

APPROVED BY  
by Order of the KUAS Director  
No. 1-154 as of March 30, 2022

## PROCEDURE FOR IDENTIFYING MEASURES TO REDUCE STRESS AT WORK

### CHAPTER I GENERAL PROVISIONS

1. The purpose of the Description of Procedures for the Establishment of Measures to Reduce Stress at Work (hereafter - the Procedure) is to provide a framework for the identification, assessment and elimination of existing or potential psychosocial risks at work, and for the implementation of preventive measures to protect staff members from risks and to minimise the risks they may pose.
2. Effective psychosocial risk-making shall create a safe and healthy work environment in which staff do not suffer hostile, unethical, degrading acts that infringe on the dignity and physical integrity of an individual or group of staff members or intimidate or harm individual or group of staff members, or push into a powerless position.
3. KUAS has approved a *Policy on ensuring the psychological security of the staff and the procedure for implementing it*, which defines the principles of ensuring the psychological security of employees, preventive measures for their implementation, and the procedure for dealing with cases of psychological violence and mobbing at work.
  4. Key definitions used in the Procedure:
    - 4.1. **stress at work** is the totality of emotional, cognitive, behavioural and physiological reactions to unpleasant and harmful aspects of work content, work organisation and work environment.
    - 4.2. **Unacceptable risk** is a risk that cannot be tolerated, regardless of the benefits of the activities involved.
    - 4.3. **Hazard** is a threat to the health and life of staff members.
    - 4.4. **Acceptable risk** is a risk that is considered to be insignificant or becomes insignificant through preventive measures.
    - 4.5. **The psychosocial factor** is a factor that causes mental stress to a staff member due to working conditions, work requirements, work organisation, work content, the relationship between staff, or the relationship between employer and employee.
    - 4.6. **Risk** is the possibility of injury or other damage to an employee's health due to the harmful and/or dangerous effect of the work environment factor (s).
    - 4.7. **Risk factor** is a chemical, physical, biological, ergonomic, psychosocial or physical factor that poses or may endanger the safety and health of an employee.
    - 4.8. **Risk assessment** is the process of identifying hazards and risk factors, their potential severity and likelihood of causing harm to health, determining the magnitude of the risk in the light of the protective measures to be applied, and deciding on the acceptability of the risk, i.e. whether or not the risk is acceptable, tolerable, or unacceptable, and the application of preventive measures.
    - 4.9. **The object of the risk** assessment is a building (room), workplace or other workplaces where the employee may be, work equipment, or technological process that poses or may pose a risk to the employee.
    - 4.10. **Tolerable risk** is a risk that can be tolerated if risk prevention measures are put in place to reduce the risk to a practicable level, i.e. to a level where it can be demonstrated that the cost of further risk reduction (in terms of time, money and/or workload) would be disproportionate in relation to the benefits achieved.
5. Other terms used in the Procedure shall be understood as defined in the Law on Occupational Safety and Health of the Republic of Lithuania and other legal acts regulating the safety and health of employees.

## **CHAPTER II PSYCHOSOCIAL RISK FACTORS**

6. The following psychosocial risk factors shall be identified, investigated and determined:

6.1. factors related to work requirements: workload (excessive or insufficient), high work pace, too short deadlines for completing tasks, mismatch between employees' abilities and their capacity to carry out tasks, unclear tasks;

6.2. factors related to the organisation of work: length of working time, allocation of working time, type of employment contract, too much or too little control over work, peculiarities of remuneration;

6.3. factors related to the content of the work: too much or too little influence of the employee on the planning and execution of work, lack of decision-making freedom, too much information, great responsibility, emotional tension, low job satisfaction, monotonous work;

6.4. factors related to relations between staff and/or with the employer: poor relations, inappropriate management behaviour (misallocation of tasks, unclear and/or constantly changing management position, etc.), inability to improve skills, to contribute to decision-making in the institution, lack of feedback on performance, intimidation (mobbing) violence, harassment.

7. Specialists conducting psychosocial risk assessments shall know the risks posed by psychosocial factors to workers' health, and be familiar with the legislation, requirements and methodologies relating to the identification of risks from psychosocial factors.

## **CHAPTER III IDENTIFICATION OF PSYCHOSOCIAL RISK FACTORS THAT MAY TRIGGER STRESS AT WORK**

8. Identifying risks of psychosocial risk factors:

8.1. preparatory work shall be carried out to analyse the data needed to identify psychosocial risk factors:

8.1.1. data on workplaces, work and rest regimes, work equipment used, known risk factors in the work environment;

8.1.2. data on staff appeals and suggestions;

8.1.3. data on staff turnover, sick leave, accidents at work;

8.1.4. indications of stress at work:

8.1.4.1. at an institutional level: absenteeism, unpunctuality, disciplinary problems, harassment, lower productivity, errors, higher compensation and health care costs;

8.1.4.2. at an individual level: emotional reactions (irritability, anxiety, sleep problems, depression, hypochondria, alienation, exhaustion, poor family relationships), cognitive reactions (difficulty concentrating, remembering, learning new things, decision-making), behavioural reactions (drug, alcohol, tobacco abuse, harmful behaviour), physiological reactions (back problems, immunosuppression, stomach ulcers, cardiac problems, high blood pressure);

8.1.5. methodology of investigation and evaluation of psychosocial factors;

8.1.6. good practice in foreign countries for risk assessment of work-related stress or psychosocial risk factors;

8.2. identifying the existence of stress at work;

8.3. identifying potential psychosocial risk factors;

8.4. a list and number of workers who may be exposed to psychosocial risk factors are compiled.

## **CHAPTER IV INVESTIGATING PSYCHOSOCIAL RISK FACTORS FOR STRESS AT WORK**

9. Psychosocial risk factors shall be investigated by applying the methodologies of psychosocial risk factors research established by the legislation of the Republic of Lithuania, competent international organisations and following the stress management standards.

10. Considering the working conditions, working tools, working time regime, recent, ongoing or planned changes at KUAS, and the measures taken or being taken to prevent work-related stress, an investigation shall be conducted. A report (protocol) on the investigation of psychosocial risk factors and the prevention of mobbing shall be prepared.

11. The investigation of psychosocial risk factors shall be conducted by:

11.1. assessing the duration or severity of exposure to each psychosocial risk factor investigated;

11.2. considering the nature of the workplace, the specific nature of the work to be done;

11.3. assessing the typicality of the situation under investigation;

11.4. identifying the number of staff likely to be exposed to psychosocial risk factors.

12. Psychosocial risk factors are investigated by observation, workplace description and questionnaire techniques.

13. KUAS shall ensure the following during the investigation of psychosocial risk factors:

13.1. the regular process of working or studying;

13.2. interviews with staff, and staff surveys.

14. The report (protocol) on the investigation of psychosocial risk factors and the prevention of mobbing shall state:

14.1. particular psychosocial risk factors to be investigated;

14.2. the workplaces where the investigation will be conducted;

14.3. methods used;

14.4. the estimated number of staff likely to be exposed to psychosocial risk factors.

15. results of the investigation shall be concluded by:

15.1. summarising the findings of the investigation on psychosocial risk factors;

15.2. identifying the main causes of stress at work;

15.3. considering other information on working conditions;

15.4. assessing the potential for harm to staff health.

## **CHAPTER V IDENTIFYING MEASURES TO REDUCE STRESS AT WORK**

16. In case of unacceptable risks due to exposure to psychosocial factors, the Occupational Safety and Health specialist shall inform the Director and take measures to eliminate the risks:

16.1. implements preventive measures to eliminate or reduce risks;

16.2. develops and submits a plan of preventive measures to reduce and/or eliminate psychosocial risks (hereinafter - Prevention plan) to the Director for approval.

17. The staff shall be provided with the results of a psychosocial risk assessment and the Prevention plan to reduce and/or eliminate psychosocial risks.

18. Following the implementation of the planned prevention measures, an assessment of the effectiveness of the implemented measures in reducing the risk and, if necessary, the preparation and implementation of additional risk mitigation measures shall be organised.

19. The prevention plan may include the following measures:

19.1. improving the psychosocial environment (providing a reasonable workload, clear responsibility limits, fair pay, conflict resolution, avoiding ongoing stress);

19.2. providing training on stress and conflict management, assertive communication, identifying mobbing, etc.;

19.3. providing additional information to staff;

19.4. continuous monitoring and reviewing and amending the plan in the context of the monitoring results;

19.5. other measures.

**CHAPTER VI  
FINAL PROVISIONS**

20. The Procedure is approved, changed or withdrawn by order of the Director of KUAS.

21. The Procedure comes into force the day after the announcement in the internal information system of KUAS.

---