



John Wheatley
Glasgow's Friendliest College.

John Wheatley College

Board of Management

Well-being Policy

Well-being Policy

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1. Introduction

This is the approved Policy of the Board of Management of John Wheatley College produced in partnership with management, Trades Unions, Professional Association and staff representatives. The College supports the principle of increasing understanding, at all levels of the importance of well-being in the workplace, taking preventative and protective measures to reduce the risk of negative influences on employee well-being including mental health.

Well-being is essentially about how people think and feel and the factors that influence this. John Wheatley College recognise the importance of well-being to physical and mental health, social functioning and the provision of efficient and effective services. Many factors in the workplace influence the well-being of individual employees, sections and the organisation as a whole. The College acknowledge the importance of understanding and addressing the factors which affect how people think and feel at work. Well-being in the workplace is an organisational issue that needs to be addressed by everyone. It is relevant to all employees, but in particular, managers who having responsibility for the welfare of employees play an important role in promoting well-being.

There are many different influences which can impact on an individual's well-being. A positive working environment is one influence and appropriate support at work can have a significant impact on related sickness absence and long term outcomes for employees experiencing mental distress. Overall, working has a positive effect on people's well-being. In addition to financial benefits, work is an important source of support, providing social and information networks, a sense of purpose and personal identity. Addressing employee well-being can help strengthen the positive, protective factors of employment and reduce those factors which have a negative impact on well-being.

The promotion of positive well-being has a role to play in many aspects of the College including health and safety, equal opportunities, dignity at work, work/life balance, terms and conditions of employment, performance management and remuneration. In addition, legislation, the Disability Discrimination Act and Health and Safety, place legal obligations on the College to monitor working practices in relation to individuals, in particular those with mental health problems. In addition legislation related to areas such as equal treatment, protection from harassment and race equality also support the well-being of staff.

Addressing well-being at work benefits the College as a whole, helping to create a more open culture where difficulties and problems can be discussed, improving performance and quality of services, increasing morale and reducing levels of absenteeism and employee turn over.

The College is committed to promoting the well-being of staff and the aims of this policy are to:

- promote well-being for all employees in the workplace;
- tackle workplace factors that may negatively affect well-being or mental health;
- promote assistance for staff experiencing well-being or mental health issues; and

- positively encourage the employment of people with a history of mental health problems.

2. Legislation

There is no single or specific law governing workplace well-being, stress or mental health problems at work. However, organisations and managers have to adhere to the following related legislation.

2.1 Health and Safety at Work Act 1974

Under this Act employers have a duty to ensure, as far as reasonably practicable, the Health, Safety and Welfare at work of all their employees including:

'The provision and maintenance of a working environment for employees that is, so far as is reasonable practicable, safe, without risks to health, and adequate as regards facilities and arrangements for their welfare at work'.

This means that the College has a duty in law to make sure that its employees are not made ill by their work. These risks to health will include risks to well-being and mental health.

2.2 Management of Health and Safety at Work Regulations 1999

Employers are required to assess the nature and scale of risks to health in the workplace and put adequate control measures in place. Risk assessment includes identifying hazards and evaluating the risks potentially involved. These hazards and risks may be affecting well-being and therefore need to be assessed.

The Health and Safety Executive (HSE) recommends a five-step approach to risk assessment:

- look for the hazards;
- decide who might be harmed and how;
- evaluate the risks and decide what needs to be done;
- record the results of the assessment in an action plan; and
- review and revise the assessment and actions taken.

2.4 The Disability Discrimination Act 1995

The definition of 'disability' under the Act applies to people with long-term mental health problems, which have lasted or are likely to last up to 12 months. The Act prohibits discrimination against a person with such a disability in connection with employment. People with a disability should not be treated less favourably than someone else. The College has a duty to make a 'reasonable adjustment' that could assist a person with a physical or mental health disability to do a job.

3. Promoting Well-being

Many of the factors that influence both the physical and mental health of employees are psycho-social and relate to style of management and working culture. Although individuals can take steps to promote their own well-being issues need to be addressed systemically at organisational rather than at individual level. The College has a role to play in safeguarding the mental health of its workforce by providing a supportive working environment and promoting positive well-being through health promotion activities and health education.

Promoting the well-being of employees includes:

- recognising that all employees have mental health needs;
- raising awareness of what people can do to look after their own and others' well-being; and
- identifying and addressing the factors that affect well-being in the workplace.

The College will offer, where possible, assistance, advice and support to employees who are experiencing mental health problems in the workplace, as well as support for those returning to work following a mental health problem.

4. Indicators of Poor Well-being Problems

The following are examples of indicators that may signify problems:

Group Indicators

- absenteeism;
- low staff morale;
- poor outputs;
- problems with recruitment;
- high staff turnover; and
- high levels of grievance and disciplinary action.

Individual Indicators

These can be most obvious when there is a change in behaviour. Examples could be if an employee or a colleague has become:

- moody;
- tearful;
- irritable; and
- withdrawn.

Or is experiencing:

- anxiety;
- headaches;
- insomnia;
- physical illness e.g. high blood pressure; or
- tiredness/lethargy.

Increased consumption of:

- alcohol;
- drugs; or
- tobacco.

Monitoring well-being problems can help the College to identify where problems exist and help to ensure interventions are targeted in the right area. This may be done at team, section or organisation level. Responsibility within the College for monitoring lies with senior, operational and line managers.

Formal Monitoring

- audit of staff sickness
- well-being survey
- staff focus groups

Responsibility

Line Manager and Human Resources
Senior Management
Senior Management and Human Resources

Informal Monitoring

- direct observation in the work place
- return to work interviews
- staff supervision

Responsibility

Managers and Colleagues
Managers and Human Resources
Managers

5. Creating a Safe Environment

It is acknowledged that certain working conditions and practices may have a negative effect on an employee's well-being. It is necessary to take account of aspects of work organisation and management, and environmental, social and organisational conditions that have the potential for psychological as well as physical harm.

The College will ensure that it fulfils its legal obligations by taking the appropriate measures outlined below in the areas identified.

5.1 Job Control

Job control provides employees with a level of control over how they do the job and the tasks within it. Line managers will assist the College to ensure that employees are provided with a degree of control in carrying out their role and that there is task variety in an employees daily tasks to ensure that the working day is not too monotonous. The line manager and the employee, where possible, will be involved in the creation of the job description and person specification, with the assistance of a Personnel representative. The job description must incorporate a variety of tasks in accordance with the College's Recruitment and Selection Policy and Procedure.

Employees at all levels will have the opportunity to contribute to and influence decisions made within College at individual, section and organisational level through the existing mechanisms:

- regular team meetings held by line managers with the employees for whom they are responsible;
- providing the opportunity and encouraging employees to contribute to the operation and development of the service(s) their team provides;
- Focus Groups;
- Curriculum, Moderation and Project Team Annual Reviews;
- Senior Lecturer's Forum;
- Support Staff Forum;
- Annual SWOT Analysis, including individual feedback from section managers to staff/teams on issues raised;
- Career Development Review process;
- Equal Opportunities Development Forum;
- Direct feedback to staff through presentations, memorandums or intranet on College issues; and
- Joint Consultative Committee.

5.2 Job Demands and Workload

Job demands are the extent to which individuals perceive that they have the time and the resources required to complete their work satisfactorily. Demands are at the right level when employees are able to cope with the volume and complexity of work.

The College will, with the assistance of its operational and line managers:

- advertise and fill vacant positions within a reasonable timescale in accordance with the College's Recruitment and Selection Procedures;
- monitor and review work demands periodically;
- review staffing levels periodically through the Workforce Profile produced as part of the College's Equal Opportunities Annual Review;
- conduct workload assessments periodically (external assistance may be sought);
- monitor employee working hours through the payroll for all staff and diary sheet submissions for teaching staff on a weekly and monthly basis;
- operate flexible working practices in accordance with Flexible Working legislation and personal circumstances of staff in line with operational requirements;
- encourage employees take their annual leave and rest breaks, support employees are encouraged to take at least a ten day break at one time;
- ensure through the Career Development Review process that employees have the skills to undertake the tasks allocated;
- record training and development on each individual employee's Staff Development Log (available from the Associate Principal (Quality));
- ensure that employees have adequate levels of work;
- ensure that employees have adequate resources to carry out a task in good time where possible;
- as far as possible allocate deadlines which are reasonable;

5.2 Job Demands and Workload (cont)

- educate and train staff in the use of the College's email system to ensure effective and appropriate use of this system through the Quality Day programme;
- limit the flow of paperwork by promoting more direct forms of communication such as team meetings; staff briefings and other appropriate methods;
- monitor the flow of paperwork and emails; and
- promote and share good practice and ideas through the College's Quality events.

5.3 Organisational Change

The College recognise that many employees may experience difficulties during periods of change and that varying degrees of support might be required. To ensure that organisational changes within the College have as little adverse impact on employees as possible the College will prior to any changes being implemented:

- ensure the aims and objectives of the change are communicated to employees through direct contact, the College Newsletter, Senior Lecturer's Forum, Support Staff Forum, Equal Opportunities Development Forum, Joint Consultative Committee and the College intranet;
- inform employees of the timetable for change and employees;
- where possible, employees will be included and engaged in the consultation process;
- consult and provide employees with an opportunity to contribute to planned organisational changes through the College's internal Committees; and
- inform employees of any changes to their role and provide an up-to- date job description, and training and development where required.

5.4 Job Role

To ensure that employees are clear about their role and in accordance with the College's Recruitment and Selection Policy and Procedure the College will ensure that:

- a clear job description and person specification is created and available for each job;
- the person specification identifies the competencies required to carry out the duties and responsibilities of the job;
- roles and responsibilities are clearly defined and explained to employees and that all employees undergo a Section Induction (individual/team);
- the role does not potentially conflict between personal and professional beliefs and that employees are encouraged to discuss this with their line manager or nominated person if it occurs. e.g. someone being asked to do something that may conflict with their religious or cultural beliefs;
- the number of roles an employee has at any one time should be limited;

5.4 Job Role (cont)

- supportive policies and procedures are in place for employees and managers through which they may deal with or raise any concerns they may have (see section 10 Supporting Policies and Procedures); and
- training and development opportunities are available for employees and managers in effective methods of working and managing;
- flexible working practices are available and requests are objectively considered; and
- a review of job descriptions and person specifications will be undertaken by the line manager with the assistance of a personnel representative every two years.

5.5 Support at Work

Support at work leads to higher morale in employees. Management, line management in particular, need to be supportive. Managers will be adequately trained and supported to ensure that they are equipped with the skills and ability to provide support to employees. Managers need to use supervision effectively to manage individual's workloads and provide employees with feedback both positive and negative.

Managers will, with the College's support:

- take a risk assessment approach to employees particularly in terms of assessing employees health and safety needs (see section 2.2);
- promote, support and assist employee's at all levels within the organisation this includes peer support;
- help employees to develop positive coping skills or manage difficult situations that may arise through providing advice, guidance, training and development;
- develop positive leadership by listening to employees, and taking on board their concerns and suggestions where possible;
- ensure that employees are aware of and adhere to the College's policies and procedures and where to access them, for example Dignity at Work, Commendations and Complaints Procedure, Grievance Procedure and Disciplinary and Appeals Procedure;
- promote work life balance;
- ensure that staff are aware of the College's Family and Parental Leave Policy and Personal and Domestic Leave Policy;
- assist the College to develop a workplace culture showing that harassment and bullying of others will not be tolerated. Everyone should be encouraged to challenge unacceptable behaviour;
- address issues with staff and provide staff with positive and negative feedback where appropriate to encourage and develop staff performance; and
- encourage employees to see the benefits of teamwork and be supportive of each other.

The first step to supporting employees is to create a supportive environment. Managers need to encourage a culture where it is possible for employees to be open about their well-being status. Employees should be encouraged to talk about difficulties without being concerned it will threaten their future with the College. Managers and employees should be aware that the College has a number of supporting systems currently in place:

- Employee Counselling Service (ECS) – this is an independent service to which the College affiliates. All dealings with the ECS are strictly confidential between the employee and the counsellor. Contact number – 0800 435 768;
- ECS – 12 hour helpline 0800 389 7851; and
- Occupational Health Service – this is an independent medical service which provides the College management and the employee with advice in relation to the support and assistance which might be required.

5.6 Employees Role

Employees also have a role to ensure their own personal well-being, and that of their colleagues. Employees are expected to:

- raise concerns about their own well-being if they feel that they are suffering as a result of work demands;
- raise concerns about a colleague if they feel that signs of stress or mental distress are apparent;
- treat colleagues at all levels with respect and dignity;
- identify any training and development requirements which they might have;
- participate in the College's mechanisms for communication and consultation; and
- contribute to the development of College's support mechanism to assist employees and help promote a more open and supportive culture.

If an employee experiences difficulties at work then they are encouraged to seek help as soon as possible. If the employee's problem(s) or issues persist then the manager should conduct a risk assessment to consider adjustments that can be made for a person experiencing problems or resolve the issues of concern. A Personnel representative or the Health and Safety Officer will provide some assistance.

The College's Occupational Health Service is also available to provide assistance, guidance and support both the College's management and the employee.

The College's Attendance at Work Policy and the associated Handbook for Managers provides advice to managers on adjustments which might be made to assist an employee experiencing difficulties at work, absent on long-term sick leave or returning to work after a period of illness, mental or physical. The Attendance at Work Policy and Procedure aims to improve staff attendance and retain in employment those employees who have or develop a disability or long-term underlying health problem.

6. Recruitment and Selection

The College recognises that mental illness is not necessarily a barrier to effective working and that providing employment and maintaining people in work is a positive way of supporting individuals who have, or who are recovering from mental health problems. In addition to looking after the well-being needs of current employees and supporting those experiencing problems the College is committed to the employment of disabled people. The College's Recruitment and Selection Policy, including the College's Code of Practice on the Employment of Disabled Persons appendix 10, and associated procedures, clearly explain the College's commitment and approach in supporting individuals with a physical or mental disability into employment.

It is in the College's interests to achieve a fair and consistent approach in its recruitment and selection procedures for all categories of employees not only to ensure that the best candidate for the job is selected but also to avoid discriminatory practices, ensure equal access to all jobs, comply with employment legislation and ensure good human resource management practice.

Managers involved in the recruitment and selection process will be trained in the operation of the College's Recruitment and Selection Policy and Procedure and in equal opportunities annually. All appointments will be made in accordance with the College's Recruitment and Selection Policy and Procedure.

7. Responsibilities

This policy is viewed as an integral part of the College's Health and Safety Policy as such the College's Board of Management is responsible for its overall implementation. However management have day to day responsibilities.

In particular, all managers are responsible for monitoring the workplace, identifying hazards and risks and taking steps to eliminate/reduce these risks as far as is reasonably practicable. All managers also have responsibility to assist and support employees with mental health problems.

Senior management and operational management have responsibility to ensure that all their staff performing a management or supervisory function has sufficient competence to discharge that function in a manner consistent with the maintenance of well-being in the workplace.

The Associate Principal (Quality) and Human Resources Manager will be responsible for organising training and awareness training courses on well-being and mental health problems in conjunction with suitable external organisations.

The Human Resources Manager and Human Resources Officer will be responsible for providing advice support and assistance to employees and managers regarding the operation and implementation of this policy.

In conjunction with Senior Management and manager, the Human Resources Manager and Health and Safety Officer will be responsible for undertaking regular reviews of working practice and the workplace environment and culture with a view to minimising any factors causing well-being problems.

It is the responsibility of all employees to report any risks to health, including well-being or mental health problems that might put themselves or others at risk. Staff are advised to seek the assistance of their line manager, senior or operational manager, representative of their Trade Union or Professional Association in such cases.

8. Training

This policy will be brought to the attention of new staff during the induction process, form part of the staff handbook, be placed on the College's Intranet under College Policies and be available from the College's Library and Information Services. Managers will be expected to bring the policy to the attention of new staff for whom they are responsible as part of the Section Induction.

All existing staff, including senior and operational manager, will be required to attend awareness sessions which will be aimed at ensuring they understand their individual responsibilities in respect of this and related policies. These sessions will also aim to provide staff with some understanding of mental health issues at work. Sessions will be organised as part of the College's Quality Day programme.

Managers will receive specific training about risk and protective factors for well-being and mental health in the workplace and their role in alleviating problems. Other relevant training will take place around related workplace issues such as managing grievance and discipline and harassment or discrimination claims.

The College will make available advice on mental health issues in the form of leaflets, booklets and promotional displays. Details of the Employee Counselling Service are clearly displayed on staff notice boards throughout the College.

9. Monitoring

In conjunction with Senior Management the Human Resources Section will be responsible for monitoring how effectively this policy meets its aims.

Monitoring indicators to measure the effectiveness of the policy include:

Area	Responsibility
<ul style="list-style-type: none">• staff attendance levels	Line Manager and Personnel
<ul style="list-style-type: none">• Section	
<ul style="list-style-type: none">• working hours and patterns	Line managers
<ul style="list-style-type: none">• Accidents	Health and Safety Officer

9. Monitoring (cont)

- | | |
|---|------------------------------|
| • Grievances | Personnel Section |
| • Disciplinarys | Personnel Section |
| • Staff turnover | Personnel Section |
| • Ill health retirements | Personnel Section |
| • Use of Employee Counselling Service | Personnel Section |
| • (Number of employees using the Service) | |
| • Use of Occupational Health Service | Personnel Section |
| • Staff attitude or well-being surveys | Senior Management/ Personnel |
| Section conducted periodically, internally and externally | |
| • Data collected from Exit Interviews | Personnel Section |

A monitoring report will be produced and presented to the Board of Management's Personnel and Staffing Committee early in each academic year.

10. Supporting Policies and Procedures

- | | |
|--|---|
| • Dignity at Work Policy and Procedure | • Management of Criminal Records Information Policy and Procedure |
| • Equal Opportunities Policy | • Staff Guide to Challenging Behaviour |
| • Race Equality Policy | • Workplace Physical Activity Policy |
| • Grievance Policy and Procedure | • Alcohol Policy |
| • Code of Discipline, Disciplinary and Appeals Procedure | • No Smoking Policy |
| • Commendations and Complaints Procedure | • Hiv – (Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome (Aids)) |
| • Public Interest Disclosure Policy | |
| • Race Equality Policy | |
| • Recruitment and Selection Policy and Procedure | |
| • Family and Parental Leave Policy and Procedure | |
| • Personal and Domestic Leave Policy and Procedure | |
| • Job Share Policy | |

11. Implementation

Due to the inter-relatedness of this Policy it will be gradually implemented over a two year period. The College recognises the successful implementation of the Well-being Policy it will require it to undertake a review of existing procedures and processes, develop and introduce new systems, procedures and ways of working. An implementation schedule is attached as Appendix 1 which identifies the areas where existing mechanisms required to be reviewed and areas which require to be developed. Appendix 2 indicates the training which will be carried out for staff and management to ensure that staff are equipped to deal with issues which may affect their well-being.

Date Approved: Board of Management	Date Implemented	Review Date
13 th October 2005	13 th October 2005	12 th October 2006

The College undertakes a commitment to conduct a well-being survey 12 months from the date of the implementation of this Policy and to review the Policy in light of the results of the survey if appropriate.

Implementation Schedule – Well-being Policy Session 2005/06 and 2006/07

Appendix 1

Task	Target Date	Target Group	Responsibility for Organising	Relevant Policy Section
Promote Well-being Policy	December 2005	All Staff	Health Promotion Group	
Implement College Recruitment and Selection Procedures	December 2005	All Managers	Human Resources Manager	5.1, 5.2, 5.4 and 6
Create an Intranet Folder to inform staff of changes in the College	December 2005	All Staff	Associate Principal (ICT)/ Human Resources Manager	5.3
e-Health Promotion	January 2006	All Staff	Work Medical Direct/Associate Principal (ICT)/HR Manager	3, 4, 5.5 and 5.6
Review Job Descriptions	June 2006	All Staff	Human Resources Manager/Line managers	5.1, 5.2, 5.3, 5.4, 5.5 and 5.6
Review Family Friendly Policies and Procedures/Flexible Working	June 2006	All Staff	Working Party/Human Resources Manager	5.2 and 5.5
Review Curriculum, Moderation and Project Team Annual Review documentation	June 2006	All staff groups	Assistant Associate Principal (Quality)/Assistant Associate Principal/Human Resources Manager	5.1 and 5.2
Review Dignity at Work Policy	June 2006	All Staff	Working Party/Human Resources Manager	5.5
Implement Flexible Working System	June 2006	Support Staff	Depute Principal/Human Resources Manager	5.2 and 5.5
Review Exit Interview Process	August 2006	Staff Leavers	Working Party/Human Resources Manager	9
Source an alternative external Employee Assistance Provider	August 2006	All Staff	Human Resources Manager	5.5
Section Induction – Team and Individual	September 2006	Existing and New Staff	Assistant Associate Principal (Quality)/Assistant Associate Principal/Human Resources Manager/Line Managers	5.4
Issue revised Job Descriptions	September 2006	All Staff	Human Resources Manager/HR Assistant	5.1, 5.2, 5.3, 5.4, 5.5 and 5.6
Conduct a well-being Survey	October 2006	All Staff	Human Resources Manager and external partners	Overall Policy
Review communication channels as part of overall management structure review.	December 2006		Working Party/Human Resources Manager	5.2 and 5.6
Review of Career Development Review Process	December 2006	All Staff	Assistant Associate Principal (Quality)/HR Manager	5.1 and 5.2

Training Schedule – Well-being Policy Session 2005/06 and 2006/07

Appendix 2

Training	Target Date for Completion	Target Group	Responsibility for Organising or Identified Provider
Stress Management	December 2005	All managers	Associate Principal (Quality)/Human Resources Manager
Stress Management	December 2005	All staff	
Conducting an Individual Stress Risk Assessment	December 2005	HR Manager, HR Officer and Identified managers	Work Medical Direct
Identifying Job Competencies	June 2006	All managers	Associate Principal (Quality)/Human Resources Manager
Specific training about risk and protective factors for well-being and mental health and role of manager in alleviating problems.	June 2006	All managers	
Managing Discipline	June 2006	All managers	Associate Principal (Quality)/Human Resources Manager
Managing Grievance	June 2006	All managers	Associate Principal (Quality)/Human Resources Manager
Managing Harassment and Discrimination	June 2006	All managers	Associate Principal (Quality)/Human Resources Manager
Recruitment and Selection Procedures	June 2006	All managers	External training provider
Training in effective use of College's email system	June 2006	All Staff	Assistant Associate Principal (Quality)/Assistant Associate Principal.
Health and Safety Risk Management	June 2006	All managers	Health and Safety Officer
Mental Health in the workplace training	June 2006	All managers	Health at Work
Performance Management	December 2006	All managers	External provider/Human Resources Manager