

Stalham High School

Health and Safety Policy



This policy must be considered alongside the Health and Safety policy for Synergy Multi Academy Trust. This is available on the website www.synergymat.org.uk

**Approved: April 2021
Review: Annually
Next Review: April 2022
Owner: Executive Headteacher
Lead: Business Manager**

Part 1: Introduction and Statement of Intent

The Leadership Team at Stalham High school believes that effective Health and Safety management supports our delivery of education and services to students.

We consider the Health and Safety of students, employees and visitors to the school to be an integral part of what we do and will pursue continual improvement in performance through the setting of objectives and targets.

We are committed to:

- Developing and maintaining a positive Health and Safety culture with an emphasis on continuous improvement, through communication and consultation with employees and their trade union representatives;
- Providing a safe and healthy working environment;
- Ensuring safe working methods and providing safe equipment;
- Assessing and controlling the risks that arise from our work;
- Complying with and where possible exceeding statutory requirements;
- Preventing accidents and work related ill health;
- Providing effective information, instruction and training;
- Monitoring and reviewing systems and preventative measures to make sure they are effective;
- Ensuring adequate resources are made available to fulfil our Health and Safety responsibilities.

For these commitments to be effective, employees throughout the school must play their part in the creation of a safe and healthy working environment for all.

J Wollocombe, Chair of Governors

A Richardson, Executive Headteacher

Date:

Date:

Part 2: Organisational Structure and Responsibilities for Health and Safety

To comply with the Governing Body's Statement of Intent the following responsibilities have been assigned:

Board of Trustees are responsible for ensuring that:

- a) A clear written policy statement is created which promotes suitable attitudes towards Health and Safety in staff and students.
- b) Responsibilities for health, safety and welfare are allocated to specific people and those people are informed of these responsibilities.
- c) A lead governor for Health and Safety is nominated.
- d) People have sufficient experience, knowledge and training to perform the tasks required of them.
- e) Clear procedures are created which assess the risk from hazards and produce safe systems of work.
- f) Sufficient funds are set aside with which to operate safe systems of work.
- g) Health and Safety performance is measured.
- h) The school's Health and Safety policy and performance is reviewed annually.

Appendix 1 gives details of job titles and names applicable to the various duties and responsibilities outlined below.

The Lead Governor for Health and Safety

The Lead Governor for Health and Safety has the following responsibilities:

- a) To be fully and visibly committed to the Governing Body's Statement of Intent for Health and Safety.
- b) To scrutinise and review Health and Safety performance.
- c) To provide support and challenge to the Executive Headteacher and the Health and Safety Co-ordinator in fulfilling their Health and Safety responsibilities.
- d) To ensure in particular that risk assessments of the premises and working practices are carried out and documented.

Executive Headteacher

The Executive Headteacher has the following responsibilities:

- a) To be fully and visibly committed to the Statement of Intent for Health and Safety.
- b) To retain overall responsibility for Health and Safety within the School whilst assigning the responsibilities detailed below to the appropriate individual and monitoring Health and Safety performance for the same.
- c) To undertake the risk assessments specifically for Stress, New & Expectant Mothers and Young Persons,

- d) To ensure that a Business Manager has been assigned to the School by the Trust.

School Health and Safety Co-ordinator

At Stalham High School the School Health and Safety Co-ordinator is Paul Norris and has the following responsibilities:

- a) To be fully and visibly committed to Statement of Intent for Health and Safety.
- b) Ensure that a clear written local Health and Safety policy is created.
- c) Ensure that the policy is communicated to all relevant people.
- d) Ensure appropriate information on significant risk activities is provided to visitors and contractors.
- e) Ensure appropriate consultation arrangements are in place for staff and their Trades Union representatives.
- f) Ensure that all staff are provided with adequate information, instruction and training on Health and Safety issues.
- g) Arrange for curriculum risk assessments to be undertaken.
- h) To ensure that appropriate General Risk assessments of working practices and the premises have been undertaken by the Business Manager.
- i) Ensure safe systems of work are in place as identified from risk assessments.
- j) Ensure that suitable emergency procedures are in place.
- k) Ensure that equipment is inspected and tested to ensure it remains in a safe condition.
- l) Ensure records are kept of all relevant health and safety activities, e.g. assessments, inspections, incidents, Health and Safety training etc.
- m) Ensure arrangements are in place to monitor premises and Health and Safety performance.
- n) Ensure that all incidents are investigated and suitable remedial actions are taken.
- o) Report to the Governing Body annually on the school's Health and Safety performance.
- p) To advise the Executive Headteacher of situations or activities which are potentially hazardous to the Health and Safety of staff, students and visitors.
- q) To undertake Health and Safety inductions with new members of staff following the checklist attached at Appendix 2.

Health and Safety Representatives

Under the Safety Representatives and Safety Committee Regulations 1977, an independent recognised trade union has the right to appoint safety representatives. Recognised Trade Unions will inform the school in writing when a Health and Safety representative has been appointed.

The Health and Safety representative will raise issues of Health and Safety with the School Health and Safety Co-ordinator, as they affect employees, if appropriate. They will be allowed to investigate incidents and potential hazards, pursue employee complaints and carry out school inspections within directed time, but wherever practical, outside of teaching time.

Health and Safety representatives are entitled to certain information about incidents and to paid time off to train for and carry out their Health and Safety functions. However, they are not part of the Senior Leadership team of the school and do not carry out duties on behalf of the Executive Headteacher, School Health and Safety co-ordinator or the Governing Body.

The School Health and Safety co-ordinator will consult with the Health and Safety representatives in good time on any measures which may affect employees.

Business Manager

Stalham High School will have been assigned a Business Manager by the Trust. Under the direction of the School Health and Safety Co-ordinator, the Business Manager will undertake the following responsibilities:

- a) To make provision for the inspection and maintenance of work and teaching equipment.
- b) To manage record keeping of all Health and Safety activities including management of the building's fabric and building services in liaison with contractors and suppliers.
- c) To advise the Schools Health and Safety Co-ordinator of situations or activities which are potentially hazardous to Health and Safety of staff, students and visitors.
- d) To undertake the risk assessments specifically for, the General Risk Assessment, Lone working, Working at Height, Slips, Trips and Falls, Hot work, Manual Handling, DSE and Portable Electrical Equipment.
- e) To ensure that information on appropriate risk activities are provided to contractors.
- f) To ensure that risk assessments of the premises are undertaken.
- g) Ensure that equipment is inspected/serviced and tested to ensure that it remains in a safe condition.
- h) To ensure that Contractors are aware of the School's Rules for Contractors at Appendix 3 and that safe working arrangements are in place when contractors are working on the premises.
- i) To ensure that regular testing and maintenance of the electrical equipment, including portable equipment takes place.
- j) To ensure that there are adequate systems in place for the management of asbestos and the control of legionella.
- k) A copy of the Health and Safety Law poster is displayed on the Health and Safety Notice board in the staff room and that the content of the board is checked and kept up to date.

Caretakers

The Caretaker(s) will undertake the following responsibilities:

- a) Safe means of egress and access to the site and buildings are maintained.
- b) The premises are kept clean and that adequate welfare facilities are provided.
- c) To ensure that Contractors are aware of the school's rules for Contractors at Appendix 3 and that safe working arrangements are in place when contractors are working on the premises.
- d) Adequate security arrangements are maintained.
- e) All premises related accidents/incidents are reported, recorded and investigated.
- f) To maintain the property book and regularly review its content to ensure that defects are being correctly recorded and dealt with.
- g) To undertake regular inspections of the premises and to record these inspections on the premises checklists.

Teaching and support staff holding positions of responsibility

This includes Deputy/Assistant Headteachers, Heads of Departments, Technicians and Caretakers. They have the following responsibilities:

- a) Apply the School's Health and Safety Policy or relevant Health and Safety Code of Practice to their own department or area of work and be directly responsible to the Executive Headteacher and School Health and Safety Co-ordinator for the application of the Health and Safety procedures and arrangements.
- b) Carry out regular Health and Safety risk assessments of the activities for which they are responsible.
- c) Ensure that all staff under their management are familiar with the Health and Safety Code of Practice, if issued, for their area of work.
- d) Resolve health, safety and welfare problems that members of staff refer to them, or refer to the Executive Headteacher/Health and Safety Co-ordinator any problems to which they cannot achieve a satisfactory solution within the resources available to them.
- e) Carry out regular inspections of their areas of responsibility to ensure that equipment, furniture and activities are safe and record these inspections where required.
- f) Ensure, so far as is reasonably practicable, the provision of sufficient information, instruction, training and supervision to enable other employees and students to avoid hazards and contribute positively to their own Health and Safety.
- g) Investigate any accidents that occur within their area of responsibility.
- h) Prepare an annual report for the Executive Headteacher/Health and Safety Co-ordinator on the Health and Safety performance of his/her department or area of responsibility.

Class Teachers

Class teachers are expected to:

- a) Exercise effective supervision of their students, to know the procedures for fire, first aid and other emergencies and to carry them out.
- b) Follow the particular Health and Safety measures to be adopted in their own teaching areas as laid down in the relevant Code of Practice, if issued, and to ensure that they are applied.
- c) Give clear oral and written instructions and warnings to students when necessary.
- d) Follow safe working procedures.
- e) Require the use of protective clothing and guards where necessary.
- f) Make recommendations to their Executive Headteacher/Health and Safety Co-ordinator or Head of Department on Health and Safety equipment and on additions or necessary improvements to plant, tools, equipment or machinery.
- g) Integrate all relevant aspects of safety into the teaching process and, where necessary, give special lessons on Health and Safety in line with National Curriculum requirements for safety education.
- h) Report all accidents, defects and dangerous occurrences to their Head of Department.

All Employees

All employees have individual legal responsibilities to take reasonable care for the Health and Safety of themselves and for others who may be affected by their acts or omissions. In particular, employees must:

- a) Comply with the School's Health and Safety policy and procedures at all times – in particular procedures for fire, first aid and other emergencies and incident investigation.
- b) Cooperate with school management in complying with relevant Health and Safety law.
- c) Use all work equipment and substances in accordance with instruction, training and information received.
- d) Report to their manager any hazardous situations and defects in equipment found in their work places.
- e) Report all incidents in line with the incident reporting procedure.
- f) Act in accordance with any specific Health and Safety training received.
- g) Inform their manager of what they consider to be shortcomings in the School's Health and Safety arrangements.
- h) Exercise good standards of housekeeping and cleanliness.
- i) Co-operate with appointed Union Health and Safety Representative(s).

Students

Students, allowing for their age and aptitude, are expected to:

- a) Exercise personal responsibility for the Health and Safety of themselves and others.
- b) Observe standards of dress consistent with safety and/or hygiene.
- c) Observe all the Health and Safety rules of the school and in particular, the instructions of staff given in an emergency.
- d) Use and not wilfully misuse, neglect or interfere with equipment and resources provided for them.
- e) Ensure that they do not recklessly or intentionally interfere with safety equipment, for example, fire extinguishers and fire alarms.
- f) Inform a member of staff of any situation which may affect their safety or that of any other student or staff.

Part 3: Procedures and Arrangements

The following procedures, arrangements or policies have been adopted to ensure compliance with the Trust Corporate Health and Safety policy and the Governing Body's statement of intent.

Risk Assessments

A General Risk Assessment is undertaken annually by the Business Manager. Other Risk Assessment or reviewed annually by the BM or where appropriate the Executive Headteacher: These cover:

- a) Lone working,
- b) Working at Height,
- c) Slips, Trips and Falls,
- d) Manual Handling,
- e) Hot work,
- f) New and Expectant Mothers
- g) Young people
- h) DSE,
- i) Portable Electrical Equipment
- j) Stress

Arrangements for a)b)c)d)h)i) and j are covered further in the policy.

- e) Hot work.
Where hot work activities must be carried out, a suitable risk assessment is carried out specifically for that piece of work. Hot work may only be undertaken if no alternative solution is available i.e. mechanical fixing, cold repair. If the Hot work involves or produces substances hazardous to health e.g. cleaning solvents, acids, welding fumes etc. then the work will include additional control measures as necessary.

Hot work permits must be obtained from the Business Manager prior to the commencement of any work.

Hot work permits are kept in the Risk Assessment register in the Business Managers' office.

- f) New and Expectant Mothers
On notification of pregnancy or breastfeeding, a specific risk assessment will be carried out on the individual by the appropriate Line Manager (or in the case of a student, by a Support and Guidance Manager).

HSE guidance on new and expectant mothers at work: A guide for employers provides more detail which is followed.

N.B. Risk assessments for new or expectant teenage mothers or students would be carried out in conjunction with a senior member of staff and the relevant support agency.

- g) Young People
A young person is anyone employed at the school that is under the age of 18. A child is anyone under the age of 16.

A specific risk assessment is carried out by the Line Manager of any young person which will assess whether the young person is exposed to risk due to lack of experience, being unaware of the potential risks and/or a lack of maturity.

Suitable controls will be put in place to mitigate those risks. A copy of the risk assessment is kept in the risk assessment register in the Business Managers' office.

Separate procedures and policies apply to any child at the school on work experience. It is the School's policy not to offer work experience places at the present time.

Reporting of Incidents/Injuries/Accidents

Instructions on incident and accidents reporting are given at Appendix 4.

Asbestos Management

An annual asbestos inspection is carried out by Norfolk Property Services (NPS). The inspection is reported and recorded as a register which is kept in the Business Managers' Office at the High school. The Asbestos register includes a management plan and a signing in sheet for contractors.

The Business Manager is responsible for ensuring that the Asbestos Management Plan is updated, and relevant quarterly and six-monthly checks are completed.

A copy of the register and the above documentation is held in the Business Managers' Office. Regular contractors at the school e.g. Heating engineers, plumbers, electricians are required to sign the register at least annually to confirm that they have had sight of it and understand its contents.

Other contractors are required to read it for the area in which they will be working, prior to commencing work, and sign the register. If any new asbestos is discovered during works being undertaken, this must be reported to the Site Team immediately.

Contractors on Site

All contractors to the site are provided with the information detailed at Appendix 3 including a set of rules that they must agree to before commencing work.

Contractors must have adequate Public Liability Insurance and a copy of the certificate of insurance must be provided to the Business Manager.

Off-site Activities

Activities that will take students out of normal school lessons should appear on the school calendar in order that other colleagues can plan accordingly. Any activity needs to be discussed in detail at least two weeks ahead of time (and be accompanied by appropriate Health & Safety and Finance paperwork).

The Educational Visits Coordinator is responsible for the review of the Educational Visits Policy annually, and the Executive Headteacher has ultimate responsibility in ensuring that all staff meet the arrangements and follow the guidelines in this policy, which can be found on the website.

Safety is the prime consideration when planning or carrying out a school trip; all appropriate Health and Safety and child protection procedures must be followed. Any concerns must be reported to the Designated Senior Lead.

All risks will be assessed and reported prior to the event and any possible measures towards safety and welfare undertaken. Staffing will adhere to recommended supervision: student ratios (see Educational Visits Procedure Checklist for details). The group leader will consider whether the nature of the activities requires the normal ratios to be exceeded.

Account will be taken of the nature of off-site visits and whether the visit should include an adult who has an appropriate first aid qualification. This decision is the Executive Headteacher's. Appropriate first aid provision will be available at all stages of the trip. Teachers, assistants and volunteers accompanying school trips will be DBS checked and appropriately trained in procedures.

All transport arrangement and venues will be checked for suitability and safety beforehand. Risk assessments will be completed and approved for all aspects of the trip.

Site Security and Visitors

All visitors must report to reception where they will be asked to sign the visitors book and wear a visitor's badge.

Unless a visitor is DBS checked, is a regular attendee at the school and has had a Health and Safety Induction (including Fire Evacuation procedures) from the school's Health and Safety Co-ordinator, they must be accompanied at ALL TIMES by a member of staff. This is for Health and Safety and for Safeguarding reasons.

Slips and Trips

All staff have a responsibility for the Health & Safety of their own areas.

Good housekeeping and maintenance practices are ensured throughout the premises to minimise risk.

Stair nosings and lighting are regularly checked by the caretakers. Routine checks are made daily by all staff for trailing leads and cables.

Deliveries are stored in the bespoke shed outside the kitchen back door or delivered immediately on receipt by the receptionist contacting the caretaker by walkie-talkie.

Offices and classrooms are cleaned daily.

The caretakers are responsible for minimising slip and trip hazards and the relevant training is available for them to complete through the iHasco Online Training Portal.

Working at Height

All staff are instructed through the staff handbook not to stand on desks, chairs or other makeshift equipment.

Step ladders of a suitable type are provided around the school but staff are instructed to refer to staff that have had training in working at height to undertake any such work.

Access equipment (ladders, stepladders and the tower) are registered, logged and regularly checked by the caretakers who maintain the ladder log.

Access equipment is correctly stored in the courtyard by the plant room or in the caretakers' containers and shed and is locked away.

Vehicle Movements

The risks of people and vehicles coming into contact is controlled by the following measures:

- a) The site has an overall speed limit of 10 MPH.
- b) Zebra crossings at key points have been clearly marked.
- c) Visibility mirrors have been installed at strategic points.
- d) A one-way system of traffic has been implemented.
- e) Staff are on duty outside at key times of the day e.g. prior to the start of the day, break and lunchtimes, end of school day.
- f) Vehicles making deliveries to the school are not permitted on site during the times when students are arriving at school or leaving i.e. between 8.15 am and 8.45 am and between 2.45 pm and 3.15 pm. Staff and visitors are encouraged to avoid arriving or leaving the site in their vehicles during these times.
- g) Staff and visitors may park their cars in the car park. Staff and visitors should not:

- a. Park in the adapted spaces (front and rear of the school)
- b. Block gates, access ways, other vehicles or fire exits.
- c. Park close to the front entrance in a manner that would prevent access by the emergency services.
- d. Cause a potential hazard or danger to other users of the school premises.
- e. Park in areas that are coned off by the caretaker(s).

Fire Safety

A fire risk assessment is carried out annually by Ellis Whittam in accordance with the school's contract with them. Fire Awareness Training has been provided to all staff through iHasco Health & Safety Online Training Portal. Fire Warden Training has been provided to relevant staff in the same way. It is the responsibility of the Head of Department to ensure that their team have completed training specific to them. The Business Manager is responsible for ensuring any corrective actions required are implemented, and that training is available.

Testing of the fire alarm system is achieved by activating one call point per week, in rotation, to ensure correct functionality. A list of call points can be found in every classroom and in the staff handbook. This is tested by the site team. The entire system is also checked annually by TP Fire to ensure the entire system is functioning correctly. These checks are recorded in the log book.

Testing of the Emergency Lighting is achieved by inserting a special key into the key switch to activate the light. This is called "flash testing" and is completed by the site team, monthly. The entire system is checked, quarterly, by TP Fire to ensure the system is adequate and highlight any lights which need remedial repairs. These checks are recorded in the log book.

Fire extinguishers are checked monthly by the site teams for any visible damage, that the pressure is within limits and that the pin is in place. They are also checked annually by Chubb Fire to ensure that all extinguishers and other firefighting equipment is functioning correctly and that the right type of equipment is available in the right area. These checks are recorded in the log book, which is located in the Site Managers' Office.

Emergency procedures are reviewed annually by the Health and Safety Co-ordinator. Planned evacuations are carried out termly and recorded in a suitable log book, which is located in the site office. The Fire Evacuation Plans are displayed in all classrooms and offices, which gives full details of the evacuation procedures, including the names of all fire wardens, which is the safest route out of the building from that particular point, and the locations of all call points.

When the alarm is raised, all staff, students, visitors and contractors should immediately leave the building by the nearest exit, as detailed in the Fire Evacuation Plan. From here, they should proceed to the assembly points. Students should line up by form, in silence, and await their form tutor to complete the register. The Site Team will investigate the source of the alarm and report back to the Executive Headteacher, or senior leader in charge of the evacuation. If a fire is discovered, the fire brigade will be called. If it is determined to be a false alarm, the alarm will be silenced, on the instruction of the Head Teacher, and staff and students will be allowed back into the building form by form. A full review of the evacuation is carried out by the Business Manager and recommendations are made to improve the procedure.

Electrical safety

Competent Persons are to undertake maintenance or repair of electrical installations and portable appliance testing (PAT) Additional information

Under no circumstances will academy staff work on live electricity, unless they have received the appropriate training and have the level of skills and experience required to do so safely and competently. Certificate of the training would be required as proof.

Teachers cannot be required to undertake any electrical maintenance or repair work. Without exception, such work should be allocated to an individual with appropriate training and expertise.

Day to day testing of electrical equipment could be the task of a delegated member of staff e.g. Site Manager/Supervisor/Caretaker who have had the necessary training and equipment for this task.

Only people who have the necessary professional training and skills required should carry out more complex work on testing and maintenance.

Fixed wire testing is carried out annually over a five-year period (20% per annum) in accordance with the school's contract with them.

Portable Appliance Testing is carried at least every three years. It is the responsibility of the Business Manager to ensure that any remedial works are carried out.

If any member of staff discovers an electrical problem, this should be raised with their Head of Department in the first instance. The Head of Department will decide whether the matter warrants emergency action, an urgent maintenance request or logging in the property book.

If the site team cannot resolve the issue, relevant remedial works will be undertaken by the appropriate contractor.

If emergency action is required, the emergency evacuation procedures will be adopted.

Minibus(es)

The school has one minibus on contract hire. Details of the contract are in the contract register in the Business Managers office. Day to day management is undertaken by the Business Manager and the Caretaker. Bookings are made through school Reception.

Insurance is organised by the Chief Financial Officer. Copies of the certificate of insurance are available in the minibus folder in the caretakers' office or through the Business Manager.

Use of the minibus(es) is governed by the minibus policy which is available on the Health and Safety Notice board and the school's intranet.

ICT Use

Display Screen equipment risk assessments for all individuals classified as Display Screen Users are carried out by the Network Manager who has had specific DSE training for this purpose.

Risk assessments are kept by the Network Manager and adjustments required to the equipment implemented by the Network Manager in liaison with the Business Manager.

The School can contribute towards the cost of an eye test for employees who habitually use display screen equipment (DSE) as an essential part of their work and for significant part of their normal working hours. The maximum amount that can be claimed for an eye test is £40.00. If the eye test shows that corrective lenses are necessary for DSE work then the School will make a major contribution towards the cost of spectacles.

Completed forms (with all sections signed and dated) should be sent to Finance Office, with receipts firmly attached.

First Aid

First Aid boxes are located at:

- * Reception
- * Medical Room
- * Minibus
- * DT Workshops Food Technology
- * Science Labs and Prep Rooms in the main school
- * PE Department Office
- * Caretaker's room
- * Canteen
- * All areas separated from the main building.

Details of First Aiders can be found on posters in the reception area. The Health and Safety Co-ordinator is responsible for ensuring all First Aid Boxes are full and in date, and training is up to date, recorded and stored appropriately. Copies of training records are located in the Head Teacher's PA's Office.

If a First Aider is required, staff should make contact with reception immediately. A First Aider can be contacted via radio. Injured or ill parties should wait in the medical room, where practical. If it is not possible for the injured or ill party to go to the Medical Room, the first aider will attend to them where they are. If required, an ambulance will be called and next of kin informed. All incidents where first aid is needed to be administered should be logged in an appropriate accident book.

Instructions on incident and accidents reporting are given at Appendix 4.

Manual Handling

All staff have a responsibility for the Health & Safety of their own areas.

The Caretaking staff and others regularly required to handle objects are given manual handling training. This is currently provided through the iHasco Training portal.

Mechanical aids are provided including trolleys, sack barrows and dollies.

Staff are instructed, through the staff handbook, to call on staff that have had the appropriate training to move objects that they consider may be beyond their ability to move safely. The school operates a "heavy box – low shelf" policy.

Infectious Diseases

All staff are responsible for ensuring as far as possible that the spread of infectious diseases is kept to a minimum. This is achieved by high standards of personal hygiene and practice, particularly hand washing and by maintaining a clean environment. The following practices are adopted by all staff:

Always wash hands after using the toilet, before eating or handling food, and after handling animals. Cover all cuts and abrasions with waterproof dressings. Hands are washed with liquid soap, warm water and paper towels or hand driers.

Students and adults are encouraged to cover their mouth and nose with a tissue and to wash hands after using or disposing of tissues. Spitting is not tolerated.

Disposable non-powdered vinyl or latex-free CE-marked gloves and disposable plastic aprons must be worn where there is a risk of splashing or contamination with blood/body fluids

The cleaning contract is monitored by the Business Manager to ensure cleaners are appropriately trained with access to PPE.

All spillages of blood, faeces, saliva, vomit, nasal and eye discharges are cleaned up immediately (always wear PPE). When spillages occur, the bodily fluids spill kit in the caretaker's office is used. Its contents are regularly checked and reordered by the caretaker.

Sharps are discarded straight into the sharps bin which is kept in the admin office and is out of the reach of children.

Some medical conditions make children vulnerable to infections that would rarely be serious in most children, these include those being treated for leukaemia or other cancers, on high doses of steroids and with conditions that seriously reduce immunity. The School is advised of any such children by the community nursing team or the parent/carer and a suitable care plan devised and implemented.

If a pregnant woman develops a rash or is in direct contact with someone with a potentially infectious rash, this should be investigated according to PHE guidelines by a doctor. The greatest risk to pregnant women from such infections comes from their own child/children, rather than the workplace. If a pregnant woman is exposed she should immediately inform whoever is giving antenatal care to ensure investigation. This advice also applies to pregnant students. This measure forms part of the risk assessment that is carried out for that member of staff or the student by their Line Manager or Pastoral Manager as appropriate.

Severe Weather

In the event of severe weather, the caretaker will undertake an assessment of the site and contact the Executive Headteacher to decide whether the school should open.

A decision will be made by 7.00 am. The Executive Headteacher will complete the school closure details on the Norfolk County Council website, and messages from there will be passed to local media outlets. A message will also be posted to the School's website and effort will be made to inform parents via Parentmail.

The recorded message on the school answerphone is changed to inform anyone ringing the school that it is closed. An attempt is always made to contact all staff personally by telephone through the telephone tree established by the Senior Leadership team.

Staff that cannot reach the school because of adverse weather need to make their own arrangements to work from home.

School closure as a result of power failure or severe weather or warnings during the school day are broadcast in a measured way to students in order to avoid uncertainty about how individuals get home. Arrangements are made for each student to ensure their safety.

Lone Working

All staff have a responsibility for the Health & Safety of their own areas.

Lone working is not permitted for any staff or contractor other than the caretakers (i.e. there must always be someone else on site).

The Caretakers have had specific training and guidance on safety whilst lone working including the areas of the school that are considered to be isolated and which specific types of work are prohibited during those times e.g. working at height or in confined spaces.

The key holders (Site Team and Business Managers) have Lone Working training available for them to complete through the iHasco Online Training Portal. It is the responsibility of the Business Manager to ensure that this training is available and completed.

Water Safety / Legionella

A two-yearly risk assessment will be carried out by Taurus Monitoring in accordance with the school's contract with them. Log Books have been provided to enable the Site Team to complete and record all

relevant weekly, monthly, quarterly, six-monthly and annual checks. The Business Manager is responsible for ensuring that corrective works are carried out and that the regular checks are being completed. It is extremely important to manage the risk of legionella during school holidays and periods

of low water usage or closures. Such times will provide the perfect opportunity for bacterial growth and proliferation including the growth of legionella within the academies water systems and services.

The following actions should:

- When the school is occupied but at a significantly lower capacity to normal then the outlets which are used less than once per week should be flushed weekly.
- When the school is not in use at all during the holiday periods including outbuildings, sports halls/gym etc.) Then all tanks, calorifiers and associated outlets should be thoroughly flushed prior to the commencement of the new term. This should be recorded. Water samples should also be considered for collection prior to the start of the new term.

Weekly, the site team complete flushing of infrequently used outlets, such as toilets in low usage areas. Monthly, using a specially calibrated probe, temperatures are checked at all taps, to ensure that hot water is maintained above 50c, and cold water below 20c. Quarterly, descaling of shower heads and taps are completed. All of these actions are completed by the Site Team and recorded in the log books, which are kept in the Site Team's Office. Six-Monthly and Annually, specialist maintenance and descaling of water tanks and plant are completed by Taurus Monitoring. These checks are also recorded in the log books, which are located in the Site Managers' Office

If any anomalies are found, the Business Manager is informed, and Taurus Monitoring are instructed to perform any remedial works to ensure the adequate safety of our water system.

Administration of Medicines

The staff handbook contains detailed procedures on how to deal with a student that is unwell.

The school has a specific policy on the administration of medicines and this is available on the staff shared drive.

Stress Management and Dignity at Work

The school has a specific policy on the management of work related stress and this is available on the staff shared drive. *See assessment protocol; Appendix 5.*

Critical Incidents

The Executive Headteacher will take charge of the School's response. The Executive Headteacher will put together a critical incident team usually consisting of the Senior Leadership team and the Business Manager and Health and Safety Co-ordinator.

In the case of the Executive Headteacher being unavailable, the members of the Critical Incident Management Team (CIMT) will take charge. The Executive Headteacher's office will be the central liaison point

The CIMT will assess immediate practical needs and will contact next of kin of those directly involved if required.

A short simple statement of facts will be prepared by the Executive Headteacher.

All contacts from the media will be dealt with by the Executive Headteacher. All other staff taking incoming calls will use a statement agreed by the CIMT.

When necessary, all members of staff will be informed and will be guided in relation to informing pupils.

The CIMT will determine the involvement of parents if appropriate and short and long term support will be offered to those affected

There will be an evaluation of the way in which the incident was managed.

APPENDIX 1 – Names, Job titles, roles and responsibilities (Dates of completed Health & Safety Training).

Lead Governor for Health and Safety:	John Wollocombe	
Executive Headteacher & Accounting Officer:	Andrew Richardson	
Chief Financial Officer:	David Hicks	
Trust Business Manager:	Jane Storey	
School Health and Safety Co-ordinator:	Paul Norris	
Network Manager:	James King	
Senior Leadership	Andrew Richardson Jayne Melhuish Dawn Hollidge Paul Norris Lee McMahon	(Executive Headteacher) (Deputy) (Deputy) (Director of T&L) (Director of Student Support)
Heads of Department:	Chris Hole Mo Ali Christian Bates Angela Davison Sue Dorkins James Messenger Stephanie Kent Cheryl Zeebroek Matthew Hall	(English) (Maths) (Society & Ethics) (Science) (Technology) (MFL) (History) (PE) (Music)
Caretakers	Steve Dove Steve De'ath	
Health and Safety representatives:	TBA (NUT) TBA (Unison)	

HEALTH AND SAFETY CHECKLIST for Induction

- Overview of the School’s Health and Safety policy and organisational structure.
- Tour of the premises.
- Communication and relationships with other departments, schools, the LA and the EFA.
- Accident and Incident Reporting
- Asbestos Management
- Initial advice to women of child bearing age about the need for “Expectant and new mothers” risks.
- Smoking Restrictions.
- Fire Evacuation and Emergency Procedures.
- Fire Extinguishers and blankets – location and use.
- Health and Safety Grievance procedures.
- First Aid facilities and trained first aid personnel.
- Information on school related specific hazards
- Site Security
- Restricted areas and equipment
- Use of equipment and/or tools including defect reporting
- Information regarding other users of the Campus.
-

Date Completed.....

Name of Member of Staff.....

Signed.....Signed.....

Contractor Site Information Sheet

Location/site/school:

Name of site contact:

Hazardous areas or operations at this site:

When arriving or leaving site report to:

First aid contact:

Nearest telephone on site:

Location of toilets:

Location of water supply:

Report incidents and near misses to:

Equipment/materials may be stored at:

I have read and understood the contractors notes overleaf.

Signature:

Date:

Contractors are requested to note the following:

- a. Prior to any work being started, you must provide written confirmation of your level of public liability insurance to the Business Manager.
- b. Please ensure that you have met with the Business Manager, prior to starting work, to undertake a risk assessment of the work you will be undertaking at the school site. This will include the times and days you will be working, plus vehicle movement and deliveries. NB This risk assessment relates only to how the work might impact on school children, staff and visitors - not on the risks to you or your employees.
- c. The Asbestos Register is available from the Business Manager and should be read prior to the commencement of any work. You will be asked to sign the register to confirm that you have done this.
- d. On arrival at the school, please sign in at reception (even if you will be working outside) and wear the appropriate identity badge. Please remember to sign out when you leave.
- e. The Fire Procedures:
 - a. The fire alarm is a CONSTANTLY ringing bell.
 - b. The staff, students and visitors will exit the school as swiftly as possible from the nearest exit and congregate on the main playing field beside the road, behind the fire assembly point sign.
 - c. Do not enter the building until you have been told it is safe to do so.
- f. Whilst working at the school, you are requested not to approach or speak to any students. This is to comply with Safeguarding guidelines and is to protect you, as well as others.
- g. The school is a "No Smoking" site. Please do not smoke anywhere on the school premises or grounds.
- h. Please do not play radios or other audio equipment if this could disturb classes that are taking place.
- i. Please maintain a standard of dress appropriate to a school environment. No shorts or bare chests during school hours.
- j. Mobile phones should be switched off where possible, when students are on site. If you need to use your phone, please do so away from student areas. The school reserves the right to look at mobile phones with integral cameras used at school.
- k. Please adhere to safe working practices and Health and Safety guidelines.
- l. Use of any Stalham High School equipment is not permitted.
- m. Contractor vehicles should only drive onto the school site with permission from the Business Manager. Please avoid entering or leaving the school site at the start or finish of the school day. (During the periods 8.15 am – 8.30 am and 3.00 pm – 3.15 pm.)

APPENDIX 4 – ACCIDENT AND INCIDENT REPORTING INSTRUCTIONS

ACCIDENT/INCIDENT REPORTING

As an Academy, Norfolk County Council no longer has overall responsibility for incident reporting at our site and we must maintain our own records. This applies to accidents and incidents affecting members of our staff and your students, as well as members of the public.

Similarly, where a “reportable” incident or accident takes place, we have the responsibility of ensuring that it is reported directly to the Trust who will then report it to the HSE (Health and Safety Executive) on our behalf.

WHAT NEEDS TO BE REPORTED?

The regulations require us to report/keep records of work related injuries and ill health involving staff, students and members of the public. Individuals employed by other organisations e.g. the heating engineers etc. are, generally speaking, the responsibility of their own employers.

We are also required to report dangerous occurrences – also known as “near misses”.

NB. These are only accidents, diseases and dangerous occurrences **arising out of or in connection with work**. So for example, it would not be necessary to report a staff absence due to the flu.

WHAT ACCIDENTS, DISEASES OR DANGEROUS OCCURRENCES SHOULD BE REPORTED?

The list of what constitutes a reportable accident, disease or dangerous occurrence is lengthy. As a general rule:

For staff: Any accident that results in first aid being necessary or an absence from work for three days or more.

For students: Any accident or incident that results in the pupil being taken directly from school to hospital.

Dangerous occurrences: any failure of building, plant or machinery that could or did result in an injury to any member of staff, student or member of the public.

N.B. This is in addition to our normal practice of recording student treatment records or medical room usage by school office staff.

HOW DO I MAKE AN ACCIDENT OR INCIDENT REPORT?

The Accident records and books are held in the School Office. If you need to make an accident report or have any questions, do please ask.

The office staff will help with the completion of the forms and ensure that the appropriate notification is sent to the Trust, where this is appropriate. As there are strict timescales around the notification, do please report the incident as soon as possible.

Our Accident reports and records must be made available to safety representatives. If you have concerns about the disclosure of your personal information in these circumstances, please speak to your Line Manager or the Executive Headteacher.

a) NNAT defines the minimum first-aid provision on any school site is

- A suitably stocked first-aid kit(s) (determined by the first aid assessment)
- Appropriate numbers of trained qualified First Aiders (determined by the first aid assessment)
- Information for employees about first-aid arrangements e.g., names of first aiders to be displayed, clearly identifiable and accessible first aid kit(s)
- Provision of first-aid needs to be available at all times to people at work.

b) What should be put in the first-aid box?

There is no mandatory list of items to put in the first-aid box; it depends on what needs have been assessed. As a guide for low-level hazards minimum stocks of first-aid items are:

- A leaflet giving general guidance on first aid (e.g., HSE's Basic advice on first aid at work).
- Individually wrapped sterile plasters
- Sterile eye pads
- Individually wrapped triangular bandage, preferably sterile
- Safety pins
- Large individually wrapped, sterile, unmedicated wound dressings
- Medium-sized, individually wrapped, sterile, unmedicated wound dressings
- Disposable gloves

NB: Tablets and medicines should **not** be kept in the first-aid box, please refer to separate Policy for the dispensing of medication to pupils.

c) First aiders – Training and qualifications

The first aider is someone who has completed training appropriate to the level identified in the assessment of first aid. All first aiders are required to attend an appropriate first aid course with a competent training provider and undertake appropriate refresher training.

d) Selecting a training provider

When selecting a training provider you should check:

- The qualifications expected of trainers and assessors
- Monitoring and quality assurance systems
- Teaching and standards of first-aid practice
- Syllabus content
- Certification

e) First aid courses include:

- First aid at work (FAW)
- Paediatric first aid training
- Emergency first aid at work (EFAW)

f) How many first aiders

This depends on the assessment of your first-aid needs, or where there are additional special circumstances. As an example the HSE suggested numbers available **at all times at work** are:

- Low hazard – for more than 50 people at least one first-aider trained in every 100 employed
- Higher-hazard – for more than 50 at least one first-aider trained for every 50 employed.

For office staff

Please ensure that a **copy** of the GDPR compliant incident report/accident book page, is given to the Trust Business Manager immediately. Please ensure that you email the Trust Business Manager at jstorey@nnat.org.uk who can then advise you how to proceed.

If the accident relates to any of the following:

- An employee, student or self-employed person is injured whilst working on the premises and this results in their death or prevents them from continuing their normal work for more than seven days.
- The employee has an occupational disease or work related illness e.g. occupational asthma.
- The employee suffers a major injury such as a broken bone, dislocation, burn or is unconscious or is admitted to hospital for more than 24 hours.
- The employee or student is subjected to an act of physical violence.
- The student is taken directly to hospital from the scene of the accident.
- An accident caused by faulty equipment or lack of adequate supervision.

NB Work related stress and stress related disorders (including PTSD) are not reportable under RIDDOR but you should refer to your own stress and wellbeing policy for guidance on how to proceed.

IF YOU HAVE ANY QUESTIONS/ISSUES – DO PLEASE ASK.

Jane Storey – Trust Business Manager – jstorey@nnat.org.uk



North
Norfolk
Academy
Trust

NNAT uses



Education
Personnel
Management

Employee Stress Risk Assessment Guidance

The following employee stress risk assessment can be used when considering an employee who is displaying possible symptoms of stress, or returning from sickness absence relating to stress.

The ***Outline Employee Stress Risk Assessment*** is broken down into the 6 HSE (Health and Safety Executive) Management Standards and includes examples of cause and possible intervention. The assessment is neither exhaustive nor prescriptive, but it should be used as a guide to assist those conducting the assessment in looking at the possible causes of stress and remedies.

Who Should Conduct the Stress Risk Assessment?

In most instances the Line Manager is in the best position to undertake the assessment. This is because they have the ability to alter or control a number of the factors which may be causing stress (work load, target dates, etc.).

However, there may be occasions when it is inappropriate for the Line Manager to undertake the assessment, such situations would include:

- Current dispute between the Manager and the employee
- At the request of the employee
- Where Senior Managers consider assessment by the Line Manager inadvisable.

In this case consideration should be given to another Manager in the same work area or the Senior Manager to the Line Manager undertaking the stress assessment.

In complex cases advice should be sought from your HR Adviser as soon as possible.

How to Conduct an Individual Stress Risk Assessment

Where possible, the person conducting the stress assessment should:

- Put the employee at ease by explaining the purpose of the assessment.
- Explain to the employee what stress is:
 1. Stress is the adverse reaction people have to excessive pressures or demands placed on them. Stress is not an illness but, sustained over a period of time, it can lead to mental and/or physical illness.
 2. There is an important distinction between working under pressure and experiencing stress. Certain levels of pressure and challenge are acceptable and normal in every job. They can improve performance, enabling employees to meet their full potential and realise a sense of achievement and job satisfaction. However, when pressure becomes excessive it results in stress.
 3. Pressures outside the workplace, whether the result of unexpected or traumatic events such as accidents, illness, bereavement, family breakdown or financial worries, can result in stress. They can also compound normal workplace pressures.
 4. The School recognise that the capacity to deal with stress varies from person to person. Employees react to similar situations in different ways.
 5. The School has a legal duty to take reasonable care to ensure that your health is not put at risk by excessive pressures or demands arising from the way work is organised.
- Conduct the interview in a confidential manner, excluding others from hearing and avoiding interruption.
- Seek to achieve a relaxed, informal environment where the employee does not feel threatened.
- Ask 'lead questions' to establish where concerns exist; if no problems are indicated within a particular area then move on to the next. Where concerns are raised then follow-up with more detailed questions to identify the cause(s) of the employee's stress. Typical 'lead questions' are provided in the **Outline Employee Stress Risk Assessment** together with possible causal factors and intervention techniques.
- Do not use the **Outline Employee Stress Risk Assessment** as a questionnaire i.e. going through each question, but use it intuitively; listen to the reply and form your questions in an open format. This allows the employee to express their feelings and discourages yes/no replies.
- Discussing stressing factors can be emotive so Managers should introduce rest breaks within the assessment if necessary.
- Where possible suggest and agree adjustments. Those adjustments may include any of the following:
 1. A workload review, reallocation of work, monitoring of future workload or possible redeployment.

2. Investigation under the School's Disciplinary and/or Grievance Procedures. This would be appropriate where the Manager had a concern about a colleague's conduct or an employee was raising a concern that was appropriate to consider as a grievance.
 3. Referral for medical advice, treatment and/or a medical report to be provided by your Occupational Health provider.
 4. If the employee is on sickness absence, discussion of an appropriate return to work programme.
- The agreement of adjustments can also be done at a later stage, if detail needs to be checked or other people's co-operation needs to be sought. Whilst possible interventions are included within the outline assessment, others may present themselves depending on the situation met and the employee concerned.
 - At the end of the assessment a summary sheet should be drafted. The sheet should record all of the identified key stressors and the appropriate interventions. This document then forms an individual action plan that should be agreed with the employee.

Taking Action on the Findings of the Stress Risk Assessment

Where specific stressors are identified corrective action must be taken to address them. The action plan should be implemented within agreed time-scales and the plan reviewed on a regular basis with the employee to ensure it remains valid.

Employee Stress Risk Assessment

1. Demands:

This includes issues such as workload, work patterns and the work environment.

The HSE standard is:

- Employees indicate that they are able to cope with the demands of their jobs.
- Systems are in place locally to respond to any individual concerns.

Question

1.1. Do you find the quantity and level of work expected from you acceptable?

Cause	Possible intervention
Excessive demands	Tasks have to be adequate and achievable in relation to the agreed hours of work
Targets to meet	Review targets, agree realistic goals and time scales
Conflicting demands	Balance and review the work load
Limited demands	Jobs are designed to be within the capabilities of employees Review level of responsibility
Monotony of work Repetitive nature of work	Review job design Review job weighting and workload, consider giving more complex work
Long hours	Employees encouraged to work within their contractual hours, to take their meal breaks & flexi/annual leave Managers should set a good personal example – take breaks, etc. Ensure that there are sufficient resources to do the work

Question

1.2. Is the physical environment in which you work satisfactory (lighting, temperature, etc.)?

Cause	Possible intervention
Physical environment such as excessive noise, inadequate light, etc.	Employee's concerns about their work environment are addressed

Question

1.3. Do you experience any form of physical or verbal abuse or violence whilst at work?

Cause	Possible intervention
Psychosocial environment such as workplace violence and verbal abuse	Open communication so Managers know what the issues are Workers training to deal with situations Offer support such as Employee Assistance Programme, if the School has access to this Review the situation regularly

2. Control:

How much say the employee has in the way they do their work.

The HSE standard is that:

- Employees indicate that they are able to have a say about the way they do their work.
- Systems are in place locally to respond to any individual concerns.

Question

- 2.1. Do you feel that you have some say as to how you work and about how much work you are able to do?

Cause	Possible intervention
Targets forced on workers	Where possible, employee should have control over the pace of their work
Excluded from decisions that affect job descriptions No say in how to do the work	Where appropriate, employee included in decisions about their job
Employee not being consulted on changes to their work patterns	Employee consulted over their work pattern
Inflexible working pattern Working patterns dictated to employee	Employee have a say over when breaks can be taken, subject to organisational requirements
No choice in what you do at work	Employee encouraged to use their skills and initiative to do their work

Question

- 2.2. Do you think that you are given sufficient opportunities to develop skills or career opportunities?

Cause	Possible intervention
Lack of opportunities to develop their career Boring/repetitive job	Where possible, employees are encouraged to develop new skills to help them undertake new and challenging pieces of work
Lack of training	The development of employees identified on their personal development plans and given training opportunities as appropriate

3. Support:

This includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues.

The HSE standard is that:

- Employees indicate that they receive adequate information and support from their colleagues and superiors.
- Systems are in place locally to respond to any individual concerns.

Questions

3.1. Do you think that you receive sufficient information and support from your Manager and colleagues to enable you to work effectively?

3.2. Have you had sufficient training or development to enable you to work effectively?

Cause	Possible intervention
Lack of support from Line Manager	Line Managers support employees Review lines of communication (meetings, informal chats, e-mails, etc. Be approachable
Lack of support from colleagues	Encourage good team working, participation and discussion
Policies and procedures not known to employee	Ensure that policies and procedures are in place and discussed at team meetings or otherwise disseminated
Lack of training for the task	Ensure employees receive adequate training to carry out their work such as IT training in the applications they use
Inadequate feed back	Use the reporting system effectively, have regular meetings with employees
No feedback on performance from Manager, feedback not constructive	Ensure feedback is given, both good and bad and that it is constructive and Line Manager takes ownership of it Draw up action plans to resolve any issues, monitor progress and review; keep good records of discussions

4. Relationships:

This includes promoting positive working to avoid conflict and dealing with unacceptable behaviour.

The HSE standard is:

- Employees indicate that they are not subjected to unacceptable behaviours, e.g. bullying at work.
- Systems are in place locally to respond to any individual concerns.

Questions

- 4.1. Are you subject to any form of bullying or harassment by Managers, colleagues, children, parents, etc. at work?
- 4.2. Are work relationships strained?

Cause	Possible intervention
Bullying/harassment	Create a positive culture where bullying/harassment is not tolerated
Conflict	Managers promote positive behaviours to avoid conflict. If it cannot be resolved, try to work around it
Employees do not know policy, re Bullying, etc.	Disseminate policy appropriately; treat employees equally and fairly in line with current policy
Misuse of power or position	Ensure employees are aware of the avenues they can take when subjected to unacceptable behaviour
Continual criticism, humiliation, undermining an employee's professional ability	Encourage open two-way communication Seek advice from HR where necessary Respect employees' diversity Encourage employees to report unacceptable behaviour
Isolation	Employees share information relevant to their work

5. Role:

Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles.

The HSE standard is that:

- Employees indicate that they understand their role and responsibilities.
- Systems are in place locally to respond to any individual concerns.

Questions

5.1. Do you understand where your work fits in with the overall aim of the organisation?

5.2. Are you clear on what you should be doing and when?

Cause	Possible intervention
Unclear aims and objectives	Use SMART objectives linked to the business plan Set unambiguous objectives; keep a record and keep them under regular review
Expectations conflicting and/or unreasonable	Discuss the issues and agree reasonable expectations
Receiving work and instructions from more than one source	Agree with the post holder how tasks are issued and from whom
Being asked to perform duties outside of their normal job	Ensure that tasks given are within the normal duties or give reasons why if they are outside of the normal duties
Role developing and changing	Training provided to carry out new tasks Try to match work to skills
A newly created post	Agree a clearly defined role and document employee's agreement Review the post after a short period to verify role, work and training needs
No clear lines of communication	Put in place clear lines of communication
No system to raise concerns about uncertainties or conflicts in their role & responsibility	Ensure workers know that they can raise concerns in a confidential manner 2 way communication at the reporting meetings Provide SMART objectives

Responsibility without the authority	Responsibility and authority should match
Level of authority unclear within the team	Ensure responsibilities and authorities are clear within the team

6. Change:

How organisational change (large or small) is managed and communicated in the organisation.

The HSE standard is that:

- Employees indicate that the organisation engages them frequently when undergoing an organisational change.
- Systems are in place locally to respond to any individual concern.

Questions

- 6.1. Do you think that you are kept up to date about significant changes in the work place?
- 6.2. Do you have sufficient opportunity to question Managers about changes in the work place?

Cause	Possible intervention
Insufficient information of change provided to enable workers to understand the reasons for proposed changes	Keep workers informed of change and the reason why, especially if it affects them directly
Speculation and rumours False expectations	Keeping workers informed will prevent rumours Be honest with workers about change
No consultation with workers on changes	Consult with workers when possible to provide an opportunity for workers to influence proposals
Unsure how change will impact upon them	Workers are kept informed of the probable impact change may have on their role and provide support
Not knowing when change will take place	Workers aware of timetables for changes Workers have access to relevant support during changes

Employee Stress Assessment

Name (of employee being assessed):	
Job Title:	
Assessing Manager:	
Job Title:	
Date of Assessment:	
Review Date:	

Hazard or risk factor perceived by employee:	Control measures (possible solutions) to be considered:	By who and when:	Monitoring/review by who/when:
Demands of the job			
Personal control over work			
Support, training or specific individual needs			
Relationships at work			
Perception of role			

Change at work			
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Employee Signature:

Assessing Manager Signature: