stress Risk Assessments

The management of stress in the workplace to promote good mental health requires active steps to be taken to assess risk factors before issues arise. Appendix B provides managers with information on the causes of stress, how to recognise the early signs and how to perform stress risk assessments. (Appendix C and D).

In addition to assessing risk factors in teams, it can also be necessary to carry out an individual stress risk assessment where it is recognised that stress-related issues have occurred, or the individual has reported that they are experiencing issues.

The two types of risk assessments are:

### Work-related Stress Risk Assessment (Team)

This is a proactive risk assessment and should be carried out by regularly assessing the six broad category risk factors. The frequency of assessment should be determined using a risk-based approach and the frequency may need to increase when circumstances arise such as a significant change in the service or if other circumstances may cause stress to employees.

All team stress risk assessments should be undertaken by a competent person such as the team manager and must be carried out in consultation with the team who will have valuable information to contribute. Involving the team also helps to reassure them that the risk is being identified by the Department and that action is being taken.

### Individual Stress Risk Assessment

This is a reactive assessment and should be carried out on an 'as required' basis. An assessment should be made of the impact each of the six factors is having on the individual to identify what is primarily causing the issue.

For individual stress risk assessments, further assistance from a Colleague Supporter supervisor and/or Occupational Health is likely to be required. See Occupational Health Minimum Standard

Guidance on identifying signs and symptoms of stress in individuals and within a group is available in Appendix A.

Guidance on completing the Work-related Stress Risk Assessment (Team) is available in Appendix B.

Stress risk assessment templates for team and individual assessments are available in Appendix C.

## **11 Action Plan**

Where a team/service area is identified as experiencing higher levels of stress by using the tools described in Appendices B, C and D (or other means), the manager must develop an 'action plan' with input from the team/service as required. This is included in the stress risk assessment templates in Appendix C.

Advice from their H&S Adviser, or the Health and Wellbeing Team should be sought as required. The Managers HelpLine in EAP is also available to support Managers in these circumstances.

## **12 Colleague Supporters and Colleague Support Supervisors**

Departments should ensure that they have a system in order to recognise when colleagues may be suffering from poor mental health and wellbeing in the workplace, in addition to preventative measures as described above. A useful resource is the use of trained Colleague Supporters, learners with the knowledge to identify suspected mental health conditions and the skills to start a conversation and be able to signpost the person towards professional help.

These employees are trained to identify suspected mental health conditions, the skills to start a conversation and be able to signpost the person towards professional help. They are not trained therapists but are able to offer initial support through non-judgmental listening and guidance. The numbers of colleague supporters required will depend on work activities and risk levels of the team / department.

Additionally, to colleague supporters, employees can volunteer to become colleague support supervisors. This role involves a further qualification to level 3 and offers a support mechanism for the colleague supporters themselves.

### **Skills of Colleague Supporters**

Colleague Supporters will need a variety of skills to be able to fulfil the role. Typical skills or attitudes include:

- Being a good listener
- Impartial/ neutral attitude
- Non-judgemental
- Balanced approach
- Supportive

- Able to encourage
- Calm manner
- Act responsibly in an emergency
- Keeps confidences
- Understands own limitations and boundaries
- Know when to seek support for themselves
- Know when to signpost and who to signpost to.

**Colleague Supporters must agree to have their names and contact details displayed on departmental noticeboards and on the Intranet, to make themselves known to colleagues.**

#### Appointment of Colleague Supporters

Colleague Supporters will be volunteers from each department who will be supported by their Line managers to complete the training and undergo the following appointment process run by their Health and Wellbeing Team Lead or Colleague Support Supervisor:

- Rationale for applying
- 1 recommendation from manager

#### Training/skills maintenance of Colleague Supporters and Supervisors

Colleague Supporters:

- First Aid for Mental Health FAA Level 2 Award (Mind Jersey).
  - a. Knowledge to recognise a range of mental health conditions
  - b. How to start a supportive conversation and when and how to signpost a person to seek appropriate professional help.
  - c. How to recognise and manage stress and understand the impact of substance abuse
  - d. To learn about and how to implement a first aid action plan for mental health.

Colleague Support Supervisors:

- First Aid for Mental Health FAA Level 3 Award (Mind Jersey)  
It covers the content of both the Level 1 and Level 2 qualifications but is aimed at Trainer/Assessors and/or supervisor level within the workplace.

### 13 Monitoring and Review

The GoJ conducts employee engagement surveys approximately every 3 years, the results of which are discussed at all levels of the business. An absence management system is in place and managers are required to monitor the levels within their department. Management information is provided by the Occupational Health provider which is monitored by the Corporate H&S Team, along with statistics from the 'Your health matters' service. This minimum standard is reviewed every 3 years.

## Appendix A

### Guidance on identifying signs and symptoms of stress in individuals and within a group

There are several clear signs which indicate that people are experiencing significant stress at work. All employees should be aware of the risks presented by work-related stress and aim to identify issues and bring it to the attention of their managers, HR or Colleague Supporter as early as possible so that action can be taken before the pressure becomes a problem; by doing so it will allow us to address and reduce the cause(s) with the aim of eliminating them.

Stress can manifest itself in many ways. Some of the items in the lists below may not be indicative of stress if people always behave in the ways described. Managers may need to manage these people differently. We should all be particularly looking for changes in the way our colleagues behave that could be linked with excessive pressures.

<p><b><u>Work Based Symptoms</u></b></p> <ul style="list-style-type: none"><li>• Declining or inconsistent performance</li><li>• Uncharacteristic errors</li><li>• Loss of control over work</li><li>• Loss of motivation</li><li>• Indecision</li><li>• Lapses in memory</li><li>• Increased time at work</li><li>• Lack of holiday</li></ul>	<p><b><u>Emotional Symptoms</u></b></p> <ul style="list-style-type: none"><li>• Tearfulness</li><li>• Short temperedness</li><li>• Irritability or anger</li><li>• Increased sensitivity</li><li>• Anxiety</li><li>• Frustration</li><li>• Feeling drained</li><li>• Guilt</li><li>• Loss of humour</li></ul>
<p><b><u>Mental Symptoms</u></b></p> <ul style="list-style-type: none"><li>• Confusion</li><li>• Muddled thinking</li><li>• Inability to plan</li><li>• Reduced social contact</li></ul>	<p><b><u>Changes in Behaviour</u></b></p> <ul style="list-style-type: none"><li>• Arriving late at work</li><li>• Leaving work early</li><li>• Extended lunches</li><li>• Absenteeism</li><li>• Mood swings</li><li>• Getting less work done</li><li>• Nervous habits such as biting nails</li><li>• Increased smoking or drinking</li><li>• Loss of appetite</li><li>• Changes in sleeping patterns</li></ul>

The causes of stress may be related to work, home, relationships, and personal life or be a combination of them. Some people may show many of these symptoms, while others may not. The symptoms may also be due to an underlying health problem.

### **How to identify signs and symptoms of stress within a group of employees**

It is important to be aware that stress can occur within groups of workers, and not just individuals. Signs of stress to look out for in a group include:

- Disputes and disaffections in the group
- Increase in staff turnover
- Increase in complaints and staff grievances
- Increased sickness absence
- Staff reporting stress problems
- Difficulty attracting new staff
- Poor performance
- Customer dissatisfaction or complaints

## Appendix B

### Guidance for Managers on Conducting Stress Risk Assessments in the Workplace

Managers are expected to conduct a risk assessment to review the potential for stress factors in the area(s) for which they are responsible.

The process of carrying out a stress risk assessment is as follows:

**Step One** Understand **what causes stress** at work – this will be achieved through training as set out earlier in this document.

**Step Two** **Is stress a problem in your department?** Look at any information that you already have, including:

- General sickness absence
- Sickness which is reported as being due to 'work related stress',
- Reports from the Occupational Health Service which point to stress being an issue in your workplace or amongst certain individuals
- Staff Attitude Survey results
- Any feedback that you have already had from your team and other sources.

There may be signs of stress being displayed by individuals or the team collectively which can include:

- Changes in usual behaviour
- Poor performance
- Tiredness or irritability
- Increased sickness absence
- Increased use of alcohol, drugs or smoking
- Poor timekeeping
- Difficulties with relationships at work
- Tearfulness
- Headaches

**Step Three** Even if stress does not appear to be a problem in your area, you must conduct **a risk assessment with your employees and/or employee representatives** and if necessary, develop an action plan for any areas where you have identified that there is a risk.

Use the UK HSE Best Practice Standards and the Stress Risk Assessment template in Appendix C to make your assessment. The form will serve as a record that you have considered all the main areas that the UK HSE has identified can cause stress.

Reference should be made to Appendix 6 of the UK HSE document [Tackling Work-related Stress using the Management Standards Approach](#) which provides guidance on how these standards can be met in practical terms.

Once the risk assessment has been completed you will be able to work with your team to identify areas for change; again, you could do this in a number of ways, by 'brainstorming' sessions or by arranging some focus or discussion groups.

**Step Four**     **Provide support** to individuals who are experiencing work related stress. This can include:

- Carrying out an individual stress risk assessment and developing an action plan
- Referring them to the relevant advisor who can decide whether a referral to the Occupational Health Service is necessary

**Step Five**     Depending on the occupational health advice, you will need to decide whether to make short-term or long-term **adjustments to the working arrangements**.

This could include

- Reviewing the working hours
- Reviewing the workload
- Reviewing responsibilities
- Providing additional training.

Whatever changes you make, you will need to build in a mechanism for evaluating whether they have been effective.

**Step Six**     **Review** the assessment with your team at least annually or when work activities or arrangements change

## Appendix C

### Best Practice Standards and Stress Risk Assessment Forms

These best practice standards should be considered when carrying out a stress risk assessment of a team and are cross referenced in the team risk assessment form.

Further guidance on these standards and ways in which they can be achieved is available in Appendix 6 of the UK HSE document [Tackling Work-related Stress using the Management Standards Approach](#)

1.0	<b>Demands</b>	1.1	We make adequate and achievable demands on our staff in relation to the agreed hours of work
		1.2	People's skills and abilities are matched to the job demands
		1.3	Jobs are designed to be within the capabilities of employees
		1.4	Employees concerns about their work environment are addressed
2.0	<b>Control</b>	2.1	Where possible, our staff have control over their pace of their work
		2.2	Where possible, our staff are encouraged to develop new skills to help them undertake new and challenging pieces of work
		2.3	We encourage our staff to develop their skills
		2.4	Our staff have a say over when breaks can be taken
		2.5	Our staff are consulted over their work patterns
3.0	<b>Support</b>	3.1	We have policies and procedures in place to support our staff
		3.2	Systems are in place to enable and encourage managers to support their team members
		3.3	Systems are in place to enable and encourage employees to support their colleagues
		3.4	Employees know what support is available and how and when to access it
		3.5	Employees know how to access the required resources to do their job
		3.6	Employees receive regular and constructive feedback
4.0	<b>Relationships</b>	4.1	We promote positive behaviours at work to avoid conflict and ensure fairness
		4.2	Employees share information relevant to their work
		4.3	We have agreed policies and procedures to prevent or resolve unacceptable behaviour

		4.4	Systems are in place to enable and encourage managers to deal with unacceptable behaviour
		4.5	Systems are in place to enable and encourage employees to report unacceptable behaviour
5.0	<b>Role</b>	5.1	We ensure that, as far as possible, that the different requirements we place upon our staff are compatible
		5.2	We provide information to enable our staff to understand their roles and responsibilities
		5.3	We ensure that, as far as possible, the requirements we place upon our staff are clear
		5.4	Systems are in place to enable our staff to raise concerns about any uncertainties or conflicts that they have in their roles and responsibilities
6.0	<b>Change</b>	6.1	We provide our staff with timely information to enable them to understand the reasons for proposed changes
		6.2	We ensure that there is adequate consultation with our staff on changes and we provide opportunities for staff to influence proposals
		6.3	Staff are aware of the probable impact of any changes to their jobs. If necessary, we give training to support any changes in their jobs
		6.4	Staff are aware of the timetables for changes
		6.5	Staff have access to relevant support during changes

## Stress Risk Assessment-Team

<b>Department</b>		
<b>Assessment Date</b>		
<b>Name of Manager and employees completing the assessment</b>		
<b>Notes</b> <ul style="list-style-type: none"> <li>➤ Current control measures relate to existing policies or processes that should be in place</li> <li>➤ Further actions will be required if any current controls are only partially or not implemented</li> <li>➤ When identifying further actions make reference to the relevant HSE best practice standard and Appendix 6 of the UK HSE document <a href="#">Tackling Work-related Stress using the Management Standards Approach</a></li> </ul>		

Hazard	Ref to HSE Best Practice Standards	People affected	Current control measures	Current controls implemented?			Further actions required? Complete the action plan below	Further controls implemented?		
				Fully	Part	Not met		Fully	Part	Not met
Working hours	1.1 1.4 2.4	All Staff	Monitoring systems are in place to review and record hours worked							
		Managers and administrative staff	Where flexible working hours systems are in place, working hours are assessed to ensure that individuals are not working excessive hours							

		Shift workers	Shift patterns and working arrangements are reviewed to ensure that staff have a minimum 12-hour daily rest break between shifts							
		All staff	Arrangements are in place to ensure that staff have meal breaks in accordance with their terms and conditions of employment							
		All staff	Absence levels and reasons for absence are monitored, and appropriate action is taken in accordance with the Managing Attendance Policy							
		All staff	Managers review working arrangements and can respond appropriately to requests from staff for flexible working arrangements							

<b>Recruitment</b>	1.2 1.3	New staff and those who are promoted	Robust recruitment systems and processes are in place to ensure that staff who are newly appointed, or promoted, have the skills, resilience and qualifications to undertake their new roles							
		New staff and those who are promoted	Newly appointed staff have their training needs identified, and an action plan is drawn up							
<b>Job descriptions</b>	1.2 1.3	All staff	All staff have a current agreed job description							
		All staff	Job descriptions are reviewed annually as part of the individual performance review cycle							
		All staff	The job description properly describes <ul style="list-style-type: none"> <li>• The nature and scale of the tasks involved</li> <li>• The knowledge, skills and experience required</li> <li>• The degree of authority/freedom the</li> </ul>							

			postholder must achieve the job's objective							
		All staff	Staff and managers know how to arrange for jobs to be evaluated							
<b>Access to training</b>	2.2 2.3 3.5	All staff	Training needs are identified as part of the annual performance review cycle							
		All staff	Staff and Managers can access appropriate training							
		All staff	The effectiveness of training is evaluated in the workplace following participation in a training event.							
<b>Performance review and appraisal</b>	1.2 2.2 2.3 3.1 3.2 3.5 4.1 5.1	All staff	Individual performance is assessed formally on an annual basis and objectives are agreed							
			Staff are given feedback on their personal performance against competencies							

			Action plans, objectives and training needs are agreed							
			Performance is monitored on a continuous basis							
<b>Communi- cation and briefing</b>	1.4	All staff	Effective mechanisms are in place to ensure that staff are briefed at the earliest opportunity about developments and changes in their workplace							
	3.4									
	3.5									
	5.2									
	5.3									
	5.4									
	6.1	All staff	Staff know how they can gain access to policies, procedures and other relevant workplace information							
	6.2									
	6.3									
	6.4									
<b>Consultation and involvement</b>	2.5	All staff	Mechanisms are in place to ensure that staff are able to raise suggestions and concerns about issues in their workplace							
	5.2									
	6.1									
	6.2									
	6.3									
	6.4									
	6.5	Trade unions	Trades Unions are formally consulted about changes in working practices							

		All staff	Staff are involved in reviewing working arrangements and developing proposals for change							
		All staff	Timetables and milestones for changes are discussed with staff.							
		All staff	Support is provided to staff who are affected by workplace changes							
<b>Policies and Procedures</b>	1.4 3.1 3.5 4.1 4.3 4.4 4.5 5.4	All staff	Staff and managers are aware of and have received appropriate training in the following policies: Health and Safety at Work Disciplinary Policy Grievance Procedure Harassment and Bullying Policy Policy on Reporting Serious concerns Managing Attendance Policy							

		Managers	Policies are developed which take into account the needs of the organisation and the States of Jersey Strategic Plan							
<b>Access to support</b>	3.1 3.2 3.3 3.4 6.5	Staff and managers	Staff and Managers are aware of and know how to contact the Occupational Health Service							
		All staff	Staff and Managers are aware of and know how to access the Employee Assistance Programme							
		All staff	Critical Incident Stress Debriefing is in place and individuals know how to access it.							
		Staff and managers	Dedicated, professional and timely HR advice is available to Managers and staff							

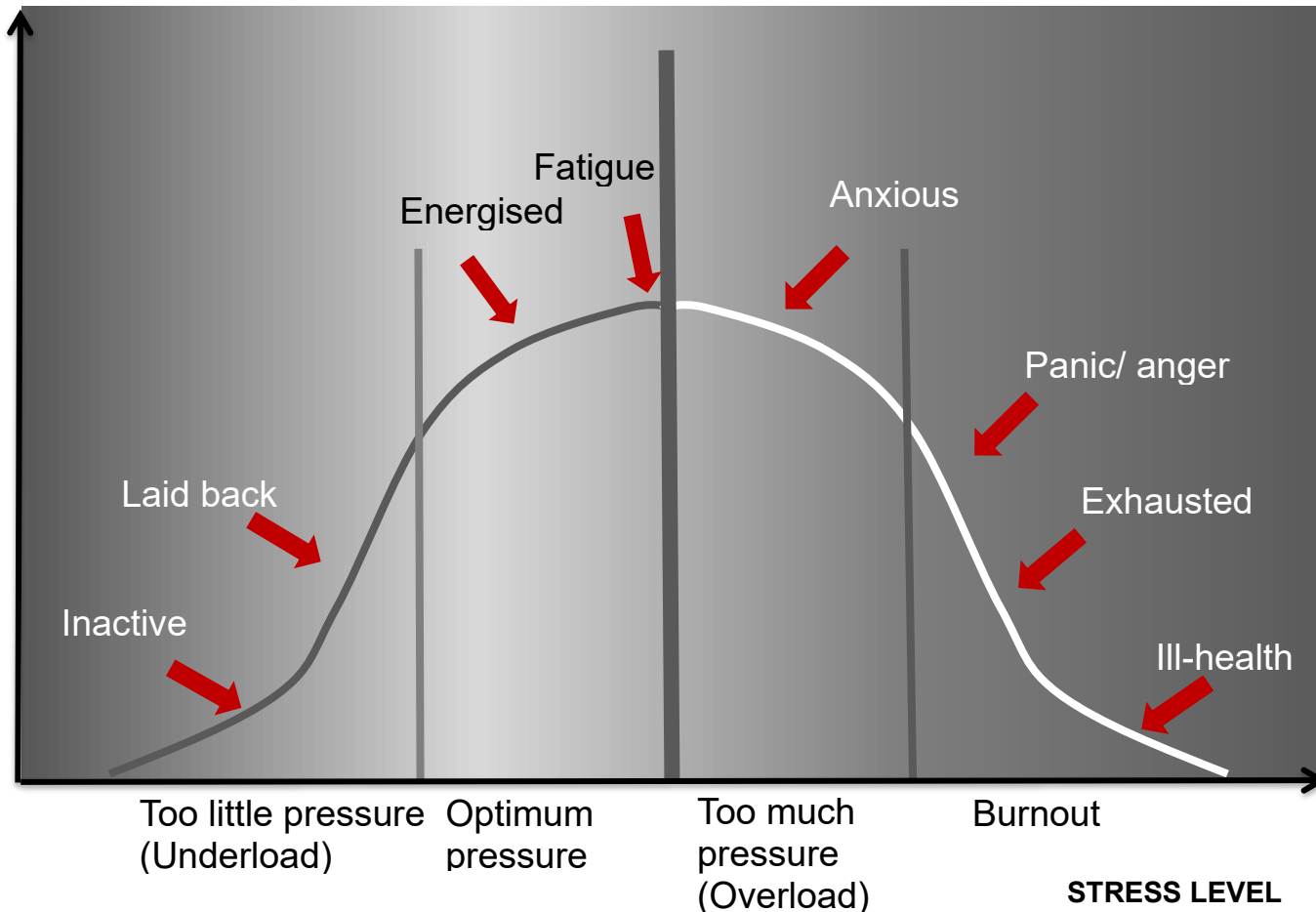
## The Action Plan

No	Description of the additional control measure required	Allocated to	Target Date	Comments	Task Complete		Date Completed and by who
					Yes <input type="checkbox"/>	No <input type="checkbox"/>	
1					Yes <input type="checkbox"/>	No <input type="checkbox"/>	
2					Yes <input type="checkbox"/>	No <input type="checkbox"/>	
3					Yes <input type="checkbox"/>	No <input type="checkbox"/>	
4					Yes <input type="checkbox"/>	No <input type="checkbox"/>	

## Stress Risk Assessment- Individual

EMPLOYEE TO COMPLETE THIS PAGE

PERFORMANCE



**Number** three points on the stress curve that best reflect how you feel now

1. About work
2. About what's happening outside work
3. Overall, how you feel

Think about the balance between home and work, and how each relates to the other.

If you feel that issues outside of work outweigh work issues, consider calling the 24hour Employee Assistance Programme (EAP): [BeSupported | AXA Health](#) using your details (work or personal, whichever is preferred) and input the following code when prompted as part of the registration process: A893981 Or call 0800 072 7072

The advice line covers home and work issues, challenging situations of any sort, medical concerns, financial worries, etc.

**EMPLOYEE TO COMPLETE THIS PAGE**

**Demands of the job**

*Tick the items if they are of concern to you.*

Workload  
Work patterns  
Deadlines  
Prioritising work  
Resources  
Staffing  
Intensity of work  
Breaks  
Training  
Work environment

**Control of your job**

*Tick the statements below if you agree with them*

I am in control of how my job is carried out  
I am included in decisions made about the work I do  
My skills are used to maximum effect at work

**Relationships**

*Tick the items if they are of concern to you.*

Unacceptable behaviour at work  
Bullying and harassment  
Relationships with colleagues  
Communications in the team/dept  
Conflict

**Change**

*Tick the statements if you agree with them*

I am able to cope with change  
I find change unsettling  
I feel supported during periods of change  
My manager keeps me informed about change(s)

**Role**

*Tick the statements if you agree with them*

I am clear what my role covers  
I understand what my responsibilities are  
I am confused about my role  
I do not understand what my responsibilities are  
I feel confident to do my job

**Support**

*Tick the statements below if you agree with them*

My line manager supports me at work  
My colleagues support me at work  
I support my colleagues at work  
Sometimes I feel parts of my job are difficult  
I have a healthy work/life balance  
I would welcome more support

**Use the items you have highlighted in the boxes to discuss your concerns or issues with your manager. Then complete the action plan on the following page.**

**EMPLOYEE AND MANAGER TO COMPLETE THIS PAGE**

ACTION PLAN	
Name of Individual	Manager
Date Completed	Review Date

TYPE OF STRESSOR	ISSUE/CONCERN	MEASURES ALREADY IN PLACE	FURTHER ACTION TO BE TAKEN	ACTION OWNER	TARGET DATE
Demands					
Control					
Support					
Relationships					
Role					
Change					

## Appendix D

### Guidance on healthy working practices

Making some small changes to work practices can have a huge effect on physical and mental health and wellbeing.

Consideration should be given to introducing some of the following practices after discussing the benefits with team members.

#### Meetings

Consider the following:

- Do we need to have this meeting?
- Will an email/ written report/ phone call suffice?
- Who really needs to attend?
- Who needs to know the outcome but can be advised by email/ report/ phone call afterwards?
- Schedule meetings for 25 minutes or 50 minutes by default

In Outlook:

- Be respectful of other people's calendars, i.e. not scheduling meetings too early/ late or over lunchtime
- Send meeting agenda in advance
- keep the meeting focused and on time
- At the end of the meeting, review and summarise what was accomplished and reaffirm what needs to be done before the next meeting

#### In addition to the above...

##### Virtual meetings

- Don't start the meeting before the allotted time
- Connect with the participants; ask non-work-related questions to start
- Encourage movement during meetings e.g. standing, walking, stretching
- Schedule stretch/ screen breaks or consider splitting them into two meetings
- Try to make them interactive, e.g. use functions such as "raise hand", Q&As and meeting chat
- Be mindful of the amount of screen time
- Cameras should be on at the beginning and end of meetings but allow participants to decide whether to have their camera on or off; off camera time can be an effective way to manage screen fatigue. However, Cameras should remain on for one-to-one meetings
- If you can't attend, send apologies as you would if in-person

#### Emails

Consider the following:

- Do I need to send this, or will a quick phone call/ Teams' message/ in-person chat suffice?

- Get the subject line right to allow the recipient to prioritise it without opening it (six-ten words)
- Keep the message content focused; consider bullet points and clearly identify any actions
- Make it clear how you expect a response, e.g. by Teams or email?  
Manage expectations by adding a line like this to your email signature; *“The Government of Jersey allows flexible working patterns and so you may have received this email outside of normal working hours, however please note that I do not expect you to respond outside of your working hours.”*
- Use “delay delivery” option if sending outside of normal working hours
  - In Outlook:
    - In the message, click the Options tab
    - In the More Options group, click Delay Delivery
    - Under Delivery options, check the box for Do not deliver before, and select a date and time
    - After you click Send, the message remains in the Outbox folder until the delivery time.
- Reduce email distractions by turning off the alerts
  - In Outlook:
    - Select File, Options tab, then Mail
    - Under Message Arrival, clear the “Display Alert” box and click OK

## Workload

Consider the following:

Regularly review your workload and think about it in context of the Eisenhower matrix (see figure 1); it could be 5 min at the start and end of each day, for example.

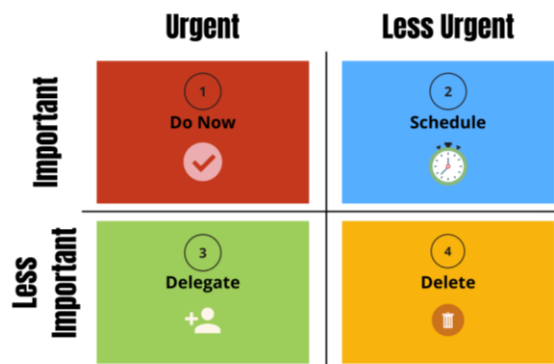


Figure 1 Eisenhower Matrix Ref: <https://theblogrelay.com/eisenhower-matrix-for-decision-making/>

- Ensure you feedback any issues with your workload to your Line Manager at the earliest practicable opportunity.
- Plan your day so that after 75-90 min of focused work, you schedule a 15 min break – studies show less fatigue and higher productivity

- Take your lunchbreak and step away from your desk; perhaps use this as an opportunity to stretch or go for a walk
- Avoid multitasking – splitting our attention across multiple activities is taxing and makes you more prone to errors.

## Appendix E

### Guidance on building resilience

Individuals who display resilient behaviour can sustain successful performance and positive wellbeing in the face of adverse conditions, and to recover from or adjust easily to misfortune or change.

#### How resilient am I?

Employees can gain an understanding of their own resilience by using the personal [i-resilience tool](#)

#### How can I become more resilient?

Our resilience is something that we can all effect. Try practising some of the following:

Factor	practice...
1. Look after yourself	<ul style="list-style-type: none"><li>• Work on getting enough sleep</li><li>• Use relaxation techniques</li><li>• Develop your interests and hobbies</li><li>• Find balance in your life</li><li>• Eat healthily</li><li>• Be active</li><li>• Reward yourself for your achievements</li><li>• Get a change of scenery</li></ul>
2. Change your outlook	<ul style="list-style-type: none"><li>• Practice positive thinking</li><li>• Practice being straightforward and assertive</li><li>• Choose your response - remain calm and logical when something goes wrong</li><li>• Change the way you think about negative situations and bad events</li><li>• Resolve conflicts if you can</li><li>• Forgive yourself if you can</li><li>• Maintain perspective- it may seem over-whelming at the time, but the impact long-term is unlikely to be as bad as you think</li><li>• Build your self-confidence - practice believing that you will succeed eventually, despite the setbacks and stresses; you may need to take risks</li><li>• Learn from your mistakes and failures - look for the lesson in every situation and make positive changes</li><li>• Be flexible - understand that carefully made plans may change</li><li>• Be empathetic and compassionate but don't waste time worrying what others think of you</li></ul>
3. Develop strong relationships	<ul style="list-style-type: none"><li>• Build strong relationships with your network – friends, family, work colleagues, peers, organisation, your GP</li><li>• Make time for those who are important to you</li></ul>

4. Find purpose	<ul style="list-style-type: none"> <li>• Set SMART goals that match your values</li> <li>• Develop compelling reasons to get out of bed each day</li> <li>• Consider helping others</li> <li>• Be proactive</li> </ul>
5. Seek help when you need it	<ul style="list-style-type: none"> <li>• Talk to friends, family, peers</li> <li>• Contact your GP</li> <li>• Seek out organisations who may be able to help</li> <li>• Contact Be Supported helpline</li> </ul>

### Further resources

Mind

<https://www.mind.org.uk/information-support/types-of-mental-health-problems/stress/developing-resilience/>

Psychology Today

<https://www.psychologytoday.com/us/basics/resilience>

Resilience Training – 7-day trial App <https://www.resiliencetraining.co.uk/7-days-of-resilience/>

## Appendix F

### Available Government of Jersey Wellbeing Support

Our [Colleague Support Network](#) is available for you with friendly, supportive colleagues if you would like to talk to someone.

[Employee Assistance Programme \(EAP\) AXA Health](#) team are available 24 hours a day, 365 days per year for:

- free, confidential and impartial advice
- expert guidance on everyday matters
- information and support with more serious problems
- guidance on medical issue
- support if you need to talk if you're feeling upset, worried or stressed

**just call 0800 072 7072 or log on to [Axa Be Supported](#) using code A893981 and home or work email.**

EAP services include:

- [Free counselling](#) sessions offered on-line or face-to-face.
- [Life Management](#)- dedicated specialists to support you with any worries or concerns around, for example:
  - finances
  - consumer issues
  - housing concerns
  - care of the elderly
- [Managerial Support](#)- you can receive practical and impartial advice to help you with your role as a people manager.
- [AXA Health App](#)- access to tools, tips and articles on health and wellbeing
- [Health at Hand](#)- free advice if you have medical concerns about yourself or a member of your family

**For Wellbeing Support**, including face to face counselling referrals to on island professionals, please email our Wellbeing team in confidence at [WellBeing@gov.je](mailto:WellBeing@gov.je)

### Financial Wellbeing reviews with Lloyds Bank:

Confidential, one-to-one financial wellbeing reviews are available to employees and family members. This service is called 'Bringing Banking to You' (BBTY). Lloyds Community Bank offers reviews at a time and place of your choice. This can be a work visit, virtual or face-to-face.