

## Well-Being of Employees Policy

**The governing body of Holbrook Primary School is committed to ensuring the well being of its employees and expects this employee well being policy to be applied consistently across the school.**

**The governing body will adopt and follow all guidance and policies issued by Wiltshire Council related to staff matters, where that guidance has been agreed with recognised staff unions.**

**This policy was first written in 2007 and will be reviewed annually, in consultation with staff.**

### General policy statement

**All staff** employed at Holbrook Primary School should have the benefit of a working environment that positively contributes to their own sense of well-being and security. The working environment includes the way in which the workload and the workplace are managed as well as the physical conditions in which the work takes place.

**The governing body** of Holbrook Primary School seeks to operate fair and effective management so that all employees have such a benefit. This in turn will reduce the possibility of the harmful effects of stress being experienced.

To do this **all line managers** within the school should be competent in all areas of their management function.

**All line managers** are expected to continually assess the working environment for significant sources of stress and to be aware of, and alert to, the symptoms of stress in the people that they manage.

**All employees** are responsible for bringing attention, at the earliest opportunity, to any situation or factor that may be a source of stress either to themselves or to others. To encourage this, the governing body of Holbrook Primary School supports Wiltshire Council's statement that stress can be a legitimate workplace concern. It does not subscribe to any view that it is necessarily a sign of personal weakness.

All instances of concern will be treated with sensitivity and, if necessary, confidentiality in seeking to reduce or eliminate the source of the stress and in providing support to the employee to minimise the effect of the stress and hasten the recovery.

The **governing body** has endorsed this guidance and has agreed that it should be actively promoted among managers and supervisory staff.

**Each line manager** is expected to cultivate and promote a culture in which employees have a positive sense of well being and where work-related stress is treated, as any other form of ill health would be. **Each line manager** will also ensure that all cases where employee well-being is questioned are managed appropriately with reference, where necessary, to the specialist roles set out in this policy.

## **Responsibilities**

### **The governing body is responsible for:**

- having due regard to the head teacher's work life balance and considering measures to ensure that the head teacher's workload is kept at a reasonable level
- attending training relevant to responsibilities for ensuring staff well being
- providing adequate resources to support implementation of this policy

### **The Governing Body and Head Teacher are jointly responsible for:**

- making themselves aware of all guidance issued by Wiltshire Council and how it affects their roles;
- making themselves aware of, and operating within, all of the Council's management policies and procedures (listed in Appendix I of this document);
- monitoring work performance and absences;
- informing employees of support available to them;
- ensuring that new employees or employees in new posts or with new responsibilities are capable of fulfilling their roles without detriment to their health or safety;
- recognising the symptoms of stress in those they manage and work with;
- referring those with symptoms of stress to the Occupational Health Unit;
- investigating the possible causes of stress;
- seeking to resolve or remove any causes of stress using appropriate advice
- dealing with staff well being issues professionally, sensitively and confidentially
- monitoring the degree of employee well-being using recommended indicators. These will include: employee absenteeism, staff counselling and occupational health referrals, management skills training uptake, other training uptake, use of the managers' self-analysis tool, use of HSE

questionnaire, information from exit interviews, redeployment and ill-health retirement figures

### **The senior leadership team is responsible for:**

- ensuring good communication between management and staff, particularly where there are organisational and procedural changes
- ensuring all staff are provided with meaningful developmental opportunities
- monitoring workloads to ensure that people are not overloaded Monitoring working hours to ensure that staff are not overworking
- being vigilant and offer additional support to a member of staff who is experiencing stress outside work e.g. bereavement or separation
- referring to workplace counsellors or specialist agencies as required
- ensuring that bullying and harassment is not tolerated within their jurisdiction
- reporting regularly to the staffing committee of the governing body on strategies being employed in the school to ensure staff work/life balance
- acting as good role models to other staff in time management and achieving a good work/life balance

### **All employees are responsible for**

- bringing attention, at the earliest opportunity, to any situation or factor that may be a source of stress either to themselves or to others
- offering suggestions, through respective line managers, on any practical initiatives the school might take to enhance employee well-being
- ensuring that they undertake tasks relevant to their job description and grading e.g. teachers should not undertake any of the administrative tasks removed from teachers' responsibilities as part of the workforce remodelling agreement

### **Support Structure**

Despite all of the policies, procedures and measures outlined above, the governing body recognises that there may be occasions when employees experience feelings and physical symptoms of ill-health, stress or general discontent which may be linked to their work or working environment.

In addition to capable and sensitive management, the governing body and head teacher will give careful consideration to accessing the range of available support services and procedures that could reduce the harmful effects and facilitate full and speedy recovery. For example, consideration will be given to:

**Workload re-allocation** and **re-deployment** to provide temporary or permanent relief.

**Mentoring** to assist individuals to strengthen particular areas of weakness.

Referral to the **Occupational Health Service** who can provide advice, support and lifestyle screening and advise on whether rehabilitation following a period of absence can help employees return to work without experiencing a recurrence of the cause of absence.

**Paid** and **unpaid time off** for specific circumstances, including family emergencies and parental needs. ( for further information refer to staff absence management policy)

Referral to a a trained **staff counsellor** (funded by the school) to provide a confidential service.

**APPENDIX**  
**(issued by Wiltshire Council)**

**RISK ASSESSMENT**

The process of risk assessment in relation to employee well being involves:

1. Identifying the **foreseeable** potential for ill-health, stress or other harm to your staff related to being at work;
2. Identifying individuals or groups of people who may be particularly at risk;
3. Assessing the effectiveness of any current controls in place to avoid that harm;
4. Using all of the above information to decide if there is a need to introduce or enhance control measures in order to avoid or mitigate the degree of harm;
5. Recording and regularly reviewing the assessment and informing others about it.

**Notes**

**1. Common foreseeable possible causes of ill health, stress and other harm**

Volume of work - too much or too little

Hours being worked – including at home

Constant or hard-to-meet deadlines

Work beyond a person's ability – lack of training, information, support etc.

Work beyond a person's intellect

Work not suited to an individual's personality or psychological capacity

Lack of equipment or unsuitable equipment

Lack of supervision or guidance

Constant changes in duties or environment

Bullying

Inconsistent application of rules

Other peer behaviour such as social exclusion, practical jokes, sexual harassment etc.

**2. People who might be particularly at risk**

Young and inexperienced staff

Untrained staff

Anyone with a history of ill-health or stress

Anyone whose work is particularly emotionally demanding

Anyone whose work involves significant contact with the public

Anyone working irregular or unsociable hours

Anyone who works in isolation

Senior managers and decision makers

### **3. The effectiveness of current controls**

Are working hours monitored?

Are lunch-breaks taken?

Do staff have regular supervision sessions?

Are staff fully trained?

Is training updated and refreshed?

Are job descriptions and person specifications accurate?

Is equipment available and properly maintained?

Are staff consulted about changes to working practices and the working environment?

Is support available when workloads increase?

Are staff aware of the counselling service available?

Are staff aware of the different policies in operation?

### **4. Introducing or enhancing controls**

You are expected to safeguard the health, safety and welfare of staff to a standard that is 'as far as is reasonably practicable'. This means that you should weigh up the extent of the risk in terms of probability and severity and then introduce control measures that are proportional to that risk.

So a low risk might necessitate only a small degree of control, whilst a high risk (ie. one that is likely to occur with a serious outcome) needs to be afforded a significantly greater degree of control.

Control measures can be physical such as a security lock on a door to protect staff from unauthorised visitors or they can be procedural such as having regular supervision sessions with staff or restricting the number of hours being worked or the number of miles being driven.

It is not possible to eliminate all risks. Your goal is to eliminate those that can be and to contain the others.

### **5. Recording and reviewing the assessment**

The Council's general risk assessment form can be used to record your findings. Remember that your assessment may be used in litigation and so you should undertake it diligently and keep it safe.

You should review all risk assessments at least annually but sooner if any relevant circumstances change. It is also important that everyone facing the risk is told about the outcome of the assessment especially the control measures to be followed.

For further help with risk assessments contact the Health and Safety Manager, Corporate Services or your Personnel Officer.