19 Young Persons

This chapter is split into two parts:

Part 1: Directive. This part provides direction that you **must** follow to help you comply with (keep to) health and safety law, Government policy and Defence policy.

Part 2: Guidance. This part provides the guidance and good practice that **should** be followed and will help you to keep to this policy.

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Note: JSP 814 takes primacy for Policy and Regulations for MOD-Sponsored Cadet Forces.

Amendment record

Amendments will be staffed by the Directorate of Defence Safety (DDS) team following consultation with relevant subject matter experts (SMEs) and key stakeholders.

Version No	Date of publishing	Text Affected	Authority
1.2	Oct 20	Interim update post-handover of Policy from DSA to D HS&EP.	D HS&EP
1.3	Jan 22	Updated to remove reference to maturity and bring the definition of a competent person in line with the HSE ¹ definition of competence.	D HS&EP
1.4	31 Oct 24	Release of two-part chapter structure. Update to considerations and measures regarding young persons and Annex A (Young Persons Guide: Looking out for workplace hazards).	DDS

Terms and definitions

Accountable person	The person whose terms of reference state that they are responsible for making sure there are suitable and sufficient systems in place to control health and safety risks in their unit, estate (site) or platform. This term is used in place of CO, HoE, OC, Station Commander and so on, or as decreed by the Defence Organisations.
Child	A child is a category of young person defined as not having yet reached the official age at which they may leave school, just before or after their 16th birthday (this is often referred to as the minimum school leaving age (MSLA)) ² .
Commander	This is generally a military person responsible for planning activities, supervising activities, and making sure that personnel under their area of responsibility are safe. This term refers to a role rather than the rank of Commander, and it can be a permanent or temporary role (for example, lasting for the duration of a training exercise). In parts of Defence this person could be referred to as a 'responsible person'.
Competent person	A person who has the training, skills, experience, and knowledge necessary to perform a task safely, and is able to apply them. Other factors, such as attitude and physical ability, can also affect someone's competence. (See www.hse.gov.uk/competence/what-is-competence.htm for information on competence.)

¹ https://www.hse.gov.uk/competence/what-is-competence.htm

² The oldest pupils of compulsory school age are those born in September and may be as old as 16 years and 10 months in year 11 before they leave school on the last Friday in June.

Manager	A person responsible for managing or supervising staff, planning activities, and making sure that personnel under their area of responsibility are safe. This could be a permanent or temporary role, and in parts of Defence this person could be referred to as a 'line manager,' a 'responsible person' or a 'delivery manager.'
Young Person	A young person is anyone under the age of 18 years old.

Must and should

Where this chapter says **must**, this means that the action is a compulsory requirement.

Where this chapter says **should**, this means that the action is not a compulsory requirement but is considered good practice.

Scope

The policy contained within this chapter:

- a. applies to all those employed by Defence (military and civilian) including those under the age of 18 (for example recruits and apprentices).
- b. applies to those working on behalf of, or under the supervision of Defence (for example, contractors or visitors).
- c. applies to all Defence activities carried out in any location (UK or overseas).
- d. is not written for young persons in the cadet forces, Defence-run schools, nurseries and so on; those organisations **must** maintain their own safety policies and governance and **must** provide statutory compliant infrastructure and appropriate safe systems of work. They may use material from this chapter as a reference point, but where appropriate their respective policies **should** be adapted to meet the needs of young persons and to follow any applicable Department for Education guidelines or legislation.

Note: This chapter of JSP 375 is written for commanders, managers or accountable persons who are hosting young persons on Defence sites or participating in Defence activity on a temporary basis for example those on work experience; or who are supervising permanent employees aged between 16 and 18.

Assurance

The application of the policy contained within this Chapter **must** be assured (that is, its use **must** be guaranteed). As part of their overall assurance activity, the commander, manager, or accountable person **must** make sure that this policy is followed and put into practice effectively. Assurance **must** be carried out in accordance with JSP 815 (Defence Safety Management System Framework) Volume 2, Element 12 - Assurance.

Alternative acceptable means of compliance

This policy is mandatory across Defence and the only acceptable means of compliance (AMC) is attained by following the directive set out in this chapter. However, there may be circumstances where a small number of military units may be permanently unable to comply with (keep to) parts of the policy. In such circumstances the alternative AMC process is set out in the <u>JSP 375 Directive and Guidance</u>.

Part 1: Directive

Introduction

- 1. This chapter provides the direction and guidance necessary to satisfy the requirements of The Management of Health and Safety Regulations 1999 whereby Defence need to pay special attention to identifying and controlling health and safety risks to young persons in the workplace (those below the age of 18, including work experience students) considering their lack of physical or mental development and lack of experience.
- 2. Introducing young people to the world of work can help them understand the work environment, understand the safety implications to themselves and those around them, help them choose future careers or prepare them for employment. When employing a young person, whether for work or work experience, employers have the same responsibilities for their health, safety and welfare as they do for any other employees, with some specific considerations where appropriate as detailed within this policy.
- 3. The mental and social skills demanded by the majority of jobs are no different for young persons than adults; however, the perception of risk and self-confidence tends to increase with age and mental development. Young persons may be more easily distracted, more likely to take part in horseplay³ or inappropriate behaviour; they are often more susceptible to peer-pressure in order to "fit in" and under the perception that they need to prove themselves, which may increase the likelihood of "cutting corners" or suffering from stress.
- 4. Risks to young persons **must** be considered and covered by suitable and sufficient risk assessments, and control measures **must** be in place in accordance with <u>JSP 375</u> <u>Vol 1 Chapter 8 Safety Risk Assessment and Safe Systems of Work</u>. All risk assessments **must** be reviewed regularly to identify any additional measures / changes to make sure the young persons are protected; for example, induction, instruction, confirmation, supervision, site familiarisation, and the use of any protective equipment that might be needed.
- 5. Working hours are not governed by health and safety law. Young people and children have different employment rights from adult workers and are subject to protections in relation to the hours they can work. More information can be found on the link Child employment / restrictions on child employment.

Key health and safety legislation

6. Employers have a general duty under the Health and Safety at Work etc. Act 1974 to maintain safe working arrangements for their employees. This duty extends to all young persons, including children⁴ on temporary work experience. In accordance with health and safety law, work experience students **must** be treated as employees, in the same way that any other young person employed by Defence.

³ Horseplay is rough or boisterous play or pranks that occur at the workplace. Horseplay can include antics such as playing around, racing, grabbing, or succumbing to peer pressure to participate in unsafe acts (including unsafe vehicle operation), harassment, and unauthorised contests.

⁴ Apart from in the top-level Policy Statements, children and young persons collectively will be referred to just as "young persons" in this chapter. Where "child" or "children" need to be specifically referenced, they will be.

- 7. Defence complies with the Management of Health and Safety at Work Regulations 1999, with regards to this chapter, specifically Regulation 19 Protection of Young Persons.
- 8. The principles of this legislation are extended overseas, including locations where the UK is not the location commander (for example where NATO or the US are the senior base commanders) by the <u>Secretary of State for Defence (SofS) policy statement on health, safety and environmental protection.</u>

Policy statements

- 9. Defence has established the following policy statements, which **must** be followed.
 - a. **Policy Statement 1.** Commanders, managers and / or accountable persons **must** make sure that all risk assessments adequately consider young persons, and children for any areas and activities where they are reasonably expected to work or visit.
 - b. **Policy Statement 2.** Commanders, managers and / or accountable persons **must** make sure that they are complying with applicable health and safety and employment legislation when employing young persons (including children on temporary work experience).
 - c. **Policy Statement 3.** All employed young persons (such as recruits and apprentices, or children on temporary work experience) and / or young persons being hosted and supervised **must** comply with their duty to take care of their own health and safety, and that of others who may be affected by their actions.
 - d. **Policy Statement 4.** Commanders, managers and / or accountable persons, when employing, hosting or supervising young persons (including children on temporary work experience), **must** make sure that those young persons are complying with their duty to take care of their own health and safety, and that of others who may be affected by their actions.

Policy Statement 1

Commanders, managers and / or accountable persons **must** make sure that all risk assessments adequately consider young persons, and children for any areas and activities where they are reasonably expected to work or visit.

- 10. Commanders, managers and / or accountable persons **must** make sure that all risk assessments adequately consider young persons, for all areas and activities where they are reasonably expected to work or visit.
- 11. When employing a young person, any control measures required to bring the risk down to as low as reasonably practicable (ALARP) **must** be in place before that young person starts work. Further detail on this can be found at <u>JSP 375 Vol 1 Chapter 8 Safety Risk Assessment and Safe Systems of Work.</u>

- 12. When a child is taking part in temporary work experience, the key findings of the risk assessments and the control measures that will be in place before they start work **must** be provided to the person / organisation arranging the placement; it is the responsibility of the person / organisation arranging the placement to provide this information to the child's parents or guardians if they are not the ones arranging placement.
- 13. Before a young person starts work, the commander or manager **must** review all relevant risk assessments to identify any additional control measures / changes that may be required.
- 14. Consideration **must** be given to the hazards and risks to all young persons who are involved in the activity / task or who may be affected by it and the communication and enforcement of the required control measures. The commander or manager **must** check that any information, instruction and training provided, and that the consequences of not following any rules or procedures has been explained and has been fully understood by the young person(s).
- 15. The following specific hazards **must** be taken into consideration when conducting a risk assessment where it is reasonably foreseeable that young persons would be at risk:
 - a. Radiation
 - b. Noise
 - c. Vibration
 - d. Substances hazardous to health
 - e. Extreme temperatures
- 16. Harmful exposure to any of the above can have long-term health effects on the still developing bodies of young persons. Commanders and managers **must** be aware of the substances that young persons are likely to come into contact with, considering exposure levels and legal limits are not exceeded.
- 17. Commanders, managers and accountable persons **must** make sure that any employed young persons are not exposed to additional risk because of:
 - a. Lack of experience;
 - b. Being unaware of existing or potential risks;
 - c. Lack of maturity.
- 18. Before employing, hosting or supervising a young person (including work experience students), commanders, managers and / or accountable persons **must** discuss the placement with the organisers, taking into account information about the young persons needs and any potential workplace adjustments.

Policy Statement 2

Commanders, managers and / or accountable persons **must** make sure that they are complying with applicable health and safety and employment legislation when employing young persons (including children on temporary work experience).

- 19. Commanders, managers and / or accountable persons **must** make sure when employing young persons that they are complying with applicable health and safety and employment legislation.
- 20. Commanders, managers and / or accountable persons, when employing young persons, **must** make sure that they are complying with all relevant safeguarding policies and legislation in accordance with JSP 834 Safeguarding and the Children Act 1989. Further guidance can also be found in the Department for Education's "Working Together to Safeguard Children" document.
- 21. Commanders, managers and / or accountable persons **must** make sure that any activity involving young persons, is managed and / or supervised by competent personnel. The young person **must** be made aware of who that competent person is and who their commander or manager is for the purpose of reporting any concerns.
- 22. Training for young persons **must** be proportionate to the risk of the work taking place. For young persons and children on temporary (normally one or two weeks) work experience placement, induction and training **must** be tailored around the tasks they are going to do.
- 23. Commanders, managers and / or accountable persons **must** be aware that young persons are not to undertake work or activities that:
 - a. is beyond their physical or psychological capacity;
 - b. exposes them to substances that are in any way harmful to human health, are toxic or carcinogenic;
 - c. exposes them to radiation;
 - d. exposes them to a risk of accidents which they are unlikely to recognise because of their lack of experience or training or sufficient attention to safety that may include but is not limited to;
 - (1) Working at height
 - (2) Working with machinery
 - (3) Working in confined spaces
 - (4) Working in locations or on activities that have already been assessed as "high risk"
 - e. involves a risk to their health from noise, vibration or extreme temperatures.
- 24. A young person over the Minimum School Leaving Age (MSLA) (not a child) **must** not undertake such work, listed in the previous paragraph, unless it is deemed absolutely necessary for their training and carried out under supervision by a competent person and providing the risks are reduced to the lowest level, so far as is reasonably practicable, and there is no other reasonable way to deliver the training requirement.

- 25. Commanders or managers of young persons **must** check that they have understood their instruction and training, including, for example the:
 - a. Hazards and risks in the workplace
 - b. Health and safety precautions in place.
- 26. Where equipment and machinery have legal age limits regarding their use (for example forklift trucks and some workshop machinery), these **must** be adhered to.
- 27. The commander, manager or accountable person **must** make sure that a formal plan for the activity or work placement of young persons is put in place, with reference to <u>JSP 661: Health and Wellbeing</u>, and agreed with the work experience coordinator(s) before they start work. The plan **should** include the risk assessment, the provision of information (potentially including a code of conduct, for example covering alcohol consumption, smoking, and so on), instruction, training, and supervision, (and by whom); this may require increased levels of supervision assigned to a mentor.

Policy Statement 3

All employed young persons (such as recruits and apprentices, or children on temporary work experience) and / or young persons being hosted and supervised **must** comply with their duty to take care of their own health and safety, and that of others who may be affected by their actions.

- 28. All employed young persons **must** comply with their duty to take care of their own health and safety, and that of others who may be affected by their actions.
- 29. All employed young persons **must** inform their commander or manager of any physical or medical condition that could affect their ability to undertake an activity safely.
- 30. All employed young persons **must** not feel pressured to complete a task that they feel is beyond their capacity at that time, either because they do not feel they have been trained to do the task or they are not physically or mentally ready to complete the task. They **must** raise their concern with their commander or manager at the time.
- 31. All employed young persons **must** comply with all information, listening carefully to instruction and training provided and following the instructions given. They **must** not engage or participate in any type of unsafe behaviour or acts, for example horseplay.

Policy Statement 4

Commanders, managers and / or accountable persons, when employing, hosting or supervising young persons (including children on temporary work experience), **must** make sure that those young persons are complying with their duty to take care of their own health and safety, and that of others who may be affected by their actions.

32. Commanders, managers and / or accountable persons, when employing young persons, **must** make sure they are complying with their duty to take care of their own health and safety, and that of others who may be affected by their actions.

- 33. Commanders and managers **must** be aware that young persons will often still be physically developing in respect of growth and physical strength. The human skeleton will not be fully fused in young persons who are still physically developing and will be more prone to injury.
- 34. Commanders or managers that have direct responsibility for young persons in the workplace, **must** make sure that they provide them with suitable and sufficient instruction to be safe in the workplace and to carry out their work safely.
- 35. Commanders and managers **must** make sure that employed young persons are made aware of their own responsibilities as shown in Policy Statement 4.
- 36. Commanders and managers have direct responsibility for young persons health and safety as such, commanders and managers **must** make sure that any young persons working under their supervision know how to raise health and safety concerns.

Part 2: Guidance

This part provides the guidance and good practice that **should** be followed to help you comply with this policy.

Policy statements and guidance

Policy Statement 1

Commanders, managers and / or accountable persons **must** make sure that all risk assessments adequately consider young persons, and children for any areas and activities where they are reasonably expected to work or visit.

- 1. When young persons are new to the workplace, they are likely to encounter unfamiliar risks from the work they carry out, and from the working environment. In assessing risks to young persons, commanders or managers **should** take the following specific factors into account:
 - a. physical development (for example strength, size)
 - b. mental development, risk perception, distraction, horseplay, peer pressure, stress
 - c. lack of experience
 - d. additional health and safety training
 - e. increased supervision
 - f. suitability of safety equipment (PPE and so on)
- 2. Particular consideration **should** be given to activities that involve lifting or moving heavy loads; operating machinery which requires physical strength to operate the controls with ease; or periods of sustained effort and / or attention.
- 3. Commanders, managers and / or accountable persons **should** only conduct a separate risk assessment for work experience students, if existing risk assessments don't already consider the specific factors for young persons. If existing risk assessments already consider the specific factors for young persons, then a separate risk assessment is not required.
- 4. Commanders, managers and / or accountable persons with responsibility for the care of Phase 1 & 2 trainees under the age of 18, **should** also make sure that they consider the guidance within <u>JSP 822: Defence Direction and Guidance for Training and Education</u>, Vol 4 Care and Welfare in Training.

Policy Statement 2

Commanders, managers and / or accountable persons **must** make sure that they are complying with applicable health and safety and employment legislation when employing young persons (including children on temporary work experience).

5. Young persons may require additional support to allow them to carry out their work without putting themselves or others at risk. This may include closer supervision or mentoring.

- 6. Young persons **should** be supervised more than, or at least as much as adults performing similar or the same activities, depending on the outcome of any relevant risk assessments. Effective supervision will help commanders and managers get a better idea of a young person's capabilities, progress in the job and monitor the effectiveness of the training they have received.
- 7. Commanders or managers **should** regularly check a young person's progress in work in order to identify any possible adjustments that may be required.

Policy Statement 3

All employed young persons (such as recruits and apprentices, or children on temporary work experience) and / or young persons being hosted and supervised **must** comply with their duty to take care of their own health and safety, and that of others who may be affected by their actions.

- 8. If a young person has any concerns about their health and safety, they **should** raise them with their commander, manager or work experience organiser and report any accidents or illness which they think may be work related.
- 9. If a young person experiences or witnesses a safety occurrence they **should** report this in line with their Defence organisation's safety occurrence reporting procedures. More information can be found at <u>JSP 375 Vol 1 Chapter 16 Safety Occurrence</u> Reporting and Investigation.

Policy Statement 4

Commanders, managers and / or accountable persons, when employing, hosting or supervising young persons (including children on temporary work experience), **must** make sure that those young persons are complying with their duty to take care of their own health and safety, and that of others who may be affected by their actions.

- 10. Annex A of this chapter has been written to help young persons understand the risks to their health and safety in the work environment. This **should** be given to the young person as part of, but not replacing, their induction.
- 11. Young persons may be eager to please their superiors and lack the confidence to ask for explanation or clarity of instructions when not fully understood. Try to look at the workplace from a young person's viewpoint. What dangers will they recognise? It is also important to recognise the need for young persons to feel confident in raising any questions or concerns they might have when providing training. A useful point of reference for commanders, managers and accountable persons is the Young People at Work part of the HSE Website.
- 12. Young persons (including children on work experience) **must** be made aware of who their commander or manager is and **should** be made aware of the immediate organisational hierarchy / chain of command in order to potentially escalate any concerns that they may have.

Retention of records

13. All records including Risk Assessments, and so on **must** be kept in accordance with JSP 375, Volume 1, Chapter 39 - Retention of Records.

Related documents

- 14. The following documents **should** be consulted in conjunction with this chapter:
 - a. JSP 815 Defence Safety Management System (Framework)
 - b. JSP 375, Volume 1
 - (1) Chapter 02 Office & General Workplace Safety
 - (2) Chapter 05 First Aid
 - (3) Chapter 08 Risk Assessment
 - (4) Chapter 10 Manual Handling
 - (5) Chapter 11 Management of Hazardous Substances
 - (6) Chapter 12 Display Screen Equipment
 - (7) Chapter 25 Noise at Work
 - (8) Chapter 26 Vibration at Work
 - (9) Chapter 39 Retention of Records
 - (10) Chapter 41 Heat Illness Prevention
 - (11) Chapter 42 Cold Injury Prevention
 - c. Other MOD Publications
 - (1) JSP 392 Management of Radiation Protection in Defence
 - (2) JSP 661 Health and Wellbeing
 - (3) JSP 814 Policy and Regulations for MOD Sponsored Cadet Forces
 - (4) JSP 822 Direction and Guidance for Training and Education
 - (5) JSP 834 Safeguarding
 - d. Legislation and Guidance
 - (1) Working Time (Amendment) Regulations 2002
 - (2) Management of Health and Safety at Work Regulations 1999
 - (3) Children Act 1989
 - (4) HSE Young People at Work Guidance
 - (5) Gov.uk Employment Restrictions on child employment
 - (6) Department for Education Working Together to Safeguard Children

Young Persons Guide

Looking out for workplace hazards (And other advice for young persons)

IMPORTANT: You must not feel pressured to complete a task that you feel is beyond your capacity at that time, either because you do not feel you have been trained to do the task or you are not physically or mentally ready to complete the task. You must raise your concern with your commander or manager at the time.









It is hoped that your experience here will be a positive one and help you understand the work environment, guide you in your choice of career or prepare you for long-term employment. This experience **should** give you an appreciation of risk and an understanding of how to deal with it; this can be one of the biggest benefits offered by a work placement.



As a young person starting work, you may be more at risk than your older colleagues.

New to the job and the workplace, you may lack experience of the job and the health and safety risks that can be present. **You have the right to a safe and healthy working experience**, including the necessary training and supervision and the right to ask questions and report things that look unsafe to you.

If you are under 18-years-old, **commanders and managers have a duty to protect you from doing certain hazardous jobs**, for example jobs that are beyond your physical or mental capacity, or jobs that expose you to substances that are harmful to your health.

If you have an accident or damage your health, you may have to live with the consequences for the rest of your life. You could have an accident on your first day at work, although most accidents can be prevented.

The causes of accidents and ill health can include unsafe equipment, stressful conditions, fast-paced working, lack of training and supervision, procedures, and controls. This annex is designed to cover the some of the hazards and issues you may encounter in the workplace.

How to work safely



- Don't perform any task until you have been **properly trained**.
- If you feel that you have been getting too much information, too fast, ask your commander or manager to slow down and repeat the instructions.
- Don't leave the work area unless you've been told to do so. Other areas may have special hazards you don't know about for example slippery floors, or chemical usage.
- If you are unsure of something, ask someone first. A commander or manager or coworker might help you prevent an accident from happening.
- Don't hesitate to ask for more training.
- Wear the proper personal protective equipment for the task for example safety shoes, hard hat, or gloves. Be sure that you know when to wear protective gear, where to find it and how to use it and how to care for it.
- Find out what to do in an emergency situation, whether it is a fire alarm or other situation.
- Report any accidents to your commander or manager immediately. Also report them to your worker safety representative, if there is one.
- **Don't indulge in horseplay**. Don't initiate it. Don't get pressured into participating in it.
- **Don't ignore early signs of problems**, such as headaches, aches and pains, dizziness, itchy skin or irritated eyes, nose or throat. If there is a doctor or other occupational health staff, inform them. And if you visit your family doctor with a complaint, tell them what you do.
- Follow the advice and instructions you have been given, this includes taking proper breaks, adjusting your chair or workstation and so on.

Some things to ask your commander or manager



- What are the hazards and risks of my job?
- Will I receive safety training and when?
- What do I need to do to protect myself, is there any safety gear I should wear?
- What should I do in an emergency?
- To whom do I report an accident, health problems or if I notice something wrong?
- What do I do if I get hurt? How do I get first aid? What should I look out for?

Some common hazards to be aware of

- **Slips and trips** the most common cause of accidents are untidy workplaces, spills on the floor, trailing cables or damaged floors.
- **Machines and equipment** many accidents are caused by poor maintenance, lack of safety guards, lack of training, electrical faults that can cause burns, fires or kill, trying to fix a machine without stopping and disconnecting it from a power supply.
- Lifting loads that are heavy or unstable; lifting in an awkward way.
- Repetitive, fast work, especially in awkward postures and with insufficient rest periods can cause aches, pains and damage to muscles and joints; (musculoskeletal disorders) e.g. assembly work, using computer keyboards or the mouse.



- **Noise** noise levels that are too high can damage your hearing, although you will probably not be aware of it. The damage can never be repaired. Other physical hazards to be aware of include vibration from operating tools or equipment.
- **Chemicals** including common cleaning fluids, paints and dust. Substances found at work may cause allergic skin rashes, asthma, cancers.
- **Transport hazards** where people and vehicles work in close proximity for example warehouses / loading bays with forklift trucks operating.
- **Stress** may stem from how your job is organised, heavy workloads, unclear responsibilities, lack of confidence to speak to a commander or manager.
- Work environment discomfort from heat or cold, poor lighting and so on.



Psychological safety and unacceptable behaviours

- Being psychologically safe is an important part of maintaining your overall health and wellbeing, **please know that you can and should speak up** if you experience or witness unacceptable behaviours while in the workplace.
- More information can be found at the D&I Portal and on Defence Connect here:

CALL IT OUT

Call it out - unacceptable behaviours hub

- The "Call it out" hub has information on what unacceptable behaviours are, what you can do, what support and advice is available to you and even how to report possible crimes.
- We know and understand that it might always feel harder for those who are more junior in the workplace to speak up when witnessing or experiencing unacceptable behaviours, it can be hard for anyone of any age or background to do it but there are resources and support available if you need it.



Workplace adjustments for disabilities, physical or mental health conditions



- If you have a disability; a physical / mental health condition, or even an illness lasting or expected to last 12 months or more, you are entitled to reasonable support in the workplace to remove the barriers that these can cause.
- If this applies to you, check out the Workplace Adjustments page on Defnet via this link.

Cultural and religious considerations

- Defence aims to be as respectful of everybody's cultural and religious backgrounds, beliefs and practices. Being new to Defence and a young person does not exclude you from that.
- If you observe or take part in any cultural or religious practices, all reasonable efforts will be made to help you manage these along with your new working responsibilities. You have the right to ask about these and create a workplace adjustment passport to go with you through your working life in Defence.
- There are multiple Staff Networks across Defence to support all personnel, that you are able and encouraged to join for more specific support, if you feel you need it. You can find the Staff Networks page here.



Work is not a game, and you have responsibilities to look after your health and safety and make sure that your acts or omissions do not harm others. Follow the instructions that you are provided with and your experience **should** be a happy and safe one.