

Managing Pressure

Manager and employee guidance

Under pressure?

At Carnival UK, we're working hard to shape a positive working environment where everyone can do their best work and be safe and well. This guide explains how we'll support you, either if you feel you're unable to cope with excessive pressure and demand or if you're already suffering from the negative health impacts of stress.

We know that periods of prolonged stress can lead to poorer physical and mental health and can make existing health conditions worse, so it's important that we identify potential work-related stressors early and take preventative action.

Everybody has to take responsibility for their own health and wellbeing, but equally we expect that anyone who is a line manager to be both proactive and supportive when it comes to the wellbeing of their team members.

What is stress?

There's a clear distinction between pressure, which can be a motivating factor, and stress, which can occur when pressure becomes excessive. Carnival UK adopts the Health and Safety Executives (HSE) definition of stress: "Stress is the adverse reaction people have to excessive pressures or other types of demand placed on them."

Stress is a state, not an illness, and where stress lasts for only a short time there is usually no lasting effect. However, if the stress is sustained over a long period, it can have a significant impact on physical and mental health, work performance and morale.

The HSE has developed a set of management standards which help to identify the potential causes of work-related stress and cover six key areas. These can be associated with poor health, lower productivity and increased accident and sickness absence rates if not properly managed.

- demands
- control
- role
- relationships
- support
- change

All managers need to be familiar with these standards and use them as a guide to finding solutions and taking practical steps to minimise the stressors. At Carnival UK, further information about how to help support your team in relation to workplace stressors can be found via the 'Time for Wellbeing' pathway accessed via the Cove, our social learning platform.

Your role as a manager

It's a line manager's responsibility both to give team members the guidance they need to carry out their role effectively and to support them if they are finding it difficult by

- having regular 1:1s
- being clear, honest and open when communicating
- setting realistic demands for the role around volume, timescale and complexity of work
- providing appropriate induction, training and development within the role
- emphasising the importance of taking breaks and leave entitlements
- giving fair consideration to requests for flexible working
- spotting signs of excessive working hours or unhealthy work patterns
- carrying out stress risk assessments and taking action as needed
- referring team members to Occupational Health for support
- signposting other support available.

Your role as an employee

It's your line manager's job to help you stay safe and well at work. But in order to help you, you also have to take responsibility for your own health and wellbeing by

- telling your line manager or another trusted colleague if you don't feel you can cope
- escalating concerns about your work content in a timely manner
- taking regular breaks and your leave entitlements
- being thoughtful about what personal habits or behaviours might be further contributing to your stress levels
- looking after yourself with good food, regular activity and plenty of water
- talking to Occupational Health or your GP.

Stress risk assessment

At Carnival UK, we're working hard to shape a positive working environment where everyone can do their best work and be safe and well.

You should complete a stress risk assessment if a member of your team says they're experiencing work-related stress to understand what's causing the stress and what needs to be done.

Once completed you should send the completed form to the **OHS mailbox** and also give a copy to your team member.

If you'd like more information on Carnival UK's privacy notice and how we will use your personal information, please contact privacy@carnivalukgroup.com

Employee Name:

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Manager Name:

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Role:

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Department:

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Employee Number:

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Date of Assessment:

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Type of Stressor	Description of Stressor	Optimum	Possible Adjustments		
Demands		<ul style="list-style-type: none"> Understanding what work-related stress is and what can cause it. Looking for signs of stress in employees. Talking to employees. Work allocated is consistent with the role requirements. Work is achievable within the allocated timescales. Working patterns allow for breaks where required. Where possible working patterns meet individual need. Consideration is given to noise, lighting, distractions, temperature. 	<ul style="list-style-type: none"> Monitoring workloads. Planning work to manage demands. Taking on extra resource at busier times of the year. Talking to employees regularly to gather information, directly or via managers. People may not identify time off sick as stress, so thinking about whether: <ul style="list-style-type: none"> there is an area/job that has high amounts of absence employees complain about working in a particular area or doing a particular job Consider whether tasks need to be reviewed. Consider whether timescales need to be adjusted. Flexible working. 		
Actions to be Taken			By Whom	By When	Date Completed

Type of Stressor	Description of Stressor	Optimum	Possible Adjustments		
Control		<ul style="list-style-type: none"> Talking to all employees about how they feel about their work. Having regular team meetings. Employees have a say over how their work is organised. Regular discussions are held about new work streams. Employees are given some control over the pace of their work. Employees are given the opportunity to understand how decisions impact on them. Employees are supported to use their skills at work to good effect. Employees are supported to thrive at work. Personal development is discussed regularly. 	<ul style="list-style-type: none"> Review sickness absence data and your risk assessment with employees – asking what they think can be done and feeding back on these issues and ideas. Provide employees with autonomy to manage workload. 		
Role		<ul style="list-style-type: none"> Defining all team roles. Staff understand what their duties and responsibilities are. Discussions on performance, expectations and development - Individual performance plans are aligned to Carnival UK's objectives. Objectives are clear and SMART. Job descriptions are clear and revised where necessary. Employees have access to an induction when starting their role. 	<ul style="list-style-type: none"> Thinking about whether any staff are particularly vulnerable. Investigating whether there are roles where it is difficult to recruit or retain staff. 		
Relationship		<ul style="list-style-type: none"> Training managers in promoting a positive working culture. Employees know what behaviours are acceptable. Employees are aware of the confidential compliance reporting line. The same level of support is offered to lone workers and home workers as that of the office-based employees. Success is celebrated. 	<ul style="list-style-type: none"> Sometimes managers may be part of the problem so having a range of routes for feedback can be really helpful. Build up teams, perhaps have identified buddies. Ensure employees are aware of relevant policies. Ensure communication is accessible to all employees regardless of location. 		
Actions to be Taken		By Whom	By When	Date Completed	

Type of Stressor	Description of Stressor	Optimum	Possible Adjustments		
Change		<ul style="list-style-type: none"> • Making sure changes are communicated openly, before they are made if possible, so everyone understands the effects they will have. • Monitoring effects of changes on stress levels so employees have the chance to provide feedback. • Employees are consulted during the change process. • Employees are involved in the planning process. • Consideration is given to training/ re-training as part of the proposed change. • The change is explained clearly with clear rationale. • Employees are aware of timescales for change. • Agree methods of communication. 	<ul style="list-style-type: none"> • Review sickness absence data and your risk assessment with employees – asking what they think can be done and feeding back on these issues and ideas. • Provide employees with autonomy to manage workload. 		
Support		<ul style="list-style-type: none"> • Defining all team roles. • Staff understand what their duties and responsibilities are. • Discussions on performance, expectations and development - Individual performance plans are aligned to Carnival UK's objectives. • Objectives are clear and SMART. • Job descriptions are clear and revised where necessary. • Employees have access to an induction when starting their role. 	<ul style="list-style-type: none"> • Thinking about whether any staff are particularly vulnerable. • Investigating whether there are roles where it is difficult to recruit or retain staff. 		
Actions to be Taken		By Whom	By When	Date Completed	



Other sources of support and information

The following policies can be found on The Bridge

- Shore attendance management policy
- Bullying and harassment policy
- Grievance policy
- Flexible working policy

Contacts

Employee Assistance Programme: 0800 358 4858

Occupational Health: OHS@carnivalukgroup.com

Mental Health First Aiders and Champions: Find out more at [The Insider>Quick Links>Support for you>Mental Health First Aider](#)