Office and Administration
Mental Health Risk Assessment

A practical guide for employers, managers and workplace wellbeing leads. This resource supports a structured assessment of work-related stress and psychosocial hazards; it is not a substitute for organisation-specific health and safety advice.

1 | Why this assessment matters

Office work may involve sustained cognitive demand, constant task switching, customer complaints, tight deadlines and pressure to be continually available. Risks can arise from the design and management of work, not simply from an individual employee's ability to cope. Assess patterns across teams and roles, including remote and hybrid workers.

2 | Identify workplace hazards

• **Demands:** excessive workload, unrealistic deadlines, understaffing, repetitive tasks, conflicting priorities and inadequate breaks.

• **Control:** little say over task order, pace, methods, schedules or changes affecting the role.

• **Support:** insufficient training, inaccessible instructions, delayed managerial responses or limited opportunities to raise concerns.

• **Relationships:** bullying, exclusion, customer aggression, incivility, isolation and unresolved conflict.

• **Role and change:** unclear responsibilities, shifting expectations, job insecurity, poor consultation and last-minute changes.

• **Environment and technology:** noise, lighting, sensory overload, inaccessible software, notification overload and extended screen time.

3 | Consider who might be affected

Include permanent and temporary staff, reception teams, administrators, call-handling staff, supervisors, home workers and employees working alone. Consider whether particular tasks or conditions create additional barriers for disabled or neurodivergent staff, without assuming that everyone with the same diagnosis has the same needs.

4 | Gather evidence respectfully

Review workload patterns, overtime, absence trends, turnover, incidents and anonymised feedback. Invite confidential conversations and staff input. Ask about work conditions and support needs rather than requesting unnecessary medical details. Consult employee representatives where appropriate.

Assessing Risks and Taking Action

5 | Evaluate the risk

For each hazard, record who may be harmed and how, the safeguards already in place, whether further action is needed, a responsible owner and a review date. Consider likelihood and potential severity together; avoid using a numerical score as a replacement for judgement or staff consultation.

Hazard / example	Possible impact	Preventative action
Constant interruptions and competing deadlines	Errors, fatigue, anxiety, reduced concentration	Protected focus time, prioritisation, realistic deadlines and clear escalation
High emotional demands or hostile callers	Distress, hypervigilance, exhaustion	De-escalation training, escalation pathways, recovery breaks and manager support
Unclear roles or changing processes	Uncertainty, conflict, overload	Written responsibilities, accessible updates and early consultation
Noise, lighting and digital overload	Sensory strain, headaches, cognitive fatigue	Quiet space, adjustable environment, notification controls and accessible technology

6 | Reasonable adjustments and inclusive practice

Discuss adjustments individually and collaboratively. Options may include written instructions, flexible start times, assistive software, quieter workstations, predictable check-ins, alternative communication methods, phased changes or revised task allocation. Consider operational requirements and legal duties, and review whether adjustments work in practice.

7 | Strengthen team-level safeguards

• Agree realistic priorities, capacity limits and a route for flagging overload before problems escalate.

• Make breaks possible in practice, not merely permitted in policy.

• Train managers to listen without judgement, respond to concerns and signpost appropriate help.

• Provide accessible change communications, clear roles and regular opportunities for feedback.

• Respond promptly to bullying, harassment and threatening behaviour.

8 | Respond when concerns arise

Arrange a private, supportive conversation. Ask which work factors are difficult, what has helped and what changes might reduce risk. Agree actions and a follow-up date; record only necessary information securely. Where there is an immediate safety concern, follow the organisation’s urgent response procedures.

Printable Workplace Assessment

Use this worksheet for a role, team, department or working arrangement. Repeat it for each significant hazard.

Assessment details	Complete below
Department / role	_____
Assessment date / reviewer	_____
Staff consulted	_____
Next review date	_____

Risk assessment question	Notes / actions
1. Hazard identified: what aspect of work may cause harm?	
2. Who could be affected and how?	
3. What safeguards are already in place?	
4. What further actions or adjustments are needed?	
5. Who is responsible and by when?	
6. How will we check whether the action worked?	

Review prompts

Have staff been consulted? Are controls practical and accessible? Are deadlines and responsibilities clear? Have changes introduced new risks? Has the action reduced exposure to the hazard, rather than placing all responsibility on the employee?

Important: This is a supporting template, not a completed legal risk assessment. UK employers should consider relevant Health and Safety Executive guidance, including the Management Standards for work-related stress, and obtain specialist advice where needed.