

The Healthy Working Lives (HWL) team has produced the following toolkit to help you plan for staff returning to the workplace. Following this guidance can help the process go as smoothly as possible, tackle any issues that may hinder the process and, importantly, make your staff feel safe, valued and listened to. The following guidance is just a suggestion – you can adapt each stage to fit your business as necessary.

In this toolkit, we've included the following guidance:

- a detailed description of the six key actions to help you plan for staff returning to work
- a flow diagram showing the key actions
- an example cover letter/email to send out to your employees
- an example staff questionnaire to send out with the letter/email above
- a sample COVID-19 return to work form
 - a list of definitions to help you complete the COVID-19 return to work form
 - an example of a completed COVID-19 return to work form when assessing an employee who has been furloughed
 - an example of a completed COVID-19 return to work form when assessing an employee who has been off on sickness absence before the COVID-19 pandemic
- a blank individual stress risk assessment form.

You can find blank Word templates of the staff questionnaire and COVID-19 return to work form on the [HWL website](#).

There are six key actions that can help you to manage a full or phased reopening of your organisation post lockdown.

Risk assessments

Existing risk assessments will need to be reviewed after lockdown to identify any jobs that may need redesigned or if additional controls or procedures need to be put in place. The findings of your staff questionnaire can inform this work and act as a check that key issues have been identified and controls are put in place. For more information about this, go to the [HWL risk assessment for COVID-19](#) guide.

Returning to work questionnaire

As many businesses have been closed or have had staff working at home in recent months, your staff may have new issues that you need to address. To ensure a smoother return, sending a simple questionnaire to staff can highlight if they have any issues (e.g. childcare responsibilities) or concerns they might have about returning to work. This will let your staff know that you value their welfare. The answers to the questionnaire may impact the extent to which your workforce can return at this time, which is an important issue affecting the productivity of your business.

Making preparations

Once you've reviewed the existing risk assessments and answers to the staff questionnaires, any structural changes, new work procedures and additional cleaning processes can now be put in place. You may need to order products earlier than usual, as there might be delivery delays, and you should have reliable supply routes for any cleaning materials, protective clothing, etc. that will be essential as part of your day-to-day work from now on. This is also the time to review your policies, as these might need updated to help managers

respond to issues/concerns to support staff fairly (e.g. how working hours and shift arrangements are dealt with).

□ **Return to work conversations**

Now that you have agreed changes in work, additional safety controls and procedures, managers can begin to have more detailed return to work conversations with their staff. You can use the COVID-19 return to work form to guide this conversation. The decisions and plans made following risk assessments should help to alleviate most fears but some staff may have concerns or worries that need additional, targeted support to allow them to contribute.

Some staff experiencing additional emotional concerns may need further support to return to work. There might have been a number of changes in their lives over the last few months, but, with careful support, they can also return to the workplace and benefit from a little more normality. In these cases, a follow-up conversation looking at how the organisation can help support them and by signposting them to additional external support can make a significant impact on their ability to return to work in a shorter time. You can use the following resources to support your conversations:

- HWL's individual stress risk assessment
- [MIND's wellness action plans guides for managers and employees](#)
- [NES's learning module and animations](#). This is available to everyone who sets up an account.

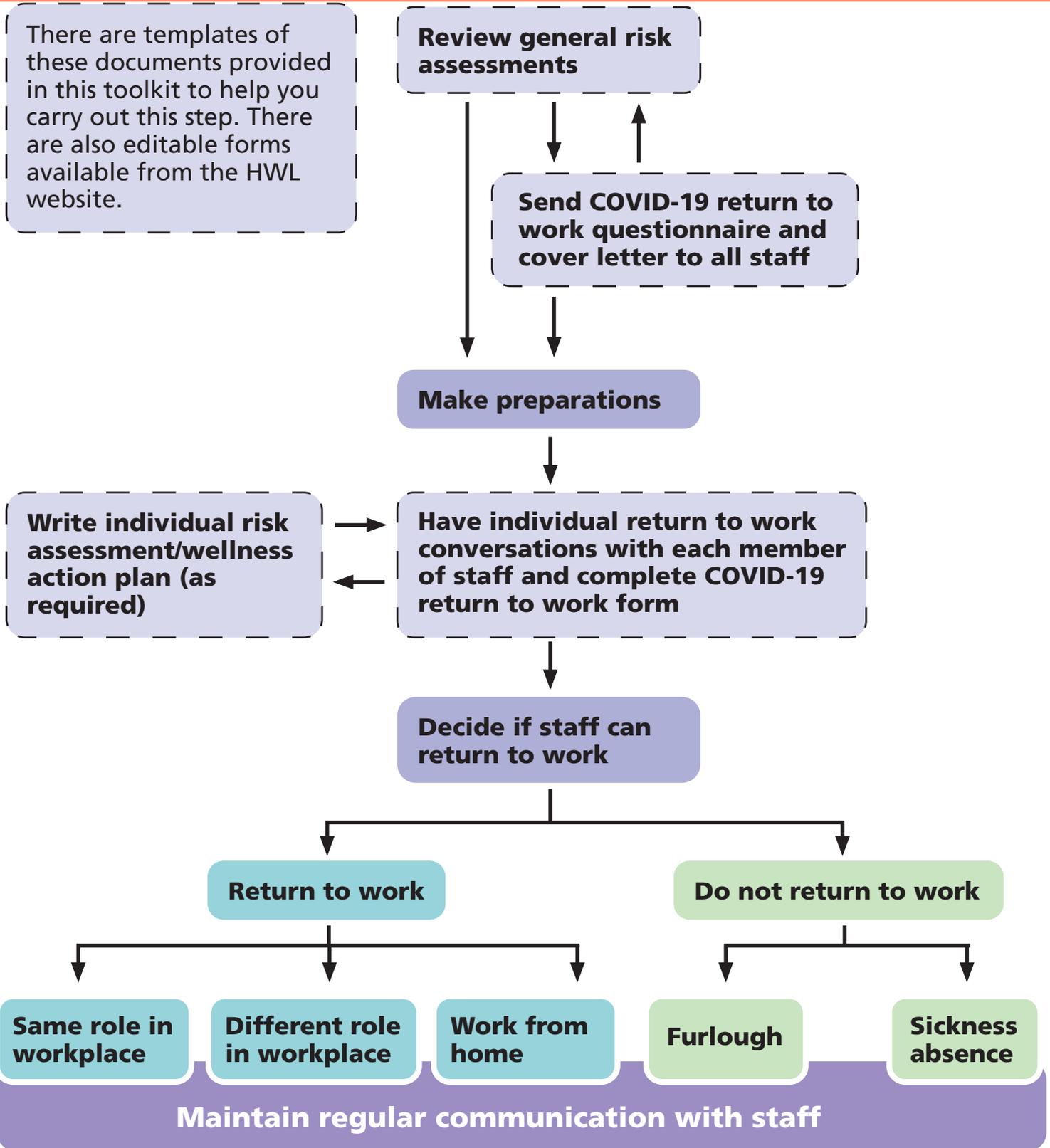
□ **Beginning to return**

You will now have enough information to decide which individuals/groups you can manage to bring back to the workplace, who may require a change to their contracts and those who need to continue to work from home. For those individuals returning to the workplace, you must ensure they are fully briefed.

This conversation should be guided by your COVID-19 risk assessment safe working procedures.

Review/check to inform risk assessment review

After all the planning and implementation, it is important to have regular conversations with staff to make sure they are adapting to the new ways of working and to check if they have any issues that need to be monitored or addressed.



Dear **Employee name**

We hope this finds you safe and well, and would like to thank you for your patience and understanding during this difficult time.

As you may know, the Scottish Government and the Chief Medical Officer have advised that we can now start the process of returning to work/workplaces.

Organisation name would like to reassure you that we are putting measures in place to protect our employees as they do this.

We are currently reviewing our risk assessment in light of COVID-19 workplace safety measures. We would like your help with this to make sure we know of any additional support you may need on your return to work.

Please can you complete the enclosed questionnaire and return by post, or email, to **name/address/email address** by **date**.

Once we have reviewed your questionnaire, we will arrange a meeting to discuss, in more detail, what your return to work might be like. We will contact you again to arrange this.

After we have spoken to all employees about their return to work, we will be able to organise any support that is needed. We will also give you a confirmed date and time for your return and pattern of work.

If you have any questions, please do not hesitate to contact **name** on **contact details**.

Kind regards

Name and job title

To help us make a plan for you to safely return to work/your workplace, we would like you to answer the following six questions. Your answers will only be viewed by your manager/HR to support a one-to-one return to work interview if needed. In addition, the data gathered will be used anonymously to address common themes and plan how best the company can support our staff.

Question 1: Is there anything concerning you about your return to the workplace?

- Commute
- Workspace
- Hygiene in workplace
- Access to welfare facilities (e.g. toilets, canteens, staffrooms)
- Other

Comments:

Question 2: How would you travel to the workplace?

- Public transport
- Own vehicle
- Active commute, e.g. walk, run, cycle

Comments:

Question 3: Do you have any new workplace needs?

- Equipment
- Personal emergency evacuation plan
- Other

Comments:

Question 4: Do you have any additional caring responsibilities as a result of COVID-19?

- Parental/guardian for children
- Caring for other relatives
- Other

Comments:

Question 5: At this difficult time, do you feel you need advice/support for any of the following?

Mental health support – stress/anxiety*

Grief/loss

Sleep

Financial advice

Addictions

Other

Comments:

* Please note: If you are experiencing any issues related to your mental health and wellbeing, these organisations are able to provide support:

- **Breathing Space:** Call 0800 83 85 87 (open Monday–Thursday 6 pm to 2 am; Friday 6 pm–Monday 6 am) or visit <https://breathingspace.scot>
- **Samaritans:** Call 116 123 (open 24/7) or visit www.samaritans.org

Question 6: Do you have any other concerns you would like to highlight that have not been covered?

Comments:

After you have reviewed the completed staff questionnaires and have had a one-to-one discussion, you should complete a return to work form for each member of staff to record key details. There is a sample form below but you can download an editable Word version of this form on the [HWL website](#).

To help you to complete this, we have provided definitions for various terms used throughout the form. We have also provided two completed examples: one for a member of staff who has been furloughed and another for a member of staff who was off work on sickness absence before the COVID-19 pandemic.

This template will help employers manage the process for returning staff to work during the COVID-19 pandemic. It will also help to identify individuals who will need additional support to enable an effective return to work.

Employee details

Details	
Employee's name	
Job title	
Manager's name	
Date of meeting	

Description of employee's main duties, including shift patterns

Detail the employee's contracted primary duties and working patterns and any changes during the pandemic

Employee's status during COVID-19

Many employees would find themselves in different situations at different stages of lockdown, and the 'restart' and transition period. Use this section to identify the employee's current status.

Status	Notes
Furloughed	
Shielding (extremely high risk)	
Defined as vulnerable under guidance from Scottish Government	
Absent for health reason other than COVID-19	
At work with restrictions classed as higher risk	
Working with flexibility	

Processes discussed

Paperwork used to identify risk and any specific needs of the individual to return to work.

Process	Yes/no	Comments
COVID-19 return to work questionnaire		
COVID-19 risk assessment 'Working safely'		
Individual stress risk assessment/ wellness action plan		

Requirements for return to work

Identify and record generic protective measures required, COVID-19-specific control measures and any specific individual support.

Requirement	Yes/no	Comment
Completely segregated/separated		
Physical distancing		
Additional personal protective equipment (PPE) for COVID-19		
Amended duties/changes to job role		
Combination of working from home/in workplace		
Working from home		
Phased return to work		
Staggered start time		
Staggered finish time		

Sign off

Date completed	
Individual signature	
Manager signature	

Review meeting

It is recommended that an initial review is carried out within 2 weeks of returning to the workplace or where Scottish Government guidance is updated.

Record any additional measure of support that may have already been implemented and any additional support that may benefit your employee that can be offered.

Details of review meeting

Record any additional measures and support implemented, and any additional support that they may benefit from/if they can be offered changes from their original plan

Date completed	
Individual signature	
Manager signature	

Definitions

Employee's status during COVID-19

Furloughed: This is where all or some of your staff have been placed on temporary leave during the COVID-19 pandemic. See the [furlough advice](#) on the Find Business Support website, and [furlough and Coronavirus Job Retention Scheme](#) information on the Acas website.

Shielding (extremely high risk): 'Shielding' is a means to protect extremely vulnerable people from coming into contact with coronavirus, by minimising all interaction between them and others.

Those who are extremely vulnerable should:

- not leave their homes
- minimise all non-essential contact with other members of their household.

Your employee should follow this until the Scottish Government/Chief Medical Officer informs us otherwise. It is therefore important to ensure individuals in this category continue to work from home where possible.

Some individuals will be classed as 'clinically extremely vulnerable', e.g. solid organ transplant recipients, immunocompromised, have specific cancers or severe respiratory conditions. If your employee is in this group then they should have received a specific shielding letter advising them they are in this group or will have been told by their GP. These people have been advised to follow 'shielding' in line with the Scottish Government recommended timeframe. See the [Scottish Government](#) and [NHS inform](#) websites for more information about shielding.

For those in the shielding category, it is important that you seek clinical advice from the individual's GP or from an occupational health specialist before returning the individual to work.

Defined as vulnerable under guidance from Scottish Government: Some employees who are not shielding but are still classed as vulnerable, e.g. pregnant employees, older people, those in the Black and Minority Ethnic (BAME) groups or those with certain health conditions such as asthma or diabetes, will need special consideration.

If you manage a person living with a specific health condition who is worried about how COVID-19 might affect their health, the Scottish Government has issued tailored guidance. They give guidance on the following conditions: ophthalmic conditions, cancer, chronic kidney disease, chronic liver disease, chronic pain, diabetes, heart disease, inflammatory bowel disease, neurological conditions, rare diseases, respiratory conditions and rheumatic conditions. See the [Scottish Government](#) and [NHS inform](#) websites for more information.

Absent for health reason other than COVID-19: Any employee who is absent from work with a non-COVID-related health condition. You should follow your normal attendance management process for this. See the HWL [illness and absence section](#) for more information.

At work with restrictions classed as higher risk: This will cover any staff who are not shielding but still are classed as vulnerable, e.g. pregnant employees, older workers, those in the BAME groups or those with certain health conditions such as asthma or diabetes. See Scottish Government website for [COVID-19 advice for people with specific medical conditions](#).

Processes

COVID-19 return to work questionnaire: This is the initial questionnaire sent to all employees to ask what concerns and anxieties they may have about returning to work. This ensures you are aware of these concerns and can check if there is an organisation-wide or individual solution.

COVID-19 risk assessment ‘Working safely’: You should be reviewing all your risk assessments in light of COVID-19. You might find you have specific industry guidance to help influence this. Reviewing your guidance will highlight if there are any changes you can make to allow your staff to socially distance, e.g. if you deal with members of the public can you put up a clear acrylic screen to protect them?

Individual stress risk assessment/wellness action plan: This is a specific risk assessment looking at the key areas within the work environment which can cause stress. It can help you identify the risks and decide what changes you may need to make to protect and support your employee. See the [HWL website](#) for more information on managing stress at work.

Wellness action plan: Starting a conversation about mental health does not have to be difficult. Wellness action plans (WAPs) are practical tools to support individuals with managing their own mental health at work and, if shared, can help managers understand what support is required. You can use these [free tools](#) produced by Mind.org.

Requirements for returning to work

Completely segregated/separated: Thinking of the job role and the logistics within the work environment, are you able to separate staff from each other or from members of the public or others who visit the premises? This might mean you need to put in clear acrylic screens to separate your staff from members of the public or each other. See the [HWL risk assessment guidance](#) for more information.

Physical distancing: Can you allow for social distancing of 2 metres per member of staff? This might mean you have to change the entrances to and exits from the building, implement a one-way system, and look at how many people can be in a certain area (e.g. the canteen) at any one time. This list is not exhaustive and you can find more information on the [Scottish Government](#) and [NHS inform](#) websites.

Additional personal protective equipment (PPE) for COVID-19: When considering what PPE is needed you need to consider the job role and the risk assessment. It is also important that all staff using PPE know how to use it properly and remove it safely. They should also know how to store it correctly and how to request replacements. See Health and Safety Executive for [general PPE guidance](#) and for [guidance on face masks](#). Also, you can go to the [breathing section](#) of the HWL website to learn more about respiratory protection and our respiratory protective equipment selector.

Combination of working from home/in workplace: It might be useful to reduce working from home and gradually increase being in the workplace over a period of time. This can work as a stand-alone measure or can be as part of a suite of measures to help get your employees back to work.

Working from home: Working from home is still recommended where it is possible to do so. However, it is important that you review the Scottish Government Route Map out of Lockdown to understand the stages.

Employees may need extra support to adjust to home working. It is important to think about individual employee needs by considering the following. Employees have a responsibility to look after themselves while home working. They should keep in regular contact with their manager to communicate their needs and working arrangements. Employees should factor in breaks away from their workspace and ensure that they are taking movement breaks throughout the day. They should also make sure they are allowing time to rest, eat and drink.

Encourage your employees to work their set hours that have been agreed and spend time doing things that they enjoy. This will promote a healthy work–life balance. They can visit [Clear Your Head](#) for ideas about how they can keep moving, create a routine, find things they enjoy and keep connected with friends and family.

Maintaining communication is key to make sure those who are unable to return can keep in touch with managers and colleagues for business continuity and for the benefits of social interaction.

Ensuring safe working practice: This is important to ensure the provision of equipment and the correct advice and support in relation to display screen equipment (DSE). Those with pre-existing health conditions, such as those linked with muscle bones and joints, otherwise known as musculoskeletal, should be given special consideration. See the [Health and Safety Executive website](#) for more information.

Mental health and wellbeing: It is important that we all recognise how COVID-19 restrictions may have affected our mental health and ensure that we are taking care of ourselves and our colleagues. If you manage people, you might be worried about how you can fully support your team. See the [HWL website](#) for more information about mental health.

Financial worries: Employees may be worried about their finances during this time. The [Money Advice Service](#) can give information to help with finances, rights to sick pay and changes to claiming benefits. [Citizens Advice Scotland](#) also provides similar support.

Caring responsibilities: If employees have a caring role while working during the COVID-19 pandemic, they should let you know. You may need to be able to agree a more flexible home working arrangement, such as working different hours, and adjusting targets and deadlines. [Parent Club](#) has a coronavirus section containing lots of information to help parents cope during this time.

Phased return to work: There is no prescriptive way to carry out a phased return to work – what works for one might not work for others. Consider what your workplace can accommodate and what would benefit your workforce. Some people might benefit from working mornings or evening, or in the middle of the day. This might help you plan who is in the workplace at any given time and allows you to plan working patterns for everyone.

Staggered start/finish time: Having staff members start at varying times over the course of their shift allows you to better manage the staff entering and leaving the

premises. It also allows you to manage the number of staff within the premises at any given time, allowing you to comply more easily with social distancing.

You might decide to implement shift patterns or staggered start and finish times as a stand-alone measure or as part of a suite of measures to protect your staff when they return to work. See the [HWL website 'hours' section](#) for more information.

COVID-19 return to work form: Furlough example



This template will help employers manage the process for returning staff to work during the COVID-19 pandemic. It will also help to identify individuals who will need additional support to enable an effective return to work.

Employee details

Details	
Employee's name	A Baxter
Job title	Warehouse Operative
Manager's name	J Macdonald
Date of meeting	18/05/2020

Description of employee's main duties, including shift patterns

Detail the employee's contracted primary duties and working patterns and any changes during the pandemic, e.g.

Main duties: Forklift truck and use of palletiser, some manual handling. Use of computer and scanning gun

Shift work: Day/back shift

Employee's status during COVID-19

Many employees would find themselves in different situations at different stages of lockdown, and the 'restart' and transition period. Use this section to identify the employee's current status.

Status	Notes
Furloughed	No work activity with employer since 23/03/2020. However, volunteered through Ready Scotland
Shielding (extremely high risk)	No
Defined as vulnerable under guidance from Scottish Government	No
Absent for health reason other than COVID-19	No
At work with restrictions classed as higher risk	No
Working with flexibility	No

Processes discussed

Paperwork used to identify risk and any specific needs of the individual to return to work.

Process	Yes/no	Comments
COVID-19 return to work questionnaire	Yes	No concerns noted
COVID risk assessment 'Working safely'	Yes	Happy with details
Individual stress risk assessment /wellness action plan	No	No issues at this time

Requirements for return to work

Identify and record generic protective measures required, COVID-19-specific control measures and any specific individual support.

Requirement	Yes/no	Comment
Completely segregated/separated	No	Not appropriate
Physical distancing	Yes	Follow Scottish Government guidance
Additional personal protective equipment (PPE) for COVID-19	Yes	PPE required for job role: High-visibility vest, safety footwear and hearing protection Additional: Face covering and disposable gloves
Amended duties/changes to job role	Yes	Restriction to packing and dispatch area
Combination of working from home/in workplace	No	
Working from home	No	
Phased return to work	No	
Staggered start time	Yes	Team A – define start and finish times to stagger staff flow
Staggered finish time	Yes	Team A – define start and finish times to stagger staff flow

Sign off

Date completed	
Individual signature	
Manager signature	

Review meeting

It is recommended that an initial review is carried out within 2 weeks of returning to the workplace or where Scottish Government guidance is updated.

Record any additional measure of support that may have already been implemented and any additional support that may benefit your employee that can be offered.

Details of review meeting

Record any additional measures and support implemented, and any additional support that they may benefit from/if they can be offered changes from their original plan, e.g.

Need to amend start and finish times to stagger staff flow better

Date completed	
Individual signature	
Manager signature	

This template will help employers manage the process for returning staff to work during the COVID-19 pandemic. It will also help to identify individuals who will need additional support to enable an effective return to work.

Employee details

Details	
Employee's name	Jane Banks
Job title	Hair Stylist
Manager's name	J Macdonald
Date of meeting	18/05/2020

Description of employee's main duties, including shift patterns

Detail the employees contracted primary duties and working patterns and any changes during the pandemic, e.g.

Main duties: Washing hair, cutting hair, colouring hair, blow drying hair.

Sometimes needs to sweep up hair, answer the phone and welcome customers into salon

Shift work: Tuesday and Thursday 11 am to 7 pm; Wednesday and Friday 8.30 am to 4.30 pm and Saturday 8 am to 4 pm (37.5 hours)

Employee's status during COVID-19

Many employees would find themselves in different situations at different stages of lockdown, and the 'restart' and transition period. Use this section to identify the employee's current status.

Status	Notes
Furloughed	Yes, as salon closed as per Scottish Government guidance. Employee went from sick leave to furlough on her scheduled return to work date
Shielding (extremely high risk)	Yes. She finished chemotherapy for aggressive breast cancer 4 months ago
Defined as vulnerable under guidance from Scottish Government	No
Absent for health reason other than COVID-19	No
At work with restrictions classed as higher risk	No
Working with flexibility	No

Processes discussed

Paperwork used to identify risk and any specific needs of the individual to return to work.

Process	Yes/no	Comments
COVID-19 return to work questionnaire	Yes	Working long hours; holding hairdryer for long periods as lymph nodes removed from dominant arm and arm can become fatigued. Also worried about using the chemicals for dyeing hair

Process	Yes/no	Comments
COVID risk assessment 'Working safely'	Yes	Happy with details and explained Control of Substances Hazardous to Health regulations (COSHH) risk assessment for use of chemicals and this has alleviated this concern
Individual stress risk assessment /wellness action plan	No	No issues at this time

Requirements for return to work

Identify and record generic protective measures required, COVID-19-specific control measures and any specific individual support.

Requirement	Yes/no	Comment
Completely segregated/separated	No	Not appropriate
Physical distancing	Yes	Follow Scottish Government guidance
Additional personal protective equipment (PPE) for COVID-19	Yes	PPE required for job role: Disposable non-latex gloves and disposable apron when carrying out colouring Additional: Face covering and disposable gloves all the time
Amended duties/changes to job role	Yes	Reduce number of clients booked in initially to allow for a 10-minute break between clients to allow for seated rest in break area for first 4 weeks
Combination of working from home/in workplace	No	

Requirement	Yes/no	Comment
Working from home	No	
Phased return to work	Yes	<p>Week 1 – work 50% of normal hours</p> <p>Week 2 – work 75% of normal hours</p> <p>Week 3 – back to normal hours</p> <p>All to be arranged to tie in with other COVID-19-related staggered start and finish times</p>
Staggered start time	Yes	<p>During phased return to work start times will be as follows:</p> <p>Week 1 – Tuesday and Thursday 1 pm to 5 pm; Wednesday and Friday 10.30 am to 2.30 pm and Saturday 10 am to 2 pm</p> <p>Week 2 – Tuesday and Thursday 12 noon to 6 pm; Wednesday and Friday 9.30 am to 3.30 pm and Saturday 9 am to 3 pm</p> <p>Week 3 – normal hours</p>
Staggered finish time	Yes	As above

Sign off

Date completed	
Individual signature	
Manager signature	

Review meeting

It is recommended that an initial review is carried out within 2 weeks of returning to the workplace or where Scottish Government guidance is updated.

Record any additional measure of support that may have already been implemented and any additional support that may benefit your employee that can be offered.

Details of review meeting

Record any additional measures and support implemented, and any additional support that they may benefit from/if they can be offered changes from their original plan

Need to amend start and finish times to stagger staff flow better

Date completed	
Individual signature	
Manager signature	

Stress risk assessment

For individual, team level or organisation-wide use in very small workplaces



This form can be used to help review the pressures at work and to identify any risks to health and the impact that they may have on an individual's work. It also supports discussions about pressures outside work. It aims to help users draw up an action plan to reduce the risk and increase support.

Definition of work-related stress

'The adverse reaction people have to excessive pressure or other types of demands placed upon them at work' Health and Safety Executive.

Why stress risk assessment?

Employers have a duty of care to assess risks to health and safety at work (Health and Safety at Work etc. Act 1974 and Management of Health and Safety at Work Regulations 1999). We know that work can cause stress and stress can lead to ill health and increased accidents.

The most proactive and efficient way to manage the risks is by asking all employees about pressures at work, assessing whether these pressures are excessive and taking action to reduce the risks identified. Our Work Positive Stress Risk Management Tool includes an online risk assessment questionnaire that is free to use by employers.

Although we can manage the majority of risks by taking this organisational approach, there will always be a need for **individual stress risk assessments** too. This is because:

- what is stressful for one person may not be stressful for others
- stress may be caused by a combination of pressures in work and outside work.

Carrying out an individual stress risk assessment

This template can be used by managers or other support staff, e.g. HR or Occupational Health, to respond to individual concerns, if someone is not quite themselves/showing signs of stress, or before returning to work after a period of absence. The individual should have time to complete the form before any meeting and the contents can then be discussed. The conversation used to facilitate the risk assessment should be supportive and managers may benefit from training to facilitate the process.

As with any risk assessment, you should try to minimise the risk. There will be some things that cannot be changed or risks that cannot be reduced as it is not reasonably practicable to do so. However, it is important to remember that stress is cumulative, so if you are able to reduce some of the pressures, this means that the overall level of risk is reduced.

- Please ensure you read the instructions in column 1 before completing each section of the form.
- Discuss questions ticked in column 3.
- Assess severity (negligible, moderate or severe) and how frequently this happens (rarely, sometimes, often).

Talk to the Healthy Working Lives experts FREE on:

0800 019 2211
www.healthyworkinglives.scot



Who or what is being assessed? e.g. organisation/team/individual	
Risk assessor	
Line manager	
Date of assessment	

Column 1	Column 2	Column 3	Column 4
Potential cause of stress	Consider each question	Tick as instructed in Column 1	Severity N, M, S Frequency: R, S, O What actions can you take to reduce risk?
Demands If the answer to these questions is yes , tick Column 3	Do different people at work demand things from you that are hard to continue?	<input type="checkbox"/>	
	Do you have unachievable deadlines?	<input type="checkbox"/>	
	Do you have to work very intensively?	<input type="checkbox"/>	
	Do you have to neglect some tasks because you have too much to do?	<input type="checkbox"/>	
	Are you unable to take sufficient breaks?	<input type="checkbox"/>	
	Do you feel pressured to work long hours?	<input type="checkbox"/>	
	Do you have unrealistic time pressures?	<input type="checkbox"/>	
	Do you feel you have to work very fast?	<input type="checkbox"/>	
Control If the answer to these questions is no , tick Column 3	Can you decide when to take a break?	<input type="checkbox"/>	
	Do you feel you have a say in your work speed?	<input type="checkbox"/>	
	Do you feel you have a choice in deciding how you do your work?	<input type="checkbox"/>	
	Do you feel you have a choice in deciding what you do at work?	<input type="checkbox"/>	
	Do you feel you have some say over the way you do your work?	<input type="checkbox"/>	
	Do you feel your work time is flexible?	<input type="checkbox"/>	

Column 1	Column 2	Column 3	Column 4
Potential cause of stress	Consider each question	Tick as instructed in Column 1	What action might help in response to areas ticked in Column 3?
Support (manager) If the answer to these questions is no , tick Column 3	Does your manager give you enough feedback on the work you do?	<input type="checkbox"/>	
	Do you feel you can rely on your manager to help you with a work problem?	<input type="checkbox"/>	
	Do you feel your manager supports you through emotionally demanding situations at work?	<input type="checkbox"/>	
	Do you feel your manager encourages you at work?	<input type="checkbox"/>	
Support (peers) If the answer to these questions is no , tick Column 3	Do you feel your colleagues would help you if work became difficult?	<input type="checkbox"/>	
	Do you get the help and support you need from your colleagues?	<input type="checkbox"/>	
	Do you get the respect at work you deserve from your colleagues?	<input type="checkbox"/>	
	Are your colleagues willing to listen to your work-related problems?	<input type="checkbox"/>	
Relationships If the answer to these questions is yes , tick Column 3	Are relationships strained or is there friction or anger between colleagues?	<input type="checkbox"/>	
	Are you subject to unkind words or behaviour at work? If so, do you feel 'bullied' at work?	<input type="checkbox"/>	
Role If the answer to these questions is no , tick Column 3	Are you clear about what is expected of you at work?	<input type="checkbox"/>	
	Do you know how to go about getting your job done?	<input type="checkbox"/>	
	Are you clear about what your duties and responsibilities are?	<input type="checkbox"/>	
	Are you clear about the goals and objectives for your team/department/organisation?	<input type="checkbox"/>	
	Do you understand how your work fits into the overall aim of the organisation?	<input type="checkbox"/>	

Column 1	Column 2	Column 3	Column 4
Potential cause of stress	Consider each question	Tick as instructed in Column 1	What action might help in response to areas ticked in Column 3?
Change If the answer to these questions is no , tick Column 3	Do you have enough opportunity to question managers about change? Do you feel consulted about change at work? When changes are made at work, are you clear about how they will work out in practice?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
Other issues If yes , tick Column 3	Is there anything else that is a source of stress for you at work?	<input type="checkbox"/>	

The questions covered in this template are mostly concerned with factors in work. When using this template with individuals it is useful to consider the impact of factors outside of work, e.g. personal circumstances that might contribute to how the employee is feeling.

Are there any steps you can take in work to support the employee with circumstances outside work, e.g. signpost to internal or external services, flexible working. These steps may be time limited.

<p>Factors outside of work and how the workplace can help, for example policies on flexible working, carers leave, may help you provide support, etc.</p> <p>You may be able to signpost to external supports online for finance or mental health issues, etc. For example mind.org.uk provides Wellness Action Plans (WAPs), an easy, practical way of helping people to support their own mental health at work.</p>	
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Action planning is a key step in risk management. Summarise the areas of concern and actions in this table.

Area of concern	Agreed action by manager and individual	Review date

Date	Initials	Date for review