

University Policy Statement on Managing Stress in the Workplace

The University of Liverpool (UoL) is committed to providing a safe environment for its staff by conducting its business in a way that protects the health, safety and welfare of each individual and satisfies enforcing authorities/bodies. The UoL therefore recognises its responsibility to ensure that all staff do not suffer unduly from stress at work and that advice and support mechanisms are in place for staff to access.

The University of Liverpool will ensure that it:

- Provides working conditions which enable employees to carry out their duties safely and effectively;
- Adopts good line management practices and procedures in relation to work related stress;
- Informs staff how to recognise the signs and symptoms of stress, the key stressors and the actions that can be taken to alleviate stress;
- Monitors absences caused by work related stress and reports on this to relevant Committees to inform further policy development;
- Provides key personnel with stress management training, support and guidance to enable them to carry out their responsibilities towards staff in this respect;
- Recognises that stress may be stimulated by a variety of situations, and individuals negatively affected will be treated in a fair and appropriate manner;
- Reviews the Code of Practice when significant changes are made to legislation or at least every two years.

Code of Practice on Managing Stress in the Workplace

1. Introduction

The Health and Safety Executive (HSE) defines stress as “the adverse reaction people have to excessive pressures or other types of demand placed on them”. This definition distinguishes between the beneficial effects of reasonable pressure and challenge (which can be stimulating and motivating), and stress. Stress is not an illness, but if it is prolonged or intense it can lead to health problems. Everyone can be affected by stress. Nobody is “immune”.

According to the latest Labour Force Survey (2016):

- The total number of cases of work related stress, depression or anxiety in 2015/16 was 488,000 cases, a prevalence rate of 1510 per 100,000 workers
- The number of new cases was 224,000, an incidence rate of 690 per 100,000 workers. The estimated number and rate have remained broadly flat for more than a decade.
- The total number of working days lost due to this condition in 2015/16 was 11.7 million days. This equated to an average of 23.9 days per lost case. Working days lost per worker showed a generally downward trend up to around 2009/10; since then the rates have stayed broadly flat.
- In 2015/16 stress accounted for 37% of all work related ill health cases and 45% of all working days lost due to ill health.
- Stress is more prevalent in public sector industries, such as education, health and social care and public administration and finance.
- By occupation, jobs that are common across public sector industries (such as health care workers, teaching professions, business, media and public service professionals) show higher levels of stress as compared to other jobs
- The main work factors cited by respondents as causing work related stress, depression or anxiety (LFS) were workload pressures, including tight deadlines and too much responsibility and a lack of managerial support.

Measures to reduce work related stress therefore have significant benefits to the organisation as well as to individual members of staff.

2. Regulatory Background

Under the Health and Safety at Work Act, the University has a duty to firstly eliminate but if this is not possible to minimise occupational ill health. This includes recognising and removing causes of stress, recognising stress problems and responding to them. Specifically, under the Management of Health and Safety at Work Regulations 1999, the University **must prepare a stress risk assessment which identifies hazards and introduces appropriate control measures where required.**

Employees may suffer from work related stress conditions which have a substantial and longterm adverse effect on their ability to carry out normal day to day activities. The Equality Act 2010 may apply in some cases, requiring reasonable adjustments to be made to conditions or arrangements to help an individual to function better and prevent deterioration of health.

The Working Time Regulations 1998 were introduced through a European Directive as a health and safety measure. It places limitations on the number of hours worked during an average working week and makes provisions for rest breaks and paid holidays.

This Code of Practice provides general information on work related stress and refers to a specific stress risk assessment form that can be used by managers to manage stress in their area of control.

3. Key Aims

The recognition and management of psychological wellbeing are integral to the University's responsibilities towards its staff and form an important part of the role of senior and line managers. This policy is therefore primarily concerned with the negative effects of stressors arising from factors within the workplace and their impact on psychological health.

The University's aim is to prevent, or where this is not possible reduce to as low a level as is reasonably practicable, stress in the workplace. This will be achieved by:

- Acknowledging the existence and effect of work related stress on individuals and departments/teams.
- Reducing any stigma associated with the disclosure of stress by creating a positive climate for tackling the issues surrounding stress at work.
- Managing the process through stress risk assessments.
- Eliminating or minimising stressors in the workplace and reducing the adverse effects on ill-health and wellbeing.
- Promoting open communication, participation and encouragement.
- Monitoring and auditing the arrangements for stress in the workplace.
- Providing helpful resources to and helping managers and staff manage stress.
- Supporting staff to promote personal effectiveness and to take positive action to deal with stress.
- Raising awareness of stress and approaches to managing it.
- Supporting staff who return to work following absence due to stress.

Perception of Stress

The University recommends that staff seeking help should normally approach their line manager in the first instance. They may also want to talk to their trade union representative

or Human Resources department.

Some staff may be reluctant at first to admit that they are experiencing adverse effects as a result of stress. This policy acknowledges that any staff member, at whatever level, can experience stress at work.

The University considers that seeking help and support should be seen as a positive approach, to be encouraged and handled without jeopardy, and not to be viewed in any sense as weakness. This Policy provides guidance and practical advice that senior and line managers can use to nurture a climate wherein seeking help and support is encouraged and not penalised in any way.

4. Key Definitions

Below are some definitions of key words found in this Policy:

Stress – the adverse reaction people have to excessive pressures or other types of demand placed on them.

Stressor – an activity, event, or other stimulus that causes stress.

Risk assessment – a careful examination of what, in your work, could cause harm to people, so that you can weigh up whether you have taken enough precautions or should do more to prevent harm.

Control measure – a control measure is any measure taken to eliminate or reduce the risk of injury or harm, both physical and psychological. These can range from physical controls such as guarding, personal protective equipment, signage and procedural controls like systems of work.

Health and Safety Executive's Management Standards – these define the characteristics, or culture, of an organisation where the risk from work related stress are being effectively managed and controlled. They cover the primary sources of stress at work – demands, control, support, relationships, role and change. The Management Standards represent a set of conditions that if present, reflect a high level of health, wellbeing and organisational performance.

5. Scope

This Code of Practice applies to all University staff.

6. Responsibilities

6.1 University Council

As the Governing body of the University, Council has strategic oversight of all health and safety matters. Council will:

- Ensure health and safety matters are communicated in a timely fashion from and to the Governing body.
- Review the University's Health and Safety Stress Policy at regular intervals.

- Review the University's Health and Safety objectives and key performance indicators on a regular basis.
- Be aware of significant health and safety stress risks facing the institution.
- Consider the stress implications of strategic decisions such as large projects.

The Council will seek assurances that:

- All mandatory health and safety requirements are met.
- Health and safety arrangements for managing stress are adequately resourced.
- Stress risk control measures are in place and are being acted upon.
- There is an effective process to identify stress management training and competency needs.
- There is a process for auditing stress management arrangements.
- The University has access to competent health and safety advice.
- There is a process for employees or their representatives to be involved and engaged in decisions that affect health and safety.

The Council will receive:

- Health and Safety data relevant to stress.
- Notification of any significant incident or enforcement action relating to stress.

The Council will ensure that:

- Regular independent reviews of health and safety stress management are undertaken.
- Lessons are learnt from accidents and near-misses.
- Stress management processes are regularly reviewed to ensure they are appropriate for the University.

6.2 Senior Executive Group (SEG, SMT, PSLT)

The Senior Executive Group must:

- Ensure they understand what contributes to psychological wellbeing in the workplace and be aware of the causes and effects of harmful stress upon staff.
- Be aware of the extent of stress related illness in the organisation as a whole.
- Allocate sufficient resources to managing stress in the workplace.
- Set objectives for the teams in terms of stress in the workplace.
- Be familiar with the HSE Management Standards and competencies.
- Ensure stress is included as part of risk registers.
- Ensure the Occupational Health Service is fully integrated into the University.

- Ensure the University competency framework includes stress management.
- Ensure that audits are undertaken to monitor the Stress Policy and Code of Practice.
- Ensure that stress is considered as part of large projects or major strategic decisions.
- Have regular dialogue with the central Safety Services and Human Resources about stress management.
- Lead on campaigns raising awareness about stress in the workplace.
- Ensure stress issues are considered at direct reports' PDR's (both in terms of how they are managing stress in their areas of responsibility and whether stress is a personal concern).
- Lead by example by promoting a positive approach to stress in the workplace.
- Review health and safety data relating to stress including audit results and use this information to further improve existing management systems.

6.3 Senior Managers

Senior managers are responsible for ensuring that:

- The Code of Practice is embedded into local management systems.
- The local health and safety plan includes stress.
- Local risk registers include stress.
- Local induction procedures make reference to stress and the support available.
- Arrangements for dealing with stress are planned, e.g. identifying training needs, monitoring stress in the workplace, etc.
- Adequate resources are provided to assist in the effective management and support of stress issues and, where required, specialist advice is obtained.
- Appropriate risk assessment procedures for stress are embedded into local health and safety management systems and responsibilities for assessing stress risk are understood.
- They have oversight of any stress related sickness and absence and analyse any trends.
- Competency and training needs have been identified.
- New projects or significant changes are stress risk assessed at the planning stage.
- The PDR process in their areas of responsibility considers stress when developing health and safety training objectives.
- Progress against stress objectives are monitored as part of the health and safety annual plan.
- The stress risk assessment process is reviewed annually as part of the annual health and safety review meeting and findings are used to further improve existing management systems.

6.4 Line Managers

Line managers must ensure that:

- Where required/requested, stress risk assessments are carried out in their area of responsibility. A programme of monitoring and reviewing risk assessments must be in place as part of local health and safety plans.
- People are communicated with about any stress issues including changes to policy and guidance (e.g. a change to the existing Employment Assistance Programme).
- Resources are deployed effectively at local level to ensure stress objectives are achieved.
- The Policy and Code of Practice are implemented at local level.
- Local health and safety plans include stress.
- Staff are made aware of stress issues as part of the induction process.
- Training for those involved in implementing the stress management process is completed and completion rates monitored.
- Issues raised during stress assessments are investigated and appropriate action taken.
- There is good communication with competent advice.
- Stress related illness and absence are analysed to identify any trends.
- The process of stress risk assessments is reviewed as part of a formal annual review process and findings are used to further improve existing management systems.
- Feedback received on stress related concerns is fed back into the health and safety plan.

6.5 Supervisory Staff

Supervisory staff must ensure that they:

- Understand the Stress Code of Practice as it relates to their area of responsibility.
- Undertake risk assessments for staff they are responsible for when requested and ensure actions raised are completed in good time.
- Ensure staff attend training based on the competency training matrix/framework.
- Communicate effectively any generic findings from stress risk assessments.
- Discuss stress issues with staff so that they understand the processes involved.
- Implement any stress actions identified in the local health and safety plan.
- Ensure that the process of stress risk assessment and the support available to staff is discussed as part of local inductions.
- Provide anonymised feedback to line and senior managers following stress risk assessments.
- Formally review assessments and findings and implement any actions to ensure

continuous improvement of existing management systems.

6.6 Safety Adviser's Office

The Safety Adviser's Office is responsible for:

- Providing guidance and advice on the causes of stress and on what measures can be taken to eliminate and/or reduce the effects of workplace stressors.
- Providing guidance and advice on the risk assessment process and the development of action plans.
- Monitoring and reviewing data and information on stress and providing feedback to relevant safety committees.
- Reviewing and revising the Policy and Code of Practice in light of legislative or in-house policy changes but at least every two years.

6.7 Human Resources

The Human Resources department is responsible for:

- Providing guidance to line managers on the Stress Policy and Code of Practice (including how to conduct stress risk assessments and develop stress action plans).
- Providing advice, assistance and support to those who are affected by stress and directing them to appropriate support.
- Monitoring the effectiveness of measures to address stress by collating sickness absence statistics.
- Assisting in the stress risk assessment process if there are conflicts of interest or difficulties between staff and their senior/line managers.
- Promoting health and wellbeing within the workplace.
- Maintaining copies of stress risk assessments.

6.8 Trade Unions

The trade unions have a responsibility to:

- Support staff affected by stress.
- Be involved in the stress risk assessment process.
- Identify potential stressors in the workplace for members and report these to relevant safety committees.
- Participate in any training related to stress and stress management where appropriate.
- Be involved in strategic decision making associated with stress at relevant safety

committees.

6.9 All Staff

In relation to stress staff should:

- Familiarise themselves with this Policy.
- Be aware of the main stressors in the workplace.
- Where possible, take action themselves to reduce and manage stress.
- Report any illness or injury which may be caused or exacerbated by work.
- Engage with line managers when completing stress risk assessments.
- Raise any concerns or potential development needs with their line managers.

7. Practical Considerations

7.1 Manager's Role in Staff Wellbeing

All employees can contribute significantly to maintaining a positive workplace culture. This is especially true of those in a managerial role who can display a leadership style that encourages their colleagues to discuss feelings of stress without the stigma of this being interpreted as a sign of weakness or failure. Managers should take a proactive role when considering stress in the workplace, ensuring they are fully conversant with this Policy and Code of Practice and encouraging staff to talk about any issues related to stress they might have. Awareness and use of support services both for training in how to manage and deal with stress and how staff can obtain confidential advice should be actively sought (see Appendix 1).

7.2 Recognising Signs of Stress

Unlike other health hazards in the workplace, stress may not be easy to detect. There are however certain common signs and symptoms that might indicate a stress problem is developing in a member of staff. Managers should be aware of the following signs and be able to discuss issues with staff if they have concerns for their wellbeing:

Physical Mental/thinking

Headaches

Poor concentration

Indigestion/Heartburn

Unable to listen to other people

Lack of appetite or overeating

Memory lapses

Muscle tensions, aches and pains

Confusion or disorientation

Nausea, vomiting,

Difficulty with making decisions
Dizziness
Poor planning and task execution
Palpitations
Negative unhelpful thought patterns
Sleep loss
Irrational beliefs
Fatigue
Thinking errors

Emotional Behavioural

Irritability Increased smoking, use of alcohol or drugs
Becoming angry with others too easily
Unusually emotive or impulsive
Depressed, tearful
Appetite changes
Frightened, restlessness, fidgeting
Worried, anxious – panic attacks
Absenteeism
Impatient, lack of motivation and commitment
Mood swings
Increased aggression
More prone to accidents
Avoiding contact with others
Loss of sense of humour

7.3 Stress Risk Assessment

7.3.1 Introduction

The stress risk assessment process may be initiated in a number of ways; a line manager or supervisor may notice signs of stress in staff and may initiate discussions; or a staff member may speak in confidence to their line manager about stress and ask that an assessment is completed. However, it is recognised that situations arise in which the line management/supervisory arrangements for a member of staff may be a contributing factor resulting in work related stress. In such a situation it is appropriate for a member of staff to raise the issue with a senior manager within their own area who should organise for a stress risk assessment to be undertaken independently of the line manager/supervisor in question. Stress risk assessments should be completed as early as possible after the initial concern has been raised and within a reasonable time frame. Where possible, stress risk assessments should be completed prior to returning to work after a stress related absence or as soon as possible thereafter.

Working through the stress risk assessment form will lead to an action plan being developed.

Both parties should agree on the action plan and the next steps to take and a copy of the

assessment/action plan should be kept by both the individual and the person undertaking the stress risk assessment. If agreement cannot be reached on what control measures are appropriate, or if there is disagreement about whether control measures have been implemented effectively, the stress risk assessment should be reviewed by an independent person from a different department/function. This should be discussed with Human Resources in the first instance and advice on who would be suitable to review the action plan taken.

To assist those individuals tasked with completing a stress risk assessment, a specific proforma has been devised to help managers through this process.

<https://www.liverpool.ac.uk/intranet/safety/documentsguidance/formsandchecklists/>.

7.3.2 HSE Management Standards

The stress risk assessment process is explained in Safety Circular SC42. This proforma is based on the Health and Safety Executive's Stress Management Standards which set out a number of work related factors that can contribute to stress at work. Although not an exhaustive list, the key issues are:

Demands

Key factors to consider are:

- High volumes of work.
- Competing priorities.
- Unrealistic deadlines, intense periods of activity.
- Requirement for very fast work.
- Expectation of very long hours.
- Pressurised environment.
- Front line staff and exposure to stressful situations.
- Working environment such as disturbing noise levels.
- Unsuitable working environmental conditions (e.g. poor lighting, heating, humidity, etc.).

Control

Key factors to consider are:

- Level of control over pattern of work and breaks.
- Inability to decide on work speed.
- Priorities.
- Access to flexible working.

Roles

Key factors to consider are:

- Clarity and understanding of role itself.
- How the role should be carried out.
- How it relates to other immediate team members' roles.
- How it relates to the wider department, Institute, School, Faculty or Professional Services area.
- How it relates to the University's strategic aims and plans.

Relationships and Support

The key factors to consider are:

- Inter-relationships with immediate colleagues.
- Inter-relationships with managers and senior staff.
- Bullying and harassment.
- Direct conflict situations.
- Support in dealing with work difficulties (from colleagues and managers).
- Accessibility.
- Constructive criticism and feedback.
- Praise and encouragement for good work.

Management of Change

The key factors to consider are:

- Communicating change in a timely manner.
- Consultation with all affected stakeholders.
- Providing adequate time to discuss any changes.

Whilst work related issues are the primary concern of the University, consideration should also be given to factors that go beyond work but can lead to stress related issues in the workplace, e.g.:

- Mental health issues.
- Other long terms health issues.
- Bereavement.

- Care of the elderly/sick.
- Divorce or other relationship issues.

7.3.3 Control Measures

Those undertaking the stress risk assessment should consider each factor to establish what the main causes of stress are. Once this is complete, if the causes of stress cannot be eliminated then control measures should be proposed to help with the issues raised. There will be a number of ways to help reduce stress: If the **demands** of the work are causing stress then:

- Take into account the individual's abilities and capabilities. Provide additional training where required.
- Do not overload staff with additional work at times of pressure.
- Consider reallocation of duties (temporarily or permanently).
- Adjust hours of work or work patterns (temporarily or permanently).
- Draw up sensible work plans.
- Work together to identify better ways to undertake tasks.
- Provide advice on prioritising work tasks.
- Consider additional resource.
- Ensure there are good communication mechanisms in place that operate effectively (for individual and groups).
- Make physical adjustments to the workplace environment.

If there are problems with the **control** of work then:

- Trust employees to undertake their work – empower them to take control of work related issues.
- Steer employees in a direction rather than imposing direction.
- Allow greater responsibility in controlling work.
- Hold regular meetings and encourage involvement.
- Adopt a participatory approach so that views can be aired and listened to.
- Adopt flexibility over work schedules.
- Encourage staff to develop in their role; provide the necessary mentoring and coaching.

If there are **support** issues then:

- Adopt an open door policy and encourage staff to raise issues.

- Ensure basic health and safety arrangements are suitable.
- Communicate with staff and senior staff about good work done by individuals.
- Operate a no-blame culture.
- Provide regular feedback on performance.
- Refer staff to existing guidance and support mechanisms.
- Provide additional mentoring and support (the University offers a mentoring scheme).

If there are work **relationship** issues then:

- Ensure arrangements are in place so that conflict/abuse is dealt with effectively (follow University policies and procedures, investigate and deal with issues immediately, listen to both sides of the argument, follow up on conflict following resolution, etc.).

<https://www.liverpool.ac.uk/intranet/hr/myhr/information/policies/diversity/dignity/>

- Ensure team members can work together in a friendly environment.
- Encourage more team working.
- Encourage staff to communicate verbally rather than via email.
- Inform staff of support networks, e.g. University bullying and harassment advisors.
- Ensure staff have completed diversity and equality training.

If there are issues surrounding a person's **role** then:

- Ensure role descriptions clearly define the role, expectations, reporting lines, etc. Consider any necessary revisions.
- Ensure appropriate communication mechanisms between colleagues and managers are in place and are operating effectively.
- Make effective use of the PDR process.

If there are issues with **changes** in the department then:

- Attempt to keep the team well informed of significant changes that could affect their work/role.
- Explain what is being planned in clear language.
- Communicate clearly the rationale behind any changes outlining the expected benefits of the changes.
- Recognise that change is unsettling and everybody takes time to adjust.

For further information about managing change please refer to the change management policy found at the following link:

7.4 Ongoing Review

The stress risk assessment and action plan developed should be subject to a regular review. Circumstances can change in the workplace and it is important that the action plan remains appropriate for the staff member. The frequency of meetings to discuss the efficacy of the plan can be agreed in the initial assessment process. Staff members should not be discouraged from approaching their line manager outside of these agreed times if they feel the agreed plan needs review. Should the member of staff believe that the agreed upon control measures are not being implemented fully they should first raise this with the person who completed the stress risk assessment. If agreement cannot be reached on what control measures are appropriate, or if there is disagreement about whether control measures have been implemented effectively, the stress risk assessment should be reviewed by an independent person from a different department/function. This should be discussed with Human Resources in the first instance and advice on who would be suitable to review the action plan taken.

7.5 Sickness Absence and Return to Work

The University will deal with instances of sickness absence due to stress, either short term or long term, in accordance with the procedures outlined in the Sickness Absence Policy and Procedure. Where stress is identified, an occupational health referral will be considered and a stress risk assessment will be conducted to identify any concerns and to inform any support that might be required. Where possible, this stress risk assessment will be conducted prior to the return to work or as soon as possible thereafter.

<https://www.liverpool.ac.uk/intranet/hr/my-hr/information/policies/leave/sickness/>

8. Further Information

The primary role of the University is to where possible eliminate the causes of stress and, where this is not possible, introduce appropriate control measures to reduce the risks to as low a level as possible. To support this aim, the information in Appendix 1 will be useful for both managers and staff in managing stress. This covers:

- Self-help.
- Support Services (Employee Assistance Programme, Human Resources, Safety Adviser's Office, Occupational Health and general medical practitioners).
- Supporting links and documentation.

APPENDIX 1

HOW TO TACKLE STRESS ISSUES - GENERAL GUIDANCE FOR STAFF

Self-help

There are a number of ways an individual can help tackle stress and these should be discussed with the individual as part of the assessment.

In the workplace, the following should be considered:

- Try to identify the sources of the stress – channel your energies into solving problems rather than worrying about them.
- Speak to other people if you have stress issues – this could be your line manager or a trade union representative.
- Try to manage your time effectively – identify what is important and prioritise your work.
- Use the confidential support service the University provides (see later section).
- Ask to attend courses that may help you deal with workplace issues, e.g. time management, delegating work, dealing with difficult people, etc.
- Make sure you take allotted breaks.
- Try to establish good working relationships with colleagues – help, support and praise each other regularly.

Outside of work, you can help yourself by:

- Eating sensibly, getting enough sleep and avoiding the harmful effects of excessive alcohol, tobacco or drugs.
- Try to exercise regularly – walking, swimming, running and cycling are good ways of combating stress.
- Maintain a good work-life balance – enjoy leisure activities and interests outside of work.
- Look at using relaxation techniques, e.g. mindfulness.
- Maintain good contact with friends and family.
- Give yourself time to think each day about the day and tasks ahead.

Support Services

Employee Assistance Programme (EAP)

As part of the University's wellbeing programme, an employee assistance programme is available to all staff 365 days a year. The services available include:

- Counselling including telephone, face to face and e-counselling.

- Managers support line providing a sounding board for handling difficult staff issues.
- Financial guidance including debt support and tax information.
- Legal guidance.
- Health and medical information including advice from an occupational health nurse.

The confidential helpline number for staff is 08003584858 (+44 1412717179 outside the UK).

The online portal can be accessed via <https://www.validium.com/login/login-vclub/>.

Username = UoL; Password = EAPsupport.

Human Resources (HR) Department

The appropriate Area HR Business Partner can be contacted for advice and support. Individuals should discuss their situation with their immediate supervisor or manager in the first instance, where they feel able to do so. Contact details can be found on the HR website or by phoning HR on 0151 794 6771.

Safety Adviser's Office

The Safety Adviser is responsible for monitoring and advising on matters of safety and occupational hygiene. General information can be accessed at www.liv.ac.uk/safety. The Safety Adviser can also be contacted for more specific advice at s.dunkley@liverpool.ac.uk or on 0151 794 3244.

Occupational Health

Staff who feel that stress, linked to their work, is affecting their health can contact their line manager or their Area HR Business Partner. A referral for Occupational Health advice may be appropriate in order to provide the University with medical advice about fitness to work and adjustments. The Occupational Health Service does not undertake local stress risk assessments since this is a management tool to address non-medical matters.

General Medical Practitioners

If individuals feel that stress is affecting their health they can also contact their own GP.

HSE: "Managing the causes of work related stress – A step-by-step approach using the Management Standards" <http://www.hse.gov.uk/pubns/priced/hsg218.pdf>

How to tackle work related stress: A guide for employers on making the Management Standards work <http://www.hse.gov.uk/pubns/indg430.pdf>

Working together to manage stress at work: a guide for employees <http://www.hse.gov.uk/pubns/indg424.pdf>

General information on stress and the Management Standards can be found at:

<http://www.hse.gov.uk/stress/>

UCEA: "Preventing and tackling stress at work", 2006

University of Liverpool: professional developmental toolkit – "Stress Management"

Return to Work Questionnaire – when employees return to work from sick leave due to stress related illnesses a return to work questionnaire should be completed.