



**EQUALITY IMPACT ASSESSMENT
PRELIMINARY SCREENING**

School/ Department	Human Resources
Date	21 st March 2011

Name of Policy*
STRESS MANAGEMENT POLICY

What are the aims, objectives & projected outcomes?
<p>The policy aims to foster a culture at all levels which addresses the problem of stress at work as the joint responsibility of the Conservatoire and individual members of staff by:</p> <ul style="list-style-type: none">• helping to reduce stress-related problems by equipping line managers and staff with knowledge so that they are aware of the causes and the approaches to prevention;• helping line managers and all staff to identify stress-related problems in themselves and in colleagues;• helping individuals and their line managers to obtain skilled confidential assistance for stress-related problems;• helping to restore the performance and capability of a member of staff suffering from a stress-related problem <p>The Conservatoire's efforts will be concentrated on the prevention of harmful stress where this is reasonably practicable. That is, measures will be put in place to minimise or eradicate the factors described as potentially leading to stress; and, where appropriate, other Conservatoire policies or procedures will be utilised (for example, the policies on drug and alcohol abuse, Dignity at Work and Study or Absence Management).</p> <p>These measures include;</p> <ul style="list-style-type: none">• Providing a safe and healthy working environment• Supporting and encouraging staff to have a healthy work-life balance• Recognising the contribution made by each member of staff

* The term 'policy' incorporates all Conservatoire procedures, processes and guidance documents

<ul style="list-style-type: none"> Developing and maintaining a Culture where staff feel they can raise health issues and know where to go for support/advice <p>The training of line managers will be designed with the above measures in mind.</p>	
This is a new policy	Yes
This is a change to an existing policy <i>(Check whether original policy was equality impact assessed. If so, review and update Action Plan).</i>	No
This is an existing policy	No

Will the policy have an impact on students, staff or members of the public?	Yes
Are particular communities or groups likely to have different needs, experiences and/or attitudes in relation to the policy?	No
Are there any aspects of the policy that could contribute to equality or inequality?	Yes
Could the aims of the policy be in conflict with equal opportunity, elimination of discrimination, promotion of good relations?	No
<p>If you answer YES to any of these questions, go on to the full EIA. If you answer NO to all of these questions, please provide appropriate evidence and sign off.</p>	

<p>This policy was screened for impact on equalities. The following evidence has been considered. No full equality impact assessment is required.</p>	
N/A	
Senior Manager sign-off	
Date	

Please return the completed form to Roz Caplan, Conservatoire Equality and Diversity Officer either by internal mail or by email to: r.caplan@rcs.ac.uk

FULL EQUALITY IMPACT ASSESSMENT

School/ Department	Human Resources
Date	March 2011

Name of Policy

STRESS MANAGEMENT POLICY

What are the aims, objectives & projected outcomes?

The policy aims to foster a culture at all levels which addresses the problem of stress at work as the joint responsibility of the Conservatoire and individual members of staff by:

- helping to reduce stress-related problems by equipping line managers and staff with knowledge so that they are aware of the causes and the approaches to prevention;
- helping line managers and all staff to identify stress-related problems in themselves and in colleagues;
- helping individuals and their line managers to obtain skilled confidential assistance for stress-related problems;
- helping to restore the performance and capability of a member of staff suffering from a stress-related problem

The Conservatoire's efforts will be concentrated on the prevention of harmful stress where this is reasonably practicable. That is, measures will be put in place to minimise or eradicate the factors described as potentially leading to stress; and, where appropriate, other Conservatoire policies or procedures will be utilised (for example, the policies on drug and alcohol abuse, Dignity at Work and Study or Absence Management).

These measures include;

- Providing a safe and healthy working environment
- Supporting and encouraging staff to have a healthy work-life balance
- Recognising the contribution made by each member of staff
- Developing and maintaining a Culture where staff feel they can raise health issues and know where to go for support/advice

The training of line managers will be designed with the above measures in mind.

1 SCOPING THE EIA

1.1 Scope of the EIA work

Data collection includes the recording and monitoring of sickness absences on a monthly and quarterly basis, to enable analysis to be undertaken regarding the causes of absence and the use of the policy to enable staff to return to work, whether absences increase or decrease following support systems implemented and to ensure that no particular groups are adversely affected by the issue of stress.

The Stress Management Policy was circulated to the Consultative Forum for approval.

2 COLLECTING DATA

2.1 What relevant quantitative and qualitative data do you have?

This may include national research, surveys or reports, or research done by colleagues in similar areas of work.

Please list any evidence in the boxes below (complaints, satisfaction surveys, focus groups, questionnaires, meetings, email, research interviews etc) of communities or groups having different needs, experiences or attitudes in relation to this policy/guidance/operational activity.

Race	The Conservatoire employs staff from a variety of races, and where the information has been provided by the staff member, it will be possible to report on absence levels and where appropriate the use of the policy and assess the findings to determine if particular groups have specific needs.
Religion or belief & non-belief	The Conservatoire employs staff with a variety of religions and beliefs, and where the information has been provided by the staff member, it will be possible to report on the use of the policy and assess the findings to determine if particular groups have specific needs.
Disability	Staff with mental health related disabilities may find this policy useful is providing a structure for accessing support and monitoring of their health, with clear information provided as to how they will be supported as a member of staff. Where staff are known to have a mental health related disability the line managers and the HR department will ensure that measures are in place to ensure their well-being.

Gender	The Conservatoire's sickness absence records show that female staff have a greater proportion of absences related to stress than their male counterparts. However, as this policy is designed to support, minimise and manage stress within the workplace, it provides a framework for equal treatment and therefore would not adversely affect one gender over another.
Gender Identity	There is currently no data available in this area.
Sexual Orientation	There is currently no data available in this area.
Age	The Conservatoire's sickness absence records show that staff within the 41 – 60 age range have a greater proportion of absences related to stress than other age groups. However, as this policy is designed to support, minimise and manage stress within the workplace, it provides a framework for equal treatment and therefore would not adversely affect one gender over another.

2.2 What are the overall trends/patterns in this data?

As indicated above, the Conservatoire's absence management analysis shows that female staff within the age range of 41 – 60 have the most significant levels of absence related to stress. In most cases there are extenuating circumstances that have increased the individual's susceptibility to stress and decreased their ability to manage the stress when it occurs, such as increased caring responsibilities out-with the work place, increase in personal health issues.

However, as the Stress Management Policy is new, there is little data available to consider whether there are:

- Disproportionalities
- Different levels of access, needs or experiences
- Combined impacts
- Barriers to engagement

Data will be gathered and analysed on an annual basis, in conjunction with the Absence Management Policy to determine whether any changes are required to the document.

2.3 Please list the specific equality issues and data gaps that may need to be addressed through consultation and/or further research?

It is recommended that detailed analysis be undertaken following the first complete Academic Cycle following the Policy being active, and a brief survey

be done to determine how the Policy has been received, whether there is an awareness and understanding of its purpose, and whether further research or consultation is required to ensure no specific groups are adversely affected.

3 INVOLVING AND CONSULTING STAKEHOLDERS

In this section, describe the data you have gathered through stakeholder involvement and engagement.

3.1 Internal and external consultation and Involvement:

(e.g. with other Departments, Staff (including support groups), Students etc

The Stress Management Policy was circulated to the Consultative Forum for amendment and approval. A briefing session was also conducted with line managers to allow feedback on the Policy and information as to how the Policy should be applied, including particular groups that should be considered and the options available to line managers to ensure such groups are not adversely affected.

There were no issues raised during the consultation process, and staff are able to seek advice from the HR Department or their line manager in relation to their particular requirements.

4 ASSESSING IMPACT

In this section please record your assessment and analysis of the evidence. This is a key element of the EIA process as it explains how you reached your conclusions, decided on priorities, identified actions and any necessary mitigation.

4.1 Assessment of the impact

The result of this EI shows a potential for a differential impact, however the measures put in place to support staff mean that such differential impact would be positive, particularly for those with a mental health related disability, female staff, and in particular those of a higher age range with caring responsibilities.

The Policy promotes equality of opportunity by detailing a standard approach to dealing with stress, ensuring the well-being of staff and fairness in the manner in which the issue is approached by line managers. The Policy offers a range of methods of monitoring and support which can be used flexibly to suit the needs of the individual.

As the Policy new, there is currently no data available to analyse its impact, however this will be available in the future and when gathered, it will be possible to consider whether there are any concerns that require further research and assessment.

Now complete the EIA Report and Action Plan.

5 REPORT, ACTION PLANNING AND SIGN OFF

5.1 EIA Report

The EIA Report is a concise summary of the results of the full EIA. A template is provided at Annex A. A template for the action plan is at Annex B.

5.2 Sign-off

Now submit your EIA and related evidence for clearance.

Date of completion of EIA	21/03/2011
Compiled by	Lydia Demaison, HR Manager
Senior Manager sign-off	Jackie Russell, Director of HR
Date to Equality + Diversity Officer	21/03/2011
Date of publication of EIA Report	November 2011
Review date	March 2012

5.3 Publication and Review

Ensure that the EIA Report including the Action Plan are published alongside your policy/guidance/operational activity.

IMPORTANT - Review, revise and update annually!

Annex A - Template for Equality Impact Assessment Report

TITLE

The Stress Management Policy

BACKGROUND

The policy aims to foster a culture at all levels which addresses the problem of stress at work as the joint responsibility of the Conservatoire and individual members of staff by:

- helping to reduce stress-related problems by equipping line managers and staff with knowledge so that they are aware of the causes and the approaches to prevention;
- helping line managers and all staff to identify stress-related problems in themselves and in colleagues;
- helping individuals and their line managers to obtain skilled confidential assistance for stress-related problems;
- helping to restore the performance and capability of a member of staff suffering from a stress-related problem

The Conservatoire's efforts will be concentrated on the prevention of harmful stress where this is reasonably practicable. That is, measures will be put in place to minimise or eradicate the factors described as potentially leading to stress; and, where appropriate, other Conservatoire policies or procedures will be utilised (for example, the policies on drug and alcohol abuse, Dignity at Work and Study or Absence Management).

These measures include;

- Providing a safe and healthy working environment
- Supporting and encouraging staff to have a healthy work-life balance
- Recognising the contribution made by each member of staff
- Developing and maintaining a Culture where staff feel they can raise health issues and know where to go for support/advice

The training of line managers will be designed with the above measures in mind.

SCOPING THE EIA

Data collection includes the recording and monitoring of sickness absences on a monthly and quarterly basis, to enable analysis to be undertaken regarding the causes of absence and the use of the policy to enable staff to return to work, whether absences increase or decrease following support systems implemented and to ensure that no particular groups are adversely affected by the issue of stress.

The Stress Management Policy was circulated to the Consultative Forum for approval.

COLLECTING DATA

As the guidelines are new, there is no data available to analyse beyond those available under the Absence Management Policy and an 'at risk' group was identified. For other groups for which no data is available, an assessment was undertaken of how such particular groups might be affected, and feedback was sought from the Consultative Forum.

INVOLVING AND CONSULTING STAKEHOLDERS

The Policy was circulated to the Conservatoire Consultative Forum and the Equality and Diversity Forum, which represents protected groups across the Conservatoire. Feedback was sought and where necessary amendments were made. Any proposed changes to the policy would be circulated to the Forums for consideration before implementation in the future.

ASSESSING IMPACT

The result of this EIA shows a potential for a differential impact, however the measures put in place to support staff mean that such differential impact would be positive, particularly for those with a disability, those of a higher age range and those with caring responsibilities (often female staff members).

The guidelines promote equality of opportunity by detailing a standard approach to dealing with stress management, ensuring the safety of staff and students and fairness in the manner in which the issue is approached by line managers. The guidelines offer a range of options which can be used flexibly to suit the needs of the individual.

As the guidelines are new, there is currently no data available to analyse their impact, however this will be available in the future and when gathered, it will be possible to consider whether there are any concerns that require further research and assessment.

ACTION PLAN

See attached

ANNEX B - Action Plan for use with Equality Impact Assessments

Stress Management Policy

ACTION / ACTIVITY	OWNER AND INTERESTED STAKEHOLDERS	DEPENDENCIES / RISKS / CONSTRAINTS	COMPLETION DATE	PROGRESS UPDATE
Analysis of data once policy is fully implemented and has run a full academic cycle	Data will be presented to the Equality and Diversity Forum for discussion and recommendations will be put to the Conservatoire Executive where appropriate	Use of Absence Management data is essential therefore it is vital that line managers ensure they adopt the correct procedures for notifying HR of absences	Review of data will be undertaken in January 2012, once a full cycle has occurred.	