



Glasgow City Council

Chief Executive Department, Corporate Human Resources

**Health
&
Safety
Group**

STRESS BENCHMARKING TOOL/RISK ASSESSMENT

SUBJECT AREA OF ASSESSMENT
(JOB TITLE/LOCATION OR OTHER SUBJECT AREA)

George Street / Bell street

DEPARTMENT

FINANCIAL SERVICES

SECTION

BENEFITS

PART 1. LIST OF SUBJECTS

Subject Ref No.	List of Subjects (potential hazards)
1	Demand
2	Control
3	Support
4	Relationships
5	Role
6	Change

To assist in prioritising action the **top 3 stressors** identified in the stress questionnaire are;
Relationships
Role
Change

PART 2. RECORD OF BENCHMARKS

Ref No.	STANDARD/ State to be achieved	Description of current systems	Focus group outcome	Further action required	By whom and target date	Date completed
1.	DEMAND					
DS1	The organisation provides employees with adequate and achievable demands in relation to agreed hours of work.	Yearly Service Plan Briefings Glasgow Cares initiative Regular programmed staff meetings	<ul style="list-style-type: none"> • Demands are unrealistic due to sheer volume of work generated • The target time of 10 minutes for each client is unrealistic • Management do not take effective action to ensure that the workload is shared equally amongst all staff. • There is a perception that there is never any positive feedback only negative. • There is a perception that there is an imbalance in the workloads of different sections with private landlords having to do much more than others. 	<ul style="list-style-type: none"> • Review allocation of work generated at counter and via telephone. Group set up proposal by Feb 2008 • Will integrate PL/HA teams. In the meantime HAs taking PL work whenever they can. • Vacancies in the process of being filled • All teams to have 4 weekly meetings with agenda and minutes. Where appropriate positive feedback and compliments circulated to all staff 	DM/GL DM/GL/TLs	Feb 08 Jan 08
DS2	Employee's skills and abilities are matched to job demands.	Exit Questionnaires issued to all leavers to gain feedback.	<ul style="list-style-type: none"> • There is a perception of high staff turnover leading to a lack of experience 	<ul style="list-style-type: none"> • Exit questionnaires not being returned to CHR. We will give them to all staff who move on and monitor responses 	DM/GL	Jan 08

	DEMAND contd.					
DS3	Jobs are designed to be within the capabilities of employees.	<p>The new induction course includes two days training on Academy. (7 days in total)</p> <p>PDP process</p> <p>On the job coaching of GS3's to gain experience.</p>	<ul style="list-style-type: none"> • There is a perception that training for using the Academy system is inadequate • Training afternoons are of little use as the time is mostly spent dealing with the backlog of work • AP1's take calls and then pass on the work to GS3's when they should be dealing with the call themselves • In private landlords AP1's and GS3's are effectively doing the same work. 	<ul style="list-style-type: none"> • System has been in for over a year. Refresher training for system champions • Review training undertaken over last 6 months and report • PDP process roll out should make development activities more apparent 	DM/GL/BSOs	Mar 08
DS4	Employee's concerns about their work environment are addressed.	<p>Meetings with Cleaning Supervisors to discuss quality of Service</p> <p>Complaints process through supervisors</p> <p>Quarterly office inspection reports discussed at health and safety committee meeting</p> <p>DSE assessment process</p>	<ul style="list-style-type: none"> • The quality of office cleaning is poor – dirty surfaces etc. • There were many complaints with regard to the male and female toilets • Counter staff have to complete their work in small unventilated booths as there is no workstation for them • Workstation equipment is in poor condition • There is a reluctance to complain as there is an atmosphere of “don't make waves” 	<ul style="list-style-type: none"> • Advise staff to report any concerns and arrange monthly meeting with cleaning supervisor • Awaiting results of air tests, then get technical assessment of ventilation • Set up suggestion/complaints box and a monthly staff forum • Complaints hierarchy to be reiterated and directed to the attention of all staff 	AMC	Nov 07
					AMC/Admin section	Jan 08
					AMC	Jan 08
					AMC	Nov 07

2.	CONTROL					
CoS 1	Where possible employee's have control over their pace of work.	Individual trays monitored by team leaders	<ul style="list-style-type: none"> • In PL in particular the work is demand led – determined by the number of telephone calls or visitors to the counter. PI staff commented that the pace of work is relentless • PL staff find themselves with only 2.5 hours in the week in which to complete all work generated by counter and telephone work. 	<ul style="list-style-type: none"> • Review allocation of work generated at counter and via telephone. Group set up proposal by Feb 2008 • Will integrate PL/HA teams. In the meantime HAs taking PL work whenever they can. • Vacancies in the process of being filled • All teams to have 4 weekly meetings with agenda and minutes. Where appropriate positive feedback and compliments circulated to all staff 	DM/GL DM/GL DM/GL DM/GL/TLs	Feb 08 IN PLACE IN PLACE Jan 08
CoS 2	Employees are encouraged to use their skills and initiative to do their work.		<ul style="list-style-type: none"> • Staff overwhelming felt that they were given no encouragement. • Suggestion for improvements were not taken seriously. • Staff felt that no time would be allocated to trial new methods. 	<ul style="list-style-type: none"> • All teams to have 4 weekly meetings with agenda and minutes. Where appropriate positive feedback and compliments circulated to all staff • Set up suggestion/complaints box and a quarterly staff forum • Complaints hierarchy to be reiterated and directed to the attention of all staff 	DM/GL/TLs AMC AMC	Jan 08 Feb 08 Nov 07

	CONTROL contd.					
CoS 3	Where possible employees are encouraged to develop new skills to help them undertake new and challenging pieces of work.	PDP process Employees Training Board	<ul style="list-style-type: none"> • Very little opportunity for this to happen. When team leaders bring training and development ideas to line management very little notice is taken of them. 	<ul style="list-style-type: none"> • Ensure that the PDP process is given due attention following re-launch 	DM/GL/TLs	Dec 07
CoS 4	The organisation encourages employees to develop their skills.	Half day training per month	<ul style="list-style-type: none"> • Half day training time is seldom used for this purpose. More often than not this time is used for staff in PL to catch up with backlog. • Promised consolidation training for Academy did not happen. • No progress with PDP 	<ul style="list-style-type: none"> • Ensure that the PDP process is given due attention following re-launch • Review training undertaken over last 6 months and report 	DM/GL/TLs AMC/BSOs	Dec 07 Feb 08
CoS 5	Employees have a say over when breaks can be taken.		<ul style="list-style-type: none"> • Most staff are allocated breaks but did not perceive this as a major issue. A certain amount of informal flexibility allows staff to have lunch with colleagues 			
CoS 6	Employees are consulted over their work patterns.	Weekly rota in place with any changes enforced by Service delivery priorities.	<ul style="list-style-type: none"> • Staff do have a weekly rota which allows them a certain level of planning. • This rota is often rendered redundant if they are called to work at the public desk/telephones during busy periods. 	<ul style="list-style-type: none"> • Review allocation of work generated at counter and via telephone. Group set up proposal by Feb 2008 • All teams to have 4 weekly meetings with agenda and minutes. All issues can be discussed at meetings. 	DM/GL DM/GL/TLs	Feb 08 Jan 08

3.	SUPPORT					
SS1	The organisation has policies and procedures to adequately support employees.	Full range of Council HR Policies available EAR	<ul style="list-style-type: none"> • There was a general awareness in the group that policies exist however most people were unclear on how to access the information. • The existence of EAR was discussed to general agreement. 	<ul style="list-style-type: none"> • E-mail the location of the office hard copy of the personnel policies and procedures to all staff. • Discuss the access arrangements to all policies and procedures on Connect as an agenda item at staff meetings. 	AMC AMC	Jan 08 Jan 08
SS2	Systems are in place to enable and encourage managers to support their employees.	Regular programmed staff meetings PDP process	<ul style="list-style-type: none"> • The issue of staff meetings was discussed and it was agreed the system is not working due to cancelled meetings, lack of notice, lack of faith in discussions since management will do what it wants anyway, • Staff feel undermined when supervisors change rules in front of clients after they have explained the system to the client. • There is a lack of privacy when supervisors are dealing with disciplinary matters or return to work interviews. This is embarrassing both for the person and everyone else around. • There was general cynicism about the PDP process 	<ul style="list-style-type: none"> • All teams to have 4 weekly meetings with agenda and minutes • Agenda item to be placed on a scheduled management meeting to remind team leaders to provide appropriate feedback on disputed decisions to the staff member involved and to emphasise the importance of privacy when dealing with personal personnel issues. • Complaints hierarchy to be reiterated and directed to the attention of all staff • E-mail the location of the office hard copy of the personnel policies and procedures to all staff. • Discuss the access arrangements to all policies and procedures on Connect as an agenda item at staff meetings. • Ensure that the PDP process is given due attention following re-launch 	DM/GL/TLs AMC AMC AMC All staff	Jan 08 Oct 07 Jan 08 Jan 08 Dec 07

3.	SUPPORT contd.					
SS3	Systems are in place to enable and encourage employees to support their colleagues.		<ul style="list-style-type: none"> There was general agreement in the group that support from their peers was generally good. 			
SS4	Employees know what support is available and how and when to access it.	Full range of Council HR Policies available EAR	<ul style="list-style-type: none"> As in SS1 there was a general awareness in the group that policies exist however most people were unclear on how to access the information. 	<ul style="list-style-type: none"> E-mail the location of the office hard copy of the personnel policies and procedures to all staff. Discuss the access arrangements to all policies and procedures on Connect as an agenda item at staff meetings. 	AMC AMC	Jan 08 Jan 08
SS5	Employees know how to access the required resources to do their job.		<ul style="list-style-type: none"> There is a lack of competent help from the support desk – they are told to just read the manual There was no consolidation training for academy There is no feedback on how problems are resolved making it difficult to learn. The training afternoons were of little use as they are used to catch up on work 	<ul style="list-style-type: none"> Discuss the support desk help access arrangements as an agenda item at staff meetings - Chain is team leader, BSOs, SAT team, Capita Ensure that the PDP process is given due attention following re-launch Review training undertaken over last 6 months and report 	TLs ALL STAFF AMC/BSOs	Jan 08 Dec 07 Feb 08
SS6	Employees receive regular constructive feedback.	Regular programmed staff meetings	<ul style="list-style-type: none"> General discussions in the group indicated that positive feedback was rare and that negative feedback was far more readily given. Any complaints that come in go right up the management structure but any compliments are just passed on to you. 	<ul style="list-style-type: none"> All teams to have 4 weekly meetings with agenda and minutes. Where appropriate positive feedback and compliments circulated to all staff 	DM/GL/TLs	Jan 08

4.	RELATIONSHIPS					
ReS1	The organisation promotes positive behaviours at work to avoid conflict and ensure fairness.	Full range of Council HR Policies available	<ul style="list-style-type: none"> • General feeling that 'if your face fits' you'll do ok. • No credit is given to staff if they have a good idea that is later adopted. • Feeling that interviews were largely a cosmetic exercise as most vacancies were 'done deals' before the interview. • Absence management was responsible for a culture of fear. Staff are not believed when they report sick. 	<ul style="list-style-type: none"> • All recruitment in line with Council Procedures. Feedback given to unsuccessful candidates • Absence management conducted in line with Policy and Procedures. All absence is considered genuine. • E-mail the location of the office hard copy of the personnel policies and procedures to all staff. • Discuss the access arrangements to all policies and procedures on Connect as an agenda item at staff meetings. 	AMC AMC	Jan 08 Jan 08
ReS2	Employees share information relevant to their work.	Hot-desking has been discontinued	<ul style="list-style-type: none"> • Informal social relationships away from work are fairly good. • Little opportunity during the day for staff (PL) to exchange work info. • 280 George St. staff feel that they are scared to be seen to be interacting in a social way during the day. 'Laughter is discouraged.' • Relationships between staff in PL become very strained as a result of hot desking. People become very territorial. 	<ul style="list-style-type: none"> • All teams to have 4 weekly meetings with agenda and minutes. Participation to be encouraged at all staff meetings • Sufficient allocated workstations provided for all staff 	DM/GL/TLs DM DM	Jan 08 Sept 07 Sept 07

	RELATIONSHIPS contd.					
ReS3	The organisation has agreed policies and procedures to or prevent or resolve unacceptable behaviour.	Bullying and Harassment procedures HR Policies available on Connect	<ul style="list-style-type: none"> While staff are aware that policies do exist, some are unaware of how to access these. Access to the policies is on request. 	<ul style="list-style-type: none"> E-mail the location of the office hard copy of the personnel policies and procedures to all staff. Discuss the access arrangements to all policies and procedures on Connect as an agenda item at staff meetings. 	AMC AMC	Sept 07 Jan 08
ReS4	Systems are in place to enable and encourage managers to deal with unacceptable behaviour.	Full range of Council HR procedures available	<ul style="list-style-type: none"> The perception is that managers are not sufficiently trained or informed. Although systems do exist they are often perceived to be applied in an ad hoc way. Managers are seen as unsupportive on issues relating to aggressive clients. 'You should be able to take that. You're on £18,000 a year now. You wouldn't get that in the bank if you worked there.' Managers handling of disciplinary issues is perceived to be poor. Not unusual for staff to be chastised in a room full of their peers. Job share staff were generally thought to be treated worse than other groups. 	<ul style="list-style-type: none"> Places on first line management programme requested for all managers and supervisors who have not yet completed the programme. All teams to have 4 weekly meetings with agenda and minutes Agenda item to be placed on a scheduled management meeting to remind team leaders to provide appropriate feedback on disputed decisions to the staff member involved and to emphasise the importance of privacy when dealing with personal personnel issues. Complaints hierarchy to be reiterated and directed to the attention of all staff E-mail the location of the office hard copy of the personnel policies and procedures to all staff. Discuss the access arrangements to all policies and procedures on Connect as an agenda item at staff meetings. 	DM/CL/TLs AMC AMC	Feb 08 Jan 08 Jan 08

	RELATIONSHIPS contd.					
ReS5	Systems are in place to enable and encourage employees to report unacceptable behaviour.	Council Incident Report Form available Financial Services Incident reporting Procedures on Connect	<ul style="list-style-type: none"> Staff are not encouraged to report formally any incidence of violent or aggressive behaviour by clients. Perception is that they are expected to put up with a level of aggression. Many staff unaware of the incident reporting process. 	<ul style="list-style-type: none"> E-mail the location of the office hard copy of the personnel policies and procedures to all staff. Discuss the importance of reporting all incidents and the access arrangements to all policies and procedures on Connect as an agenda item at staff meetings. 	AMC AMC	Jan 08 Jan 08
5.	ROLE					
RoS1	The organisation ensures that, as far as possible, the different requirements it places upon employees are compatible.	Regular programmed staff meetings	<ul style="list-style-type: none"> Different supervisors change work rotas, breaks and work patterns without taking into account previous agreements. 	<ul style="list-style-type: none"> Review allocation of work generated at counter and via telephone. Group set up proposal by Jan 2008 All teams to have 4 weekly meetings with agenda and minutes. All issues can be discussed at meetings. 	DM/GL DM/GL/TLs	Feb 08 Jan 08
RoS2	The organisation provides information to enable employees to understand their role and responsibilities.	Yearly Service Plan Briefings Glasgow Cares initiative Regular programmed staff meetings	<ul style="list-style-type: none"> Supervisors do not seem to co-ordinate or plan feedback to staff. Different information is given out by each supervisor "Hotdesking" was brought up as an issue. It was imposed without discussion and told it would be short term but seems to continuing indefinitely. 	<ul style="list-style-type: none"> All teams to have 4 weekly meetings with agenda and minutes. All issues can be discussed at meetings. Sufficient allocated workstations provided for all staff 	DM/GL/TLs DM	Feb 08 Sept 07

	ROLE contd.					
RoS3	The organisation ensures that, as far as possible, the requirements it places upon employees are clear.	Yearly Service Plan Briefings Glasgow Cares initiative Regular programmed staff meetings	<ul style="list-style-type: none"> • There were a number of issues raised regarding staff meetings. They were not organised, held at awkward times, different information given to different groups, cancelled at short notice, no agenda. • You are bombarded with e-mails with a lot of contradiction in the instructions given from different managers and supervisors • Job descriptions do not bear any relationship to the tasks undertaken • The inadequacy of training was raised as a theme leading to feelings of inadequacy for the staff when they struggle to explain issues to clients that the staff do not understand themselves • Some participants stated that there was a lack of clarity about supervision 	<ul style="list-style-type: none"> • All teams to have 4 weekly meetings with agenda and minutes. • WPBR process • Review allocation of work generated at counter and via telephone. Group set up proposal by Jan 2008 • Ensure that the PDP process is given due attention following re-launch • Review training undertaken over last 6 months and report • Academy refresher training arranged 	DM/GL/TLs DM/GL DM/GL/TLs AMC/BSOs DM/GL/BSOs	Jan 08 Feb 08 Dec 07 Feb 08 Mar 08

	ROLE contd.					
RoS4	Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities.	Regular programmed staff meetings	<ul style="list-style-type: none"> • Some group members stated that there does not appear to be any route for passing complaints to management. • The lack of Union representation was brought up • It was the feeling of the group that an inappropriate level of control is exercised by supervisors. It was commented that we are not allowed to speak or laugh. • Work is allocated by supervisors with no scope for initiative. You have to wait until the work is allocated. • It was a general feeling of the group that supervisors do not trust the employees and that they are entitled to more respect. • There is very little information about the changes in the Service that are coming and there is no opportunity to question or seek answers. 	<ul style="list-style-type: none"> • E-mail the location of the office hard copy of the personnel policies and procedures to all staff. • Discuss the access arrangements to all policies and procedures on Connect as an agenda item at staff meetings • Set up suggestion/complaints box and a monthly staff forum • Complaints hierarchy to be reiterated and directed to the attention of all staff • Team leaders, open door policy with Pos and ACBO. • Unison Steward in place • Most team leaders have been on first line management and that will continue if places and finance are available. 2 pl assessment officer recently appointed to temp team leader post via a recruitment process • Service plan briefings, team meetings and recent training sessions on PM10 and LHA 	AMC	Jan 08
					AMC	Jan 08
					AMC	Feb 08

6.	CHANGE					
ChS1	The organisation provides employees with timely information to enable them to understand.	Regular programmed staff meetings	<ul style="list-style-type: none"> Most significant change reported was the introduction of Academy. General feeling was that the replacement of the previous system was necessary. However, the training provided was heavily criticised. 	<ul style="list-style-type: none"> Academy refresher training arranged 	DM/CL/BSOs	Mar 08
ChS2	The organisation provides information to enable employees to understand their role and responsibilities	Regular programmed staff meetings PDP process	<ul style="list-style-type: none"> PDP process has not progressed. 	<ul style="list-style-type: none"> Ensure that the PDP process is given due attention following re-launch 	DM/CL/TLs	Dec 07
ChS3	Employees are aware of the probable impact of any changes to their jobs.	Regular programmed staff meetings	<ul style="list-style-type: none"> Hot desking (PL) was not fully explained before being implemented. Originally staff were told this was to be a short-term (8 weeks) initiative. This has now become the accepted practice and is universally unpopular and seen to be grossly inefficient. 	<ul style="list-style-type: none"> All teams to have 4 weekly meetings with agenda and minutes. 	DM/CL/TLs	Jan 08
ChS4	Employees are aware of timetables for changes.		<ul style="list-style-type: none"> With the exception of hot desking in PL timetables were fairly clear. 			

6.	CHANGE contd.					
ChS5	Employees have access to relevant support during changes.		<ul style="list-style-type: none"> • Training on Academy is felt to be inadequate. Training took place well in advance of Academy being up and running. This resulted in staff forgetting most of what they had learned. Very simple examples used during training. Floorwalkers of little help. • Promised consolidation training has not materialised. • PL staff reported that supervisors were felt to be unapproachable and as a result they turned to their peers for support. 	<ul style="list-style-type: none"> • Discuss the access arrangements to all policies and procedures on Connect as an agenda item at staff meetings • Set up suggestion/complaints box and a monthly staff forum • Complaints hierarchy to be reiterated and directed to the attention of all staff • Team leaders, open door policy with Pos and ACBO. • Unison Steward in place • Service plan briefings, team meetings and recent training sessions on PM10 and LHA • Academy refresher training arranged • Ensure that the PDP process is given due attention following re-launch 	<p>AMC</p> <p>AMC</p> <p>DM/GL/BSOs</p> <p>DM/CL/TLs</p>	<p>Jan 08</p> <p>Jan 08</p> <p>Mar 08</p> <p>Dec 07</p>

Signed: (Risk Assessor on behalf of working group)

Title:

Date:

Signed: (Authorising Manager)

Title:

Signed: (Service Senior Officer with overall Responsibility for H & S)

Title:

DATE OF NEXT REVIEW - ??? 2008