



Stress Management Programme

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<http://docs.bpweb.bp.com/dkazspu/component/hssesms>

1.0 Purpose/Scope

According to OMS Health essentials 3.4.1 and 3.4.2 there is a requirement to identify and reduce work related health risks and this includes psychological health

BP is committed to creating a healthy work environment and to the HSE policy of “no harm to people”, and so recognises that tackling stress is an issue that parts of the company may need to address.

Work has a positive impact on psychological health. It provides opportunities for individuals to use and enhance their skills, increase motivation, challenge their thinking as well as stimulating interaction with others. Working environments that put high demands on a person without giving sufficient control and support may also pose risks to mental wellbeing.

Work can provide interest and challenge, opportunities for using and developing skills and interests, and rewards for effort. Work challenges exert pressure, often providing positive stimulation, but at times work is not an ideal balance of challenge, effort and rewards. Excessive levels of pressure can lead to poor psychological health ('stress') and can also have an effect on physical wellbeing and work performance

The purpose of this document is to demonstrate the company's commitment to the psychological wellbeing of staff, and to describe the current arrangements to tackle stress at work in a comprehensive manner.

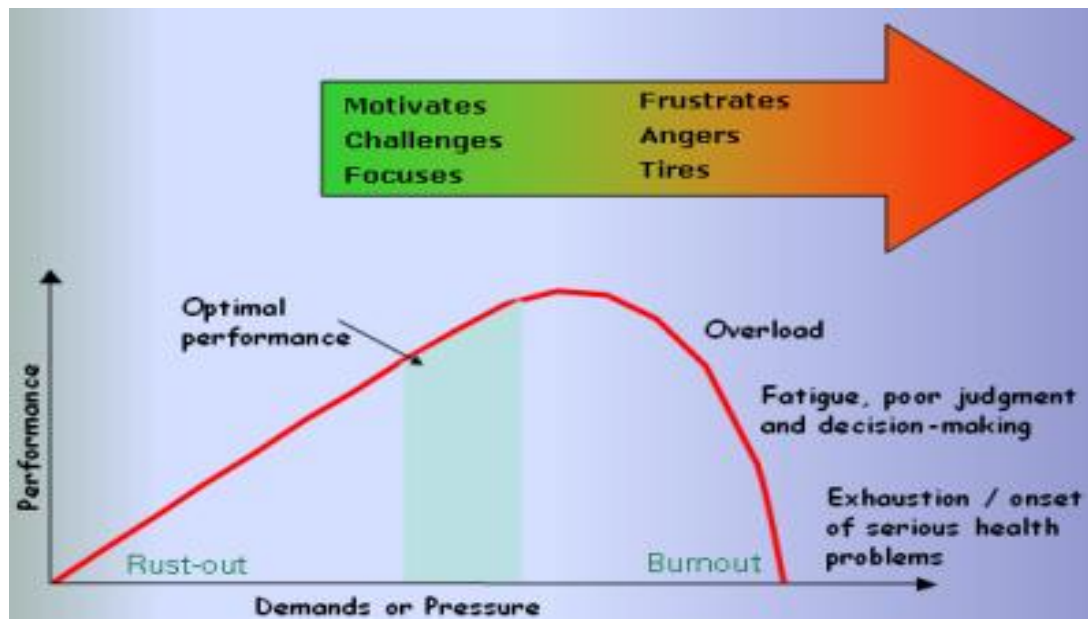
This document applies to the Azerbaijan Strategic Performance Unit (SPU) engaged in the exploration, drilling, production and transportation of oil; including all related construction activities.

What is stress and how can it be addressed?

Stress is a natural reaction to excessive pressure or other types of demands placed on individuals. Stress is perceived as an increasing risk associated with all aspects of modern life. Work related stress is either caused by, or made worse by, work environment factors

People can work comfortably within the optimal performance zone shown in this curve below. Working at peak performance (the tip of the curve which is beyond the optimum zone) is acceptable for short periods only. The risk becomes greater if added pressures arise which can then tip the individual into overload. The effect can happen suddenly, unexpectedly and without intervention may result in illness.

Pressure/Performance curve



In the past work hazards were associated primarily with physical injury; today risks are more likely to be psychosocial. Some of the causes of work related stress might be associated with change, job demands, responsibilities, relationships, management behaviours, working conditions, and work-home balance.

Tackling stress involves taking action at three levels:

Prevention:

- Identify, intervene and remove the causes, as far as reasonably practicable

Management:

- Help individuals to understand what stress is and to recognize the issues that they have and to identify any inappropriate harmful responses

Treatment:

- Provide assistance to those who are in need of help in dealing with their situation.

Programmes aimed at tackling stress should be culturally appropriate, and developed and delivered by competent people.

2.0 Definitions

Health Team	BP Azerbaijan SPU Health, Safety, Environment and Engineering Department, Health Team
HR	BP Azerbaijan SPU Human Resources Department
Psychological Health/ Wellbeing	A person's overall emotional and psychological condition, which may be positive or negative
Pressure	Pressure and challenge put on the individual that is reasonable and seen as stimulating and motivating
Stress	Adverse reaction people have to excessive pressures or other types of demand placed upon them
Stress Prevention	Action taken to identify the main causes of stress with a view to preventing these from causing stress or managing the stress they cause
Stress Management	Action taken to build resilience in individuals to cope with sources of stress; can be undertaken individually or as a team
Stress Treatment	Specialist individual treatment for people who are suffering from stress: usually delivered by a qualified counsellor or psychologist
Stress Risk Assessment	The risk assessment methodology applied to stress
OMS	Operating Management System

3.0 General Requirements

HSSE Health Website (<http://hsse.bpweb.bp.com/Health/>)

This sets out why health matters to BP, how health risks at work are managed, and provides useful links to resources.

[OGP IPIECA Guide - Managing workplace stress](#)

[OMS Group Essentials 3.4.1](#)

[GRP Fatigue](#)

4.0 Key Responsibilities

Line Managers/Supervisors

Good supervisory support, a strong concern for employee welfare, skill development and regular performance feedback, have beneficial effects on employee well-being and business productivity.

- Try to prevent workplace stress problems by identifying common sources of stress and either eliminating them or minimising their effect.
- Periodically undertake risk assessments to measure levels and causes of stress in the team, and implement recommendations
- Be aware of areas of work that if not properly managed are known to be associated with poor health and wellbeing, lower productivity and increased sickness absence
- Ensure good communication between management and staff, especially when there are procedural changes or changes in the organisation.
- Develop a supportive work ethos and climate where employees feel free to be open about how they feel, and know that they will be helped and supported in dealing with issues.
- Ensure employees are aware of the common symptoms of stress and that they know what to do if they are suffering from stress
- Recognise where an employee may need additional support in respect of stress caused by something outside work e.g. bereavement
- Ensure employees are appropriately trained to fulfil their duties, identifying the training needs of individuals and making them aware of the available educational and meaningful developmental options.
- Monitor workloads and working hours to ensure that people are not overloaded. Monitor holidays to ensure that full entitlement is taken.
- Consider the impact their own behaviour might have on others, in a positive or a negative way.
- Attend training as requested in good management practice and health and safety, including those concerned with psychological health.
- Contact the Health Team and HR as appropriate if concerned about any employees in their team who are experiencing the negative effects of stress and who may suffer with ill health as a consequence.
- Record and report any illness that is associated with work via the established HSE reporting procedures.

Please refer to [Guidance for Team Leaders](#)

The Human Resources Manager (or designee)

- Assist line managers with employees who experience the negative effects of stress and potentially suffer with ill health as a consequence
- Support employees with stress related problems
- Refer employees with potential stress problems to the Health Team as appropriate
- Follow up and liaise with individual and manager on final recommendations from the Health Team and Company Nominated Medical Provider regarding employee's fitness and return to work.

The Health Manager (or designee)

- Act as the focal point for the provision of stress awareness information, training courses or materials
- Identify appropriate stress assessment tools and coordinate their application in the SPU
- Refer individual members of staff for counselling or medical care, as appropriate
- Provide case management of stress related cases and provide the line manager and HR with the final recommendation regarding employee's health / return to work / fitness / other, as appropriate
- Continue monitoring the availability of appropriate resources within the countries of company's operation for the provision of additional high quality stress management, counselling or Employee Assistance services.
- Periodically review and update this document.

Company Nominated Medical Providers

- Recognize stress related cases during consultations and fitness assessments
- Refer employees for specialist consultation as appropriate
- Provide appropriate treatment and advice to all employees suffering from stress related problems
- Ensure proper reporting to the Health Team.

Employees

- Have a duty to take reasonable care of own health and that of others affected by their actions.
- Raise issues of concern with their manager, another member of staff, or if appropriate HR or the Health Team.
- Are aware of common symptoms of stress in self and others, and some ways of managing stress
- Know how to learn more about stress and its management
- Know how to access BP's resources for the treatment of stress-related problems
- Are supportive of colleagues who are suffering from stress.

Please refer to [Individuals - My Key to Stress Reacting to Change](#)

5.0 Actions to deal with stress

Every line manager or a team leader must ensure that correct action is taken to manage workplace health risks in order to prevent employees developing work related illnesses. This extends to mental health as well as physical health at work.

The company must be made aware of any health issues associated with its activities and therefore any illness (including stress) that is associated with work should be recorded and reported via the BP HSE reporting procedures.

The primary aim of any attempt to tackle stress at work should always be stress prevention: to identify the causes of the stress and to rectify those problems.

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Causes of Stress

The following work-related issues can potentially cause stress:

- Workload
- Team-working
- Training and development
- Job design
- Tools and equipment
- Role ambiguity
- Work-life balance
- Job insecurity
- Performance feedback
- Hours of work
- Management support
- Communication
- Skill under – utilisation
- Effort – reward imbalance

Based on the UK HSE Stress Management Standards, BP has developed its own standards for each of the above. Each management standard contains the following:

- Background information to the source of stress, including how it can cause stress
- A table of desired states that will prevent this source of stress causing stress
- A set of examples for each desired state

5.1 Stress Prevention-What tools are available

Programmes aimed at stress prevention are likely to involve a measure to identify levels and sources of stress, for example a stress survey or a stress risk assessment. When used, any stress measurement tool should be validated and should be correctly implemented. These tools must be confidential and it should not be possible to identify any particular individual's response. At the moment the tools available are [Stress busters](#) and [Stress Tools](#). For more information contact the Health Team. [Stress Tools](#) is a web-based tool kit to conduct psychological health risk assessments in a documented and verifiable fashion. The tool kit includes three types of risk assessments for work-related stress.

Team-based risk assessment - a questionnaire-based assessment that identifies team levels of stress, the most important work-related stressors and provides a detailed understanding of how these stressors cause stress, and what can be done by management and individuals to prevent or manage them;

Task based risk assessment - a set of prompts which highlight stressors and other human factors hazards which are relevant to complex, unusual or hazardous tasks; Future-focused risk assessment identifies the most likely stressors arising from a planned project or organizational change, and helps to implement the appropriate control measures.

Stress Tools also contains guidance on how to manage and prevent certain work-related stressors and what may be appropriate ways of dealing with existing issues. On completion of Stress Tools a team, BU or SPU will have considerable information to enable them to understand their stress risks and to help them make plans to deal with them.

Stress Busters is an interactive workshop that covers the basics, intervention and prevention of stress in the workplace. The session creates opportunities for the team to explore their current ways of working, identify any issues which may give rise to stress, or pressure and to develop plans to deal with them. This half to one day workshop led by a trained facilitator can lead to immediate actions.

Both [Stress busters](#) and [Stress Tools](#) are very valuable tools that have been used across BP. They work in different ways and at different levels; in some cases use of [Stress busters](#) has led to deeper analysis using [Stress Tools](#).

5.2 Stress Management

Managing stress risk is cost effective, there is a clear business and economic case for it and it is highly relevant to safety and commercial performance.

As part of a stress management programme company should have:

- All employees should have the competencies necessary to meet changing work demands
- All employees should have access to information about stress, i.e. common symptoms and causes.
- All employees should have access to information to help them with individual stress management
- All those who manage and supervise others should be trained in how to recognise and manage stress in the workplace

By implementing this program company will able to:

- Recognize the importance of mental well-being at work;
- Understand that psychological health risks should be identified, evaluated and mitigated with the same rigor applied to other work related risks (see tools below);
- Provide a supportive environment where demand and control are balanced;
- Provide employees with information and training on work-related psychological health risks and their avoidance;
- Provide access to professional support such as Occupational Health services/ Employee Assistance Program/Counseling;
- Have a system to deal with issues and conflict;
- Have a system to report and investigate occupational illnesses arising from psychological hazards.

Currently introductory 'stress management' sessions for employees are available centrally (in Baku) and on-site, where they can be tailored according to need. For information about sessions elsewhere contact the Health Team.

Sessions for managers and developed as appropriate for a particular context. Individual coaching for managers around issues concerned with psychological health/wellbeing is also available. For further information contact the Health Team.

[Employee Assistance Program](#) offered to all employees and their family members is another source to get professional and confidential counselling on stress management. More information on EAP can be found at HR Intranet webpage: or from the relevant HR Manager/Advisor.

5.3 Stress Treatment

Professional treatment for stress related problems is provided through the Health Team, Participation in any stress management or EAP/counselling programme must be voluntary and there should be no employment penalties associated with non-participation.

Any report back to management from the group or individual session should not enable the identification of any individual. Any breach of confidentiality that may be needed should only relate to significant human, environmental or plant safety issues and should be explained to the individual before action is taken.

Managers should be mindful of member(s) of their staff having difficulties, and as well as supporting them, consider referring them to the Health Team.

The Health Team will contact such employees, by telephone or by personal appointment as appropriate and arrange counselling or medical care as appropriate. In all such cases, counselling or medical care will be provided by trained competent staff, and the issues raised and the results will be kept fully confidential.

The Health Team will ensure that all the records related to such contacts or visits are kept and keep the Line Manager and the relevant HR officers informed of the employee's status as appropriate.

The Health Team will maintain frequent contact with the employee, in case of absence from work.

6.0 Key Tools/Resources

These and other resources and links are available through the AzSPU Health website (<http://baku.bpweb.bp.com/dep/hse/health/>). Some are of general interest and others are aimed more specifically at managers. They can be accessed through the 'Stress at Work' button on the website.

[Psychological health](#) Information and resources to help individuals, managers and teams to understand the impact of work on psychological health and take positive action, e.g.:

- [Responding to Individuals](#)
- [Taking Action - Work Related Causes of Stress](#)
- [Helping Colleagues](#)
- [Symptoms of ill-health at Work](#)
- [Motivation](#)
- [Stressors Information](#)

- [My Key to Stress](#)
- [Tackling Work Related Stress](#)
- [Stress Management Skills](#)
- UK Health and Safety Executive - A great site with lots about psychological health; for managers and for individuals refer to [UK HSE- Work-related stress](#).
- Health and Safety Executive - Stress Management Standards (HSE)
These provide useful strategies of how to identify and manage stress at work. Linked to this is ongoing research on the impact of management behaviours on the way employees felt, and which behaviours can prevent or promote stress.
<http://www.hse.gov.uk/research/rrhtm/rr553.htm>
- CIPD -[The Chartered Institute of Personnel and Development](#)—practical guidance about stress, work life balance, and lots more
- Website of positive psychology resources, including questionnaires and applications
<http://www.authentichappiness.com>
- Health and Safety Executive - Sickness Absence
<http://www.hse.gov.uk/sicknessabsence/index.htm>
- [AzSPU Employee Assistance Programme](#)
- [AzSPU Fitness for task and health surveillance management programme](#)
- [AzSPU Sickness absence management programme](#)
- [Fatigue](#)
- [Occupational illness reporting](#)
- [The Keil Centre](#)
- [OGP IPIECA Guide - Managing workplace stress](#)
- [US CDC](#)
- [UK Mental Health Foundation](#)
- [Work Organisation & Stress](#)
- [Mental Health and Work: Impact, issues and good practices](#)

European Network for Workplace Health Promotion:

[Employers Resource](#)

[Employees Resource](#)

Revision/Review Log

Revision Date	Authority	Custodian	Revision Details
11.11.2007	Almaz Aghazada	Shahla Seyidova	Periodic Review (Major changes)
29.05.2009	Almaz Aghazada	Shahla Seyidova	Information regarding Employee Assistance Programme is added
22.07.2010	Almaz Aghazada	Shahla Seyidova	Updates from BP Group Psychological health webpage including supportive tools and links. Program and procedures linked and reviewed according to OMS requirements. Template was updated according to AZ SPU documents standard