Human Resources

UNIVERSITY OF LEEDS

Managers' guide to supporting individuals experiencing stress and/ or mental health issues

November 2021

Contents

1 - Introduction

We recognise that our employees are our most valuable asset and are committed to providing an environment that supports their mental health and wellbeing. We aim to achieve this by promoting a culture where everyone feels able to have a conversation about their mental health and wellbeing without being judged, in the knowledge that they will be offered support. The Leadership Excellence Behaviours Framework seeks to create a healthy and inclusive environment, which enables everyone to thrive and defines the behaviour required to support this aim. The World Health Organisation defines good mental health as: "A state of wellbeing in which the individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully and is able to make a contribution to his or her own community".

Mental illness can be defined as a condition that impacts a person's thinking and feeling or mood such that it affects their ability to relate to others and function on a daily basis. Mental health problems are very common with 1 in 4 people experiencing some kind of mental ill health in the course of a year. Mental health and wellbeing, like physical wellbeing is on a spectrum and can fluctuate, sometimes it is good and other times it is not. Everyone irrespective of age or background is on that spectrum and from time to time life events may impact to an extent where their mental health is affected. This does not necessarily mean the person has a medically diagnosed condition but may mean that they will need some support for a period of time to help them to cope with the situation.

Societal awareness of mental health is improving, as a result of various initiatives, including high profile campaigns led by high profile campaigners. Despite increased awareness some employees may still find it difficult to speak out and ask for help, for fear of being judged or of having assumptions made about their ability to perform their role. Managers have a vital role to play in ensuring they create an environment in which employees do feel safe and able to talk honestly about any mental health issues they may be experiencing so that appropriate support can be provided.

This Guide aims to:

- Highlight the potential impact stress and mental ill health can have on individuals in the workplace.
- Raise awareness of signs that may indicate a concern in relation to an employee's mental health and wellbeing.
- Clarify how, as a manager / leader you can respond to concerns about mental wellbeing and identify appropriate support.
- Provide guidance on what to do where aspects of work are cited as contributing to, or causing stress.
- Understand the legal requirements in relation to supporting individuals with long-term mental health conditions that are likely to be defined as a disability.
- Support managers in identifying and implementing reasonable adjustments and ensuring employees are treated fairly and protected from harassment as per the Equality Act 2010.
- Highlight additional resources and sources of advice and support.

2 - Scope

This guide applies to all University leaders and managers who may be required to support and manage team members who are experiencing difficulties, whether personal or professional, that are impacting on their mental health and wellbeing at work.

3 - Promoting good mental health and building resilience

Leaders and managers have a vital role to play in terms of supporting staff well-being, and in helping to build individual and team resilience enabling individuals and teams to bounce back in the face of adverse conditions, or to adapt to changing situations and cope with periods of uncertainty and pressure. Managers and leaders are also in a position to influence positive behaviours by demonstrating their own commitment to healthy working practices, promoting the importance of taking leave, switching off after work, and signposting to relevant resources and opportunities. Managers and leaders also need to remain vigilant to changes or signs that may indicate an individual is experiencing health issues; spotting signs early will enable discussion and exploration of appropriate interventions to support the employee. This may include seeking specialist advice from Occupational Health or involve arranging for a stress risk assessment to be completed. Further details about personal resilience and restorative skills training and other resources/support available can be found on the staff-counselling website. For further information about what managers should or shouldn't be expected to do please refer to the Do's and Don'ts table at Appendix 2.

4 - Recognising signs that a member of your team may be experiencing poor mental health

The sooner you become aware of an issue the better, as early intervention will allow exploration of any support that may be necessary, and may prevent the situation from worsening. It is much easier to spot potential difficulties when you know your team well, as you will be more likely to recognise changes in behaviour or performance that may indicate they are having difficulties. For example, you may notice changes in mood, levels of energy or engagement, interaction with colleagues, or changes in appearance, or level of attendance. Refer to the table in Appendix 3 for more details. The most important thing is that you notice the changes in your team members, people do not change without a reason. It may not be due to their mental health but if you notice a change in someone there will be a reason for it. Being approachable and having a good managerial relationship with your team means that they will be more likely to approach you to discuss any difficulties, but if they do not and you are concerned then you will need to raise your concerns with them and discuss whether any support is required. Knowledge and understanding of your team members' typical work patterns, communication styles, health, neurodiversity or behavioural ways of being will help you notice differences. There are a number of ways to build good working relationships with your team including through day-to-day interactions, regular catch-ups and team meetings. Having regular communication whether in person or via other media is important particularly during periods of uncertainty, when changes are occurring at work, or where the individual may be dealing with changes in their personal circumstances. A colleague returning following a lengthy absence for instance may have lost confidence or be concerned about the impact of any changes on their role. In this case, it may be helpful to consider whether a phased return to work would be a helpful way to re-

integrate the individual back into the workplace. Further details about types of support can be found in Section 14.

It does not matter whether the issues are personal or professional or a combination of both; if they are affecting the individual's health and wellbeing to the point where it is impacting on them at work it will need to be explored.

It is important to remember that everyone's mental health fluctuates in response to day-to-day events and there will be occasions where specific events may impact and result in an occasional "off day".

Where the "off days" become frequent or there are other noticeable sustained changes in behaviour and / or performance, you should discuss your concerns privately with the individual as soon as possible. Similarly, if a colleague has raised substantiated concerns about a team member you will need to follow up. Remember even where you consider you have a good relationship with team members the issues may be so sensitive that the individual may not wish to disclose details and if that is the case, you will need to respect their wishes. You should however try to find out the impact the issue(s) is having in the workplace and whether there is anything you can reasonably do to support the individual.

4.1 Additional considerations when working and managing remotely

Where staff working arrangements are such that they work predominantly from a remote location it may be more difficult to pick up on subtle signs that they may be experiencing stress or related mental health issues. In the absence of in person daily interactions, it may be more difficult to spot when an individual is struggling. In this scenario, it will be important to arrange for regular meetings via relevant platforms and to ensure that the individual remains in contact and engaged with the wider team. As remote working requires greater reliance on messaging and emails it will be important to spot any changes in the tone and content of these communications. It is important to avoid making assumptions about the implications remote or digital working is having or will have on your team as they will be different for everyone. Some individuals may prefer opportunities for remote working and thrive in that environment but for others the reduction in the work stimuli of an office may prove challenging. It is essential to discuss the impact for each team member and explore ways to minimize any potential negative impacts related to remote working arrangements.

5 - Responding and assessing risk

5.1 Is there an immediate risk of harm?

Where the nature of the disclosure or concern is such that you believe there is an immediate risk that the individual may harm themselves or others you will need to determine the best course of action and ascertain whether the person has a support plan in place.

If the person has expressed suicidal thoughts or feelings please see separate guidance Guide for managers when staff express suicidal feelings. If you are able to have a conversation with the individual that may help to establish whether there is a genuine risk of harm or whether comments were taken out of context. If that is not the case, it may be necessary to refer the person to their GP for an urgent appointment or alternatively to contact Social Services or attend the nearest Accident & Emergency Department as a matter of urgency.

If you are unsure of how to deal with the situation you can seek advice from Human Resources, Occupational Health or Staff Counselling and Psychological Support Service (SCPSS). Please refer to section 19 for contact details.

5.2 No immediate risk of harm

Where you believe there is no immediate risk of harm but that the individual is facing some difficulties you should arrange to meet privately to discuss the issues with them. Remember you are not expected to be an expert on mental health or to be able to solve the problem, but you should provide reassurance that you are there to listen and consider what support can be offered. You should avoid making assumptions about what the individual might need and allow them to explain how the issue is affecting them, for example is it affecting their relationships with colleagues or their ability to do any particular aspects of their role. They may need to speak to or make an appointment to see their GP. You may need to discuss potential options with Human Resources who may suggest you arrange a referral to Occupational Health, or that you direct the person to the Staff Counselling and Psychological Support service. Every situation will be different and will require careful consideration.

5.3 Potential routes of disclosure/ discovery include but are not limited to:

- The individual may unexpectedly disclose information in a one to one discussion.
- You notice cumulative changes in the individual's behaviour and / or performance at work.
- Another member of the team raises a concern about their colleague.
- You notice or colleagues raise concern about information/comments conveyed in email, messages or on social media.

Please refer to Appendix 3 which provides a reference point to the type of issues and symptoms that might be evident when an employee is struggling with mental health-related concerns.

6 - Work-related stress

The University has a duty to prevent injury to health from work-related stress and it is important for managers to act quickly where work-related issues are identified as impacting on an individual's mental health. It is possible that work-related stress can trigger an episode of mental ill health in someone who has otherwise been successfully managing an underlying mental health condition.

Whether an individual experiencing stress develops a mental health problem or their existing mental health condition becomes exacerbated by stressful events at work, you as their manager will need to discuss the situation and arrange for appropriate support.

Where stress is one part of a wider mental health issue, you will need to address any work-related aspects alongside any longer term health issues and seek relevant advice from HR and Occupational Health.

Managers will need to be mindful that there may be external and or personal stressors which the individual may prefer not to talk about but which nevertheless could also impact on them. Whilst managers do not have any control over those personal or external stressors they may be in a position to offer some support and or signpost to other sources of support/information. Where work factors are identified as potentially impacting you may need to arrange for a stress risk assessment to be undertaken or facilitate a referral to Occupational Health.

Managers will need to be alert to any potential workplace triggers that may cause harmful levels of stress including but not limited to:

- Excessive demands in terms of work load, working hours/pattern which may be further impacted when staff leave or reduce contractual hours and tasks are simply delegated.
- Unrealistic objectives or deadlines.
- Insufficient support and or resources available.
- Unacceptable/inappropriate behaviours.
- Conflicting roles/responsibilities.
- Concerns in relation to organisational changes.
- Lack of control over work.
- Work patterns/ structures or rapid changes that conflict with health or neurodiverse agreed or needed practices.

A stress management action plan can be completed and used to support relevant interventions such as staff counselling. For further information about the university's policy refer to The Managing Work Related Stress Policy additional information regarding the management of work related stress can be found on the Health and Safety Executive website.

7- Seeking support outside of normal working hours

If an issue is brought to your attention outside of normal office hours then it is important that you assess the situation carefully. The University does not endorse or encourage managers to provide mental health support/contact out of hours, as such arrangements could in fact leave the member of staff more at risk. Our guidance to staff makes it clear that outside of the normal hours of work, they should refer directly to external services that are provided by professionals equipped to do this.

If a member of your team has made contact with you outside of working hours then it is important that you raise this with them in an appropriate way when back in working hours. You can talk to them about talking to others (maybe a partner/relative or friend) and remind them of the support that is available in the Staff Guidance, which suggests that outside of work they can make contact with a number of external agencies including:

- GP service, Accident & Emergency.
- NHS on 111 (England) or NHS Direct 0845 46 47 (Wales).
- The Samaritans on Freephone 116 123 service available 24 hours a day.

We recognise that this may have an impact on you and you may wish to seek support for yourself by contacting your line manager or Human Resources when you are back at work.

There are occasions where arrangements may need to be in place out of hours, or when individuals are working away from the campus. In these circumstances it is important that arrangements are put in place as part of the planning process for such activities. For example if an individual is engaged in university business outside of the UK – then they should be signposted to contact the University Security team for support out of hours

If the incident is related to, or involves a student: Please contact the Student Counselling and Wellbeing service (See section 20).

8 - Managing and supporting individuals during periods of uncertainty and change

Managers play a key role in supporting the day-to-day wellbeing of team members particularly when dealing with uncertainty and or significant change(s). Whilst the circumstances impacting on the team may be outside of your control, how you manage and support your team to deal with them is within your control. Arranging regular meetings and communications to update the team on any developments is key to ensuring team members understand what is happening, and the reasons why it is happening. Managers should be as clear as possible about the potential impacts and honest about any challenges they anticipate. They will need to observe how the team reacts and be vigilant to spot signs of anyone who may be struggling to accept / adapt to the changes, to ensure they are supported and the matter does not become a source of anxiety for them. Where concerns are raised they should be addressed as quickly as possible. Remember that HR will normally be involved in supporting changes and they should be your first point of contact for advice and guidance. Refer to the People and change approach for more information about our approach to managing change. Details of other resources, including Staff Counselling and Psychological Support Service and Organisational Development and Professional Learning - can be found in section 19 of this Guide.

9 - Managing and supporting your team

There may be occasions where you are required to support team members and manage your own feelings following a traumatic, distressing incident related to work. In some cases you may be the person giving the news to your team. This will hopefully be very rare but in the event of a tragic accident involving a colleague, or where a colleague dies either unexpectedly or after a period of ill health, it will have an impact on the wider team.

Whilst you can plan for practical work implications you cannot easily anticipate the impact an incident like this will have on the team members or indeed on yourself. It is important to ensure you and your team have time to digest and reflect on the news and to ensure where appropriate support from Staff Counselling and Psychological Support Service is available.

Individual reactions will differ and will depend on a number of factors including how well they knew their colleague, and how shocking the incident. You may need to allow some time for the team to reflect and digest what has happened, either as a collective or as individuals. Some may prefer to quietly contemplate the news, others may prefer an opportunity to discuss what has happened with their colleagues.

10 - Managing and supporting individuals with long-term mental health conditions

Where the mental health condition has a long-term (typically lasting or expected to last for more than 12 months) adverse effect on the individual's ability to carry out normal day to day activities the provisions of the Equality Act 2010 are likely to apply. Where this is the case you will need to consider reasonable adjustments (see glossary at Appendix 1 for the definition) further details can be found in the Equality Act 2010: guidance. The type of adjustment will vary depending on the health

issue and the impact on the individual's role. Section 13 provides further information about supporting an employee's return to work.

11 - Managing absence due to mental ill health

Sometimes individuals experiencing mental health issues may need to be absent from work. This may be because they are too ill to be at work or be because their medication means that they cannot carry out their duties safely. Their absence should be managed supportively in accordance with University policy (See HR Website for details). Your role as manager will be to consider and agree appropriate level of contact during a long-term absence to ensure the individual feels adequately informed and supported. You should also agree how much information (if any) the individual wishes you to share with their colleagues. Depending on the health issue and the length of the absence you may also need to liaise with HR to discuss the value of arranging a referral to Occupational Health or to explore potential adjustments that may facilitate the individual's return, for example a phased return. For more information, visit the HR website.

12 - Supporting the wider team

You will need to consider the impact if any that the situation has had on the wider team, for example if they have witnessed the person in distress and this has affected them. You may not be at liberty to share much information with the team, as what you do share will need to have been agreed with the individual. If the person has consented to disclosure of the health issue and if the condition is complex and not widely understood, team members may also benefit from support and / or training to equip them with the information they need to be able to effectively support their colleague in the future.

13 - Preparing and supporting employee return to work

It is important to remain in contact with the employee during a period of absence, the level and type of contact will vary depending on the circumstances and should be agreed with the employee. Some employees may prefer more frequent contact than others but ideally contact should be at least once a month, unless there is reason to believe that direct contact may not be conducive to their recovery.

The purpose of the contact is to explore the extent to which any support may be required to facilitate their return to work. The nature of the support required will vary and will be based on individual circumstances taking account of relevant medical information, advice from HR and recommendations from Occupational Health where appropriate. The return to work interview provides an opportunity to discuss whether there are any continuing health issues, and if so the extent to which support may be required to facilitate a successful and sustainable return to work. Where the employee has been on an extended period of absence it is likely that a short phased return will be necessary to ensure that the individual is able to ease back into the workplace slowly with a view to having opportunity to re-integrate and update on changes /developments that may have occurred during their absence. The specific arrangements will differ depending on circumstances and relevant medical advice and or recommendations from occupational health. In other cases extended support and adjustment may be required in accordance with Equality Act. For more information about the Equality Act 2010 refer to the Equality and Human Rights Commission.

As part of the return to work discussions you should also explore whether any physical health issues may be having a negative impact on an employee's mental health and wellbeing. Where the individual is managing a long-term health issue, it may be useful to agree an action plan that can be used to support the individual in the future. Please speak to your HR contact for further details.

14- Providing support and making adjustments

Should you require any advice or wish to discuss potential adjustments please contact your HR Team who will be able to provide guidance on the type of adjustments and support that are possible. Some cases may require input from Occupational Health but others may require simple low cost practical steps that are relatively quick to implement for example:

- Flexible working hours, such as different start / finish time.
- A temporary change to work location.
- An option to work from home where business requirements allow.
- Providing equipment - for example a light box.
- Phasing an individual's return following a long -term absence.
- Adopt a flexible approach in relation to attendance at medical appointments.

In some circumstances it may be necessary to consider temporary or in some cases permanent changes to an individual's role. In both cases this should only be done in consultation with HR as the resulting change may have an impact on contractual arrangements, including the grading of the post:

- Reallocation of certain tasks.
- Change to job description.
- Change to objectives.
- Change aspects of role that may trigger / exacerbate mental health condition.

There may be occasions where specific support is necessary for a specific period of time- for example following a return from lengthy absence the individual may find it helpful to have:

- More regular supervision / additional management support.
- Additional training, coaching.
- Support from a buddy or mentor.
- [Mediation Service](#).
- Professional support e.g. from the Staff Counselling and Psychological Support service.

The combination of support required will vary depending on the individual, their role and the issue they are dealing with. You should not make assumptions about what the employee may or may not need and should be guided by the individual as they are best placed to know how the condition is affecting them and what support would be most beneficial. In the case of a long-term absence you will need to consider whether the person has a disability and whether it is necessary to consider reasonable adjustments. Potential adjustments will need to be considered on a case by case basis having regard for various factors including but not limited to:

- How effective the adjustment in preventing disadvantage
- Practicalities of implementing the required adjustment
- Extent to which making an adjustment impacts on service provision
- Financial costs of implementing the required adjustment

- Potential impact of the adjustment on colleagues (if any)

You should seek advice and guidance from Human Resources before deciding on the best course of action.

15 - Looking after your own wellbeing whilst managing and supporting others

We recognise that managing and supporting staff dealing with very sensitive, complex issues can be challenging and potentially upsetting or emotive, particularly if it is a subject that is personally sensitive. If this is the case, you should in the first instance talk matters through with your own manager. Remember that internal and external sources of support apply to you as well as well as to your team further details are provided in section 19.You may choose to seek confidential advice from HR or from your wider support network without breaching confidence. You may also wish to contact the Staff Counselling and Psychological Support Service, as they are available to help managers and staff in dealing with any psychological and interpersonal challenges associated with their role.

16 - Record keeping and General Data Protection Regulations (GDPR)

Information relating to a person's health is defined as Special category data. Special category data is personal data that needs more protection because it is sensitive. All health related data should be processed in accordance with the university's Staff Privacy Policy to ensure compliance with the regulations.

17 - Confidentiality

Employees may understandably be cautious about sharing sensitive information with their manager, and you will need to reassure them that as far as possible the information they share will be treated in the strictest confidence. Whilst you will endeavour to respect confidentiality, you must make clear that you cannot provide a blanket guarantee, as it may be necessary in the interests of supporting the employee's health and wellbeing to refer some information on to Human Resources or a senior manager. This may be necessary for example, where you believe significant role changes are required, there is a risk the individual may harm themselves or others, or has committed a crime. If the individual is to work with a different manager it will be important to ensure that they have sufficient information to support and manager that individual effectively without placing them in a situation that would worsen their condition.

Another consideration when discussing the situation with the employee is to establish whether it is helpful in the circumstances to share some information, and or agree any messages that will be communicated with their immediate colleagues or wider team. For example where there are noticeable changes to the role, responsibilities, working pattern it may be helpful in the interests of further supporting the employee to agree on the any message/information that can be shared with a view to further supporting the employee and preventing speculation or questions being directed at the employee.

18 - Other considerations

18.1 Involvement in Conduct, Capability or Grievance process

Where a member of your team is the subject of an investigation or is required as a witness in an investigation process you should ensure they understand what is involved and that they are prepared and able to cope with the situation. If the individual is finding it particularly difficult, you may need to encourage them to seek support from the Staff Counselling and Psychological Support Service.

18.2 Other Health-Threatening Behaviours

Where it becomes apparent that the individual may be behaving in a health-threatening way, such as alcohol or substance abuse, diet / eating disorders, self-harm that is affecting their performance and overall health and safety in the workplace, you may need to signpost to other professional services and or seek further advice from HR (for example, regarding how to broach the conversation with the individual if they have not made any disclosure). Details of internal and external support can be found in the appendices. Where it is apparent that the individual may be using drugs or alcohol to manage their situation you should refer to the Alcohol and substance abuse policy and if necessary contact HR for further advice.

19 - Sources of information and support

19.1 Human Resources

Your HR Team will be able to advise you on procedural, legal or policy considerations. They can assist in arranging occupational health referrals and can advise on potential reasonable adjustments that may be applicable in the circumstances. For further details, visit the HR website. To contact HR directly email hr@leeds.ac.uk or telephone 0113 343 4146.

19.2 Staff Counselling and Psychological Support Service

The Staff Counselling and Psychological Support Service can provide personal consultation counselling and coaching to individuals who are experiencing stress, distress or psychological challenges, enabling them to function more effectively. They can also provide specific professional support and tools to enable those in leadership and management roles to deal with any particular psychological and professional challenges associated with their roles. For further details visit the staff counselling website. You can access support by emailing staffcounselling@leeds.ac.uk or by telephoning 0113 34 33 694.

19.3 Occupational Health

The Occupational Health team can provide specialist advice about an employee's fitness for work and advice on potential adjustments to the workplace and or working arrangements that will enable a member of staff to return to, or remain in, the workplace. Managers requiring this information should discuss arrangements for an Occupational Health referral with HR. For further details about our services visit the Occupational Health website. You can also email occupationalhealth@leeds.ac.uk or telephone 0113 343 34201.

19.4 Health and Safety Services

Health and Safety colleagues are able to provide general advice and guidance to line managers in relation to risk assessments, but where issues at work have been identified as potentially contributing to mental ill health, colleagues in HR and Occupational Health will also need to be involved when considering relevant support. Further information is available on the Health and Safety website. Email Health and Safety Services at safety@leeds.ac.uk or telephone 0113 34 34201.

19.5 The Equality and Inclusion Unit

The Equality and Inclusion Unit can provide advice, guidance and support to managers on a wide range of equality related matters or signpost colleagues or managers to relevant organisations. The University also has a range of staff networks see section 19.9 and these can help colleagues raise issues in a safe environment. For further advice and support, contact details and additional information are available on the Equality and Inclusion website.

19.6 Trade Unions

There are three official campus trade unions and their representatives can provide advice and support on procedural issues and can accompany staff to formal meetings. Further details are available at: UCU, UNISON and Unite.

19.7 Organisational Development Professional Learning

The Organisational Development Professional Learning team deliver a suite of personal resilience training further details, leadership training and a wide range of LinkedIn learning programmes which link to topics relating to stress management and self-care. Further details are available on the ODPL website.

19.8 Security

Further information about the support security services provide is available on the Security website.

19.9 Staff Networks

Various staff networks are available and provide support outside of the for university support services. The networks are organised by staff and provide peer support, networking opportunities and social activities. For further information, visit About Staff Networks - Equality and Inclusion Unit (leeds.ac.uk).

19.10 Student Support Services

Student support can advise on a range of support options for further information visit General Support for Students, or email scc@leeds.ac.uk or telephone 0113 343 4107.

19.11 Leeds University Union

Leeds University Union advice team offer independent, confidential, expert advice for free to all University of Leeds students. For further information visit Leeds university union alternatively email helpandsupport@luu.leeds.ac.uk or telephone 0113 3801 400.

20 - Related policies guidance and information

- Health and Safety Policy
- Health and Wellbeing website
- Managing Work Related Stress Policy
- Leadership Excellence Behaviours
- Policy on alcohol and substance abuse
- Policy on support staff sickness absence
- Policy on sickness absence Academic and Academic related staff.
- Health and Safety Executive Stress Management Standards
- Policy on Dignity and Mutual Respect
- Crisis Support Information
- Domestic abuse - Guidance for managers
- Flexible working Policy
- People and change approach
- Policy for implementing an organisational restructure
- Guidance to support trans staff and students
- Supporting Disabled Staff

21 - External resources, information and support

- NHS
- NHS Choices
- Mood zone
- Mental Health Foundation
- Mind
- Rethink
- Sane
- Remploy
- Access to work
- The International Stress Management Association
- Health and Safety Executive website
- Equality and Human Rights Commission
- Mindful Employer

- [Mental Health Toolkit](#)

- [CIPD](#)

- [Business Disability Forum](#)*

* Please note that University of Leeds staff can access the BDF Knowledge Hub by registering on the [BDF Signup webpage](#) using their University of Leeds email address.

Appendix 1

The following definitions are used in this guidance:

Mental Ill Health

The term "mental ill health" covers a range of conditions and symptoms, ranging from a mild condition, for example mild depression and anxiety to more serious and enduring conditions such as bi-polar disorder, psychosis and schizophrenia.

Work Related Stress

The Health and Safety Executive defines stress as the adverse reaction people have to excessive pressure or other types of demands placed on them at work. For further details about the management standards visit the HSE website.

Disability

The term 'disability' covers both physical and mental impairments that have a substantial and a long-term (i.e. has lasted or is expected to last for at least 12 months) adverse effect on the person's ability to carry out normal day-to-day activities. 'Substantial' means more than minor or trivial. This covers a wide range of people with different conditions which may or may not affect how well they do their jobs and includes people whose disabilities are not obvious.

Reasonable Adjustments

Reasonable adjustments are changes to the work environment that allow people with a disability to work safely and productively. Under the Equality Act 2010 'disability' includes physical, psychological or neurological disease or disorder illness, whether temporary or permanent.

Long term adverse effect

In the context of disability, long term is typically a condition that lasts or is expected to last 12 months or more.

Mental wellbeing

The ability to cope with day to day stresses of life, work productively, interact positively with others and realise our potential.

Poor mental health

When a person is struggling with low mood, stress or anxiety. Mental health is a spectrum of moods experiences and we all have times when we feel better or worse

Neurodiversity

"Neurodiversity is considering (and respecting) the many differences in the way we see, hear, think, speak, act and move. It recognizes that human brains are diverse and vary. Each one of us has a unique set of different connections with our billions of nerve cells. This means the way we interact with our environment will vary from person to person and is dynamic and may change over time."

Appendix 2

Managers Do's	Managers Don'ts
Get to know your team and have regular one to ones with them	Ignore changes in employee's behaviour, attendance or appearance. If there is an issue then situation may deteriorate without appropriate support.
Seek to create a safe space in which team members feel able to discuss any concerns they may have about their mental health.	Jump to conclusions, judge or make assumptions about the individual the situation or the support they may need
Think about the language you use when talking about mental health	Use stigmatising phrases
Listen to the employee ask them what support they feel they need. Explain the boundaries in relation to confidentiality and when it may be necessary to discuss with others.	Promise to keep information confidential if it is likely you will need to discuss with others e.g. Occupational Health or Senior Manager.
Assess the level of risk decide whether you are equipped to manage the situation effectively if not seek advice and or signpost to appropriate professional services.	Disclose your personal email, mobile or home phone numbers. Be available outside of their normal working hours
Decide if you are the best person to deal with the matter and arrange to have a confidential discussion as soon as possible. Explore potential triggers.	Disclose information to others without appropriate consent from the employee.
Be proactive and explore adjustments that will enable the employee to manage the situation effectively.	
Seek advice from Human Resources, Occupational Health and consider whether the provisions of the Equality Act apply.	Expect to have all the answers or be able to solve all the problems they may be outside of your control e.g. relate to non-work matters.
Focus on how the issue is impacting on the individual when at work and on identifying what would help them.	Focus on the health issue you are not expected to have detailed medical knowledge of the condition or the treatment.
Consider whether there may be an underlying clinically diagnosed condition. E.g. information on medical note or provided by employee.	Meet with member of staff's GP
Conduct return to work interviews and consider phased return/adjustments that may be necessary to facilitate return to work required.	
Observe any actions agreed as part of stress management action plan. Signpost to other professional services or sources of support.	

Appendix 3

Signs and symptoms that may indicate stress or mental ill health

If you notice an employee displaying or describing any of the following signs or behaviours then this does not necessarily mean that a mental health issue exists. However you may wish to meet with and talk to the employee to offer support or advice. Please note this list is not exhaustive.

Physical	Psychological	Behavioural
Fatigue	Anxiety/Distress	Increased smoking/drinking
Indigestion or upset stomach	Tearfulness	Use of recreational drugs
Lack of energy	Feeling low	Poor concentration
Changing sleep patterns, difficulty sleeping	Less interested	Worrying more
Headaches	Difficult controlling emotions	Resigned attitude
Appetite and weight change	Indecision	Feeling overwhelmed
Joint/back pain	Loss of motivation	Angry Irritable and short tempered
Visible tension/trembling	Loss of sense of humour	Aggressive behaviour
Nervous speech	Difficulty relaxing/switching off	Repetitive speech/activity
Chest/throat pain	Memory lapses	Withdrawal
Sweating	Irrational/illogical thought process	Restlessness
Constantly feeling cold	Difficulty taking information in	Overreaction to problems
Shallow breathing, hyperventilating	Increase in suicidal thoughts	Changes to working hours, repeated lateness, long lunches early finish, increased sickness absence
Skin conditions e.g. eczema		Working excessively long hours
		Obsessive activity
		Disruptive behaviour
		Impaired/inconsistent performance, risk taking/errors that are uncharacteristic