

Newton International School Lagoon Campus



“An international community of learners striving for excellence and celebrating success”

Staff Well-being Policy

Last Reviewed Date: 20th June 2021

Reviewed by: A Hardy, Deputy Principal

Next Review Date: 20th June 2022

1. Introduction

The School as employer has a duty to ensure the health, safety and welfare of its employees as far as reasonably practicable. It is also required to have in place measures to mitigate as far as practicable factors that could harm employees' physical and mental well-being, which includes work-related stress. This duty extends only to those factors which are work-related and within the School's control.

This policy defines work-related stress as “the adverse reaction a person has to excessive pressure or other types of demand placed on them”. There is an important distinction between ‘reasonable pressures’ which stimulate and motivate and ‘stress’ where an individual feels they are unable to cope with excessive pressures or demands placed upon them.

This policy recognises that there are many sources of work related stress and that stress can result from the actions or behaviours of managers, employees or students.

Health and Safety have produced a number of Management Standards which cover the primary sources of stress at work that, if not properly managed, are associated with poor health and well-being, lower productivity and increased sickness absence. These are:

- Demands – i.e. workload, work patterns and the work environment.
- Control – i.e. how much say the person has in the way they do their work.
- Support – i.e. the encouragement, sponsorship and resources provided by the organisation, line management and colleagues.
- Relationships – i.e. promoting positive working to avoid conflict and dealing with unacceptable behaviour.
- Role – such as whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles.
- Change – such as how organisational change (large or small) is managed and communicated within the organisation.

The School is committed to fostering a culture of co-operation, trust and mutual respect, where all individuals are treated with dignity, and can work at their optimum level.

The School recognises that work-related stress has a negative impact on employees' well-being, and that it can take many forms and so needs to be carefully analysed and addressed at an organisational level.

The Staff Well-being policy expands upon the School's Health and Safety policy, setting out how the School will promote the well-being of employees by:

- * Creating a working environment where potential work-related stressors as far as practicable are avoided, minimised or mitigated through good management practices, effective Human Resources policies and staff development.

- * Increasing managers' and employees' awareness of the causes and effects of stress.

- * Developing a culture that is open and supportive of people experiencing stress or other forms of mental ill health.

- * Developing the competence of managers through the Knowledge, Skills and Behaviours framework, so that they manage staff effectively and fairly.

- * Engaging with staff to create constructive and effective working partnerships both within teams and across the School.

- * Establishing working arrangements whereby employees feel they are able to maintain an appropriate work life balance.

- * Encouraging staff to take responsibility for their own health and well-being through effective health promotion programmes and initiatives.

- * Encouraging staff to take responsibility for their own work and effectiveness as a means of reducing their own stress and that of their colleagues.

2. Responsibilities

Senior Management will:

- Support steps to develop a culture of cooperation, trust and mutual respect within the school
- Champion good management practices and the establishment of a work ethos within the school which discourages assumptions about long-term commitment to working hours of a kind likely to cause stress and which enables employees to maintain a reasonable "work – life balance".
- Promote effective communication and ensure that there are procedures in place for consulting and supporting employees on changes in the organisation, to management structures and working arrangements at both a school-wide and departmental level.
- Encourage initiatives and events that promote health and well-being.

Middle Leadership will:

- Treat individuals reporting to them with consideration and dignity and will promote a

culture of mutual respect in the teams they manage. They will not permit unacceptable behaviour and will take decisive action when issues are brought to their attention.

- Ensure that there is good communication within their team and there are opportunities for individuals to raise concerns about their work, seeking advice from HR and the Health and Safety Committee at an early stage where concerns are raised.
- Adhere to the management principles set out in the School's HR policies and procedures.
- Encourage their staff to participate in events and initiatives undertaken by the School to promote well-being and more effective working.



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- Take action in the interests of all staff members where performance by an individual may cause stress to their colleagues.

Staff (including teaching staff, support staff and admin staff) will:

- Treat colleagues and all other persons with whom they interact during the course of their work with consideration, respect and dignity.
- Cooperate with the School's efforts to implement the Well-Being Policy.
- Raise concerns with their line manager if they feel there are work issues that are causing them stress and having a negative impact on their well-being.
- Take responsibility for their own health and well-being by adopting healthy lifestyles.
- Take responsibility for their own development skills as one of the means to enable them to work effectively in their team and so reduce the risk of stress.
- Take responsibility for working effectively in their assigned roles, thus helping to avoid causing stress to their colleagues.

Human Resources will:

- Provide advice to managers of staff and employees on best practice in relation to human resource management, developing policies and procedures as required.
- Ensure that there are arrangements in place for communicating the content of the School's HR management policies and procedures to managers and staff.
- Ensure that there are procedures in place to support individuals experiencing work-related stress, making necessary referrals where appropriate.
- Ensure that there are arrangements in place to support managers experiencing problems with employee performance.
- Collate management information which will enable the School to measure its performance in relation to stress management and employee well-being, such as:
 - Sickness absence data
 - Staff turnover, exit interviews
 - Numbers of grievance and harassment cases
 - Numbers of disciplinary issues with staff

3. The Staff Welfare Committee will:

- Ensure that the Well-Being Policy is kept under review and updated as appropriate. ●
- Assist and support managers to undertake local stress risk assessment where required. ●
- Organise appropriate events and initiatives to promote health and well-being.

4. Implementation

Arrangements for well-being and stress prevention through good management practices include:

- Recruitment and selection procedures
- Clear job descriptions and person specifications to ensure that the 'right' person is recruited for the job.
- Agreed knowledge, skills and behaviours for managers, to be cascaded to all levels of management and supervision.
- Training and development procedures to ensure that individuals have the necessary skills and competencies to undertake the tasks/duties required of them.
- Promotion and reward procedures.
- Managing performance procedures.
- Harassment and anti-bullying procedures.
- Procedures for communicating with employees on the work of the School and issues affecting their work.

The arrangements will be updated and augmented as required and when deemed necessary.

This policy will be reviewed on an annual basis by the Staff Welfare Committee and HR.