



# Workplace Mental Wellbeing Risk Assessment

FORM

# How to use

## 1.

This wellbeing risk assessment **should be carried out a least once a year as a preventative/pro-active measure**, or as and when any new risks are identified, as a result of changes occurring within the business or for any individuals personally.

## 2.

**It is designed to be a business wide assessment** (as opposed to on an individual basis) however should any new risks be identified at an individual level, **this form can also be used to cross reference the agreed actions, to ensure they are still effective and supporting the individual in question.**

## 3.

Should a particular area be of significant concern, for example work related stress, **it might be appropriate to seek advice from Occupational Health and carry out a more bespoke stress risk assessment with the individual concerned.**

## 4.

The risks highlighted are typical of those which could be causing distress, however **if they are not applicable to your business or a different risk has been identified then please amend the form as necessary** to align the risks and actions to those identified.

## 5.

**The form is designed to be a working document, which should be reviewed throughout the year**, to ensure the actions are still fit for purpose and are fully supporting the wellbeing of colleagues within the business.

# The risks to employee mental health at work, typically fall into one of five categories:

1.

## **Job characteristics**

e.g. control, decision making, cognitive load, time constraints.

2.

## **Role characteristics**

e.g. role ambiguity, role conflict, role overload, work-life interface.

3.

## **The work environment**

e.g. culture, organisational change, communication, job security.

4.

## **Relationships**

e.g. social support, relationships with colleagues and managers, bullying/harassment.

5.

## **The individual**

e.g. employee age, gender, personality type, values, coping styles.

As an employer, you may not be able to control all of these factors, but it is important that you are aware of them and implement any interventions that may help support your employees' mental health and wellbeing.

# Details Page

**Organisation name**

**Subject of risk assessment**

**Date of current risk assessment**

**Date of last risk assessment**

**Assessor name**

**Reason for risk assessment**

# Job Characteristics

Job characteristics focus on the factors of one's job that may make it more stressful, for example lack of autonomy, decision making, working hours, job tasks, cognitive load, time constraints and resources.

Risk no.	Potential risk	Measures already in place?	Further suggested actions	Person responsible	Date to be completed	Date completed
JC. 1	Do employees have reasonable control over how they carry out their roles?		<ul style="list-style-type: none"> <li>• Offer more flexibility so that employees can have control over when/where they work (if possible)</li> <li>• Give employees a voice to propose changes</li> <li>• Focus on outputs as the key measures of success, as opposed to hours worked</li> <li>• Break up routines</li> </ul>			
JC. 2	Do employees have involvement in decision making?		<ul style="list-style-type: none"> <li>• Have an anonymous suggestion box or set up a 'people forum' for sharing ideas</li> <li>• Hold regular employee surveys to get their feedback</li> <li>• Have cross-collaborative project teams</li> <li>• Involve employees in the goal/target setting process</li> </ul>			
JC. 3	Can their work be repetitive or unfulfilling?		<ul style="list-style-type: none"> <li>• Consider job rotation</li> <li>• Increase scope of role or variety of tasks</li> <li>• Give employees more autonomy over how their role is carried out</li> <li>• Ensure any upskilling is discussed in career planning conversations and added to their development plans</li> </ul>			
JC. 4	Are excessive workloads/long hours apparent within the business?		<ul style="list-style-type: none"> <li>• Help employees prioritise tasks – can some non-value add tasks be stopped?</li> <li>• Re-allocation of work (temporarily or permanently)</li> <li>• Limit email/text/phone communication outside of hours</li> <li>• Ensure leave is taken, not carried over where possible</li> <li>• Consider flexible working arrangements to alleviate pressure</li> </ul>			
JC. 5	Are employees properly qualified for their roles?		<ul style="list-style-type: none"> <li>• Ensure recruitment processes are assessing the right technical &amp; behavioural attributes</li> <li>• Ensure employees are not under-qualified or overqualified for their role</li> <li>• Provide additional training, e.g., time management, assertiveness</li> <li>• Schedule regular career planning discussions</li> </ul>			
JC. 6	Do employees have adequate resources and the right environment to meet their goals/objectives?		<ul style="list-style-type: none"> <li>• Ensure leaders are prioritising work effectively – could some tasks be stopped?</li> <li>• Make physical adjustments where necessary - enable employees to adjust lighting, temperature, ventilation etc</li> <li>• Ensure hazards are controlled</li> <li>• Encourage rest/lunch breaks away from work area/desk</li> </ul>			

# Role Characteristics

Do your employees understand their role within the organisation? Role characteristics typically focus on employee purpose, expectations, demands, qualifications and work-life interface.

Risk no.	Potential risk	Measures already in place?	Further suggested actions	Person responsible	Date to be completed	Date completed
RC. 1	Are job roles clear across the business?		<ul style="list-style-type: none"> <li>• Start with their purpose, ensuring that this is clear</li> <li>• Ensure employees then have a job description that clearly defines their high-level role content within the team &amp; context of wider business</li> <li>• Ensure goals/objectives are SMART and 'check-ins' happen regularly to support their delivery</li> <li>• Ensure the culture is one of coaching and timely feedback to ensure employees grow and develop themselves</li> </ul>			
RC. 2	Is there any overlapping of work with employees from other teams/departments?		<ul style="list-style-type: none"> <li>• Ensure output requirements of each department are clear</li> <li>• Encourage communication and cross-collaboration between departments/teams</li> <li>• Consider the use of a RACI template (Responsible, Accountable, Consult, Inform) if responsibilities are unclear</li> </ul>			
RC. 3	Are employees able to maintain a good work/life balance?		<ul style="list-style-type: none"> <li>• Ensure employees take holiday entitlement</li> <li>• Set guidance which ensures employees have time free from work communications – eg, no emails after 6pm</li> <li>• Encourage managers to lead by example and not send emails after hours</li> <li>• Consider how flexible working could be introduced to maintain this balance</li> </ul>			
RC. 4	Is there opportunity for employees to develop skills/use their initiative?		<ul style="list-style-type: none"> <li>• Ensure employees have variety in their roles</li> <li>• Encourage open conversation between management and employees</li> <li>• Provide training to promote personal development</li> <li>• Ensure employees have their own PDP (personal development plan) to support their growth</li> <li>• Offer a variety of development solutions to suit all learning styles</li> </ul>			

# Work Environment

The work environment includes the physical and psychological environment in which your employees work. Factors to think about include culture, organisational change, communication and physical surroundings such as lighting and room temperature.

Risk no.	Potential risk	Measures already in place?	Further suggested actions	Person responsible	Date to be completed	Date completed
WE. 1	Do employees have clarity regarding changes happening in the department/business - and how they may personally be affected?		<ul style="list-style-type: none"> <li>• Ensure good communication throughout periods of change</li> <li>• Consult with employees at an early stage of transition, explaining what will happen and when</li> <li>• Ensure employees have the opportunity to raise concerns/views</li> <li>• If Unionised, enlist their support in feeding back on employee morale and whether further work is required</li> <li>• Monitor absences/changes in behaviour</li> <li>• Take into consideration presenteeism and how you can identify it</li> </ul>			
WE. 2	Does the company culture view stress as a weakness?		<ul style="list-style-type: none"> <li>• Ensure visibility of an approachable management team</li> <li>• Ensure open communication between employees and managers</li> <li>• Use company Values to reiterate a supportive culture</li> <li>• Consider qualified mental health first aid trained employees on the ground</li> </ul>			
WE. 3	Does the company have a culture of long hours, and taking work home?		<ul style="list-style-type: none"> <li>• Consider having a set of recognised Values to live by</li> <li>• Lead by example and avoid working excessively long hours</li> <li>• Check employees are clear on their priorities, particularly if WFH</li> <li>• Schedule work effectively and realistically</li> <li>• Consider flexible working as a way to avoid long hours</li> </ul>			
WE. 4	Are there good channels of communication across the company and within teams/individuals?		<ul style="list-style-type: none"> <li>• Communicate clear business objectives to team &amp; how these translate into personal goals and objectives</li> <li>• Ensure regular 'check-ins' take place to offer support – not just at formal review time</li> <li>• Ensure there is a culture of regular comms &amp; feedback to keep people informed</li> <li>• Ensure close employee involvement during times of change</li> <li>• Hold regular team/company meetings to update on progress</li> </ul>			
WE. 5	Is the physical working environment (temperature, light, ventilation etc.) conducive to working effectively?		<ul style="list-style-type: none"> <li>• Make physical adjustments where necessary - enable employees to adjust lighting, temperature, ventilation</li> <li>• Ensure hazards are controlled</li> <li>• Encourage rest/lunch breaks away from work area</li> <li>• If WFH, consider whether a risk assessment is required to meet H&amp;S obligations around workstations, seating etc</li> </ul>			

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WE. 6	From your engagement surveys or anecdotally, is there evidence of low morale amongst individuals?		<ul style="list-style-type: none"> <li>• Promote a positive culture of trust – linked to Values</li> <li>• Find ways to celebrate success (recognition rewards, bonus, employee lunches etc)</li> <li>• Ensure employees know how to praise their colleagues</li> <li>• Consider more formal recognition schemes if required (linked to company Values)</li> </ul>			
WE. 7	Do you have various engagement initiatives, allowing employees to focus on other areas away from work?		<ul style="list-style-type: none"> <li>• Lunch &amp; learn away from their work area/desk</li> <li>• People forums for idea generation and activity preparation</li> <li>• Recognition for demonstration of Values</li> <li>• Charity initiatives / team events (or something virtually)</li> </ul>			
WE. 8	What other wellbeing activities & support are in place to help employees?		<ul style="list-style-type: none"> <li>• EAP provision</li> <li>• MH first aiders</li> <li>• Regular wellbeing days with external providers</li> <li>• Flexible working</li> <li>• Subsidised wellbeing benefits</li> <li>• Mindfulness &amp; resilience sessions over lunch</li> </ul>			



# Relationships

Relationships at work have been found to be a far greater source of stress than factors such as role ambiguity and workload. This section should cover employee relationships with co-workers and leadership, as well as consider the social support available to employees.

Risk no.	Potential risk	Measures already in place?	Further suggested actions	Person responsible	Date to be completed	Date completed
R. 1	Is there clarity over management reporting lines, i.e., who people should go to for direction, coaching and general guidance?		<ul style="list-style-type: none"> <li>• Ensure reporting lines are outlined</li> <li>• Provide a clear company structure/hierarchy</li> <li>• Ensure managers are properly trained in people mgt practices (coaching, feedback, development etc)</li> <li>• Consider a 'buddy' system for new starters for additional support</li> </ul>			
R. 2	Is there a lack of support or fear about being honest and raising issues?		<ul style="list-style-type: none"> <li>• Encourage positive and constructive conversation at all levels</li> <li>• Create a safe environment for employees to raise issues, such as within a 'people forum'</li> <li>• Investigate all issues and take appropriate action as soon as possible</li> <li>• Make employees aware of support available to them</li> </ul>			
R. 3	Is there any evidence of poor relationships/ongoing grievances between team members?		<ul style="list-style-type: none"> <li>• Discuss problems openly with individuals at an early stage for informal resolution</li> <li>• Check skills of management</li> <li>• Refer to existing company policies such as grievance or complaint procedures</li> <li>• Consider team building or leadership development initiatives if teams are not working well together</li> <li>• Consider an independent facilitator for objectivity</li> </ul>			
R. 4	Is there any evidence of employees feeling bullied, harassed, or excluded?		<ul style="list-style-type: none"> <li>• Write a Bullying &amp; Harassment policy and communicate to all teams</li> <li>• Consider diversity and equality training</li> <li>• If Unionised, ask for feedback regarding what the reps are hearing</li> <li>• Also consider a people forum for providing any other operational feedback</li> </ul>			

# The Individual

The profile and characteristics of your employees may make them more susceptible to ill mental health. Whilst you cannot change this, you can be aware of potential risk factors and mitigate the effects where possible.

Risk no.	Potential risk	Measures already in place?	Further suggested actions	Person responsible	Date to be completed	Date completed
TI. 1	Amongst males, is there a high percentage of your workforce aged 40-50, which puts them at higher risk of suicide?		<ul style="list-style-type: none"> <li>• Offer stress management training to all managers</li> <li>• Ensure employees know where to seek help should they need it</li> <li>• Train line managers how to have conversations about mental health</li> <li>• Take part in mental health awareness campaigns</li> </ul>			
TI.2	Do you have many new parents, who have recently been on Mat/Pat/Adoption leave?		<ul style="list-style-type: none"> <li>• Ensure Mat/Pat/Adoption guidance is clear and user friendly</li> <li>• Ensure individuals are welcomed back to work via a mini-induction</li> <li>• Consider groups like 'the parent diaries' for new parents to share concerns and propose changes</li> <li>• Ensure anyone returning is given flexibility around caring for their new baby/child</li> <li>• Look out for any signs of post-natal depression which may require a more bespoke risk assessment &amp; support from Occupational Health</li> </ul>			
TI. 3	Do you have a high percentage of female employees over the age of 45, meaning they are more likely to be experiencing the menopause?		<ul style="list-style-type: none"> <li>• Run workshops on menopause to raise awareness amongst workers and managers</li> <li>• Ensure the temperature and ventilation of the work environment are suitable</li> <li>• Make reasonable adjustments for employees with symptoms</li> </ul>			
TI. 4	Do you have a high rate of absenteeism due to stress? (work or home related)		<ul style="list-style-type: none"> <li>• Offer stress management training to all managers</li> <li>• Carry out a stress risk assessment for targeting the stressors and supporting via action planning</li> <li>• Provide break-out spaces throughout the office so that employees can relax when in stressful situations</li> </ul>			
TI. 5	Do you employee many graduates aged 21-26, where this is their first full-time employment?		<ul style="list-style-type: none"> <li>• Create a structured programme to support the transition into the workplace</li> <li>• Offer a mentoring scheme</li> <li>• Hold weekly 1:1s to check on wellbeing, progress and provide feedback.</li> </ul>			

# Other

Please use this section for any other risks identified, that do not fit within the five previous categories.

Risk no.	Potential risk	Measures already in place?	Further suggested actions	Person responsible	Date to be completed	Date completed

## Declaration

Signature

Date