

# Guide for Line Managers

What can you do to help a team member returning to work

# the IGLoo

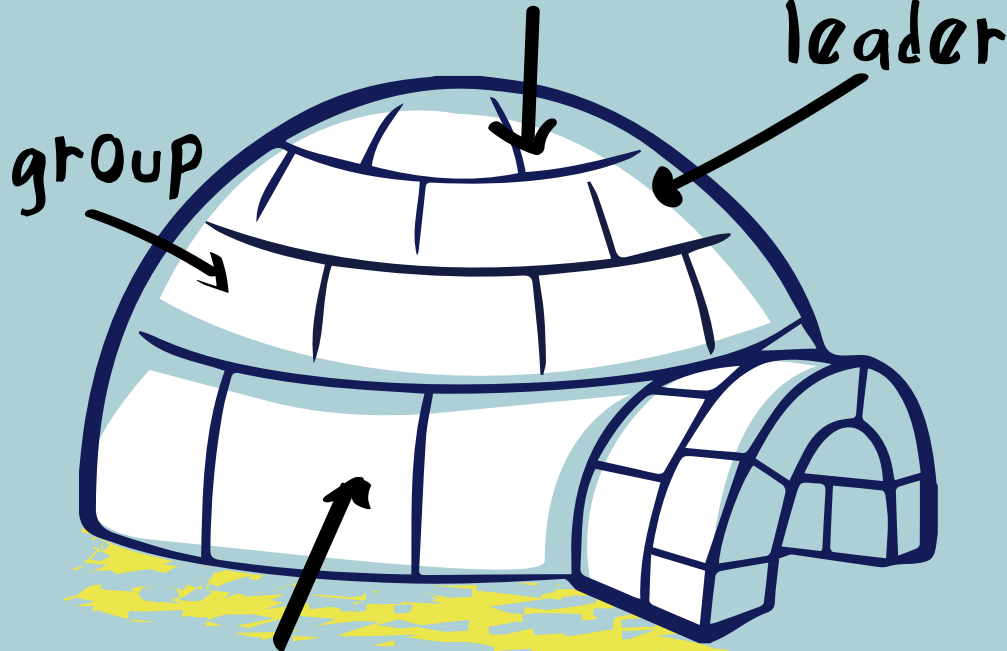
for returning to work following  
mental ill-health

individual

leader

group

organisation



## Guide for Line Managers

What can you do to help a team member returning to work?

Many people do not know what to say or do when a team member comes back to work. Your returning team member is likely to be experiencing mixed feelings. They might be looking forward to returning to a sense of normality, but are also likely to be apprehensive about how they will manage work and whether they will be able to maintain their health when back at work. These concerns are normal. In fact did you know that 1 in 6 people experience mental ill health and 1 in 3 'fit notes' signed by doctors are for mental ill-health?

This guidance is designed to help you support a team member returning to work following a period of absence due to mental ill-health. It draws from the latest evidence to outline what works, and what does not, when it comes to helping someone back to work.

We can't do everything on our own. When people have been unwell they often need help from others. Colleagues, friends and family, line managers and others can help the individual build their **IGLoo**. Remember, an employee with strong resources is much more likely to stay in and be productive at work.

## What is stress, anxiety and depression?

Mental health is complicated. Everyone's experience of mental health is slightly different. It is sometimes difficult to tell whether someone is experiencing stress, anxiety or depression. A really important sign is a change in the person's behaviour – are they behaving differently? Here are some of the common signs and signals:

- Behavioural signs – struggling with workload, low levels of concentration and focus, difficulty in organising, low productivity, negative attitude, changes in motivation.
- Emotional signs – feeling anxious or irritable, mood changes, changes in how you interact with colleagues, too much emotion, feeling isolated or socially withdrawn.
- Physical signs – tiredness, having sleepless nights, increased drinking and/or smoking, not feeling hungry, headaches.

Most people make a full recovery and are able to fully contribute at work following mental ill-health. But when employees are not supported on their return, they are more likely to relapse and exit the workplace.

**Many returners have a different manager on their first day back and many do not have anyone to greet them on their first day.** Use this guide to give you examples of ways you could make a returning employee feel safe, welcome and productive at work.



For more details on signs and symptoms of stress, anxiety and depression, and the possible impact on work – visit [Every Mind Matters](#)

## Understanding your IGL00

We all need other people to help us stay happy and healthy. Everyone has their own set of resources inside and outside of work. We call this your **IGL00**. Your **IGL00** is made up of different resources that help you:

**individual** resources – like confidence, self-care

**group** resources – help from colleagues, friends and family

**leader** resources – help from your line manager, GPs or service provider

**organisational** resources – help provided by your organisation, volunteer groups or charities

## The IGL00 for returning to work following mental ill-health includes:

| At home the following actions help returning employees   | Resources           | At work, the following help returning employees  |
|--|---------------------|--|
| <ul style="list-style-type: none"> <li>● Prioritising self-care</li> <li>● Establishing clear boundaries between work and leisure</li> </ul>                 | <b>Individual</b>   | <ul style="list-style-type: none"> <li>● Creating structure in the working day</li> </ul>  |
| <ul style="list-style-type: none"> <li>● Understanding from others</li> <li>● Receiving non-judgmental support</li> </ul>                                    | <b>Group</b>        | <ul style="list-style-type: none"> <li>● Receiving feedback on tasks from colleagues</li> <li>● Getting help when doing challenging tasks</li> <li>● Being treated as you did before not as someone with mental ill-health</li> </ul>  |
| <ul style="list-style-type: none"> <li>● Having a consistent point of contact</li> <li>● Facilitating of links to external services and treatment</li> </ul> | <b>Leader</b>       | <ul style="list-style-type: none"> <li>● Agreeing what information about the absence and return is communicated to colleagues</li> <li>● Continuing to provide support and work adjustments</li> <li>● Being available but not intrusive</li> </ul>                              |
| <ul style="list-style-type: none"> <li>● Accessing work-focused counselling</li> </ul>   | <b>Organisation</b> | <ul style="list-style-type: none"> <li>● Providing flexible working practices and leave policies</li> <li>● Providing work-focused counselling</li> <li>● Demonstrating care through support</li> <li>● Establishing a culture where mental health is not stigmatised</li> </ul> |

## How strong is their IGL00?

Use the checklist here to see what you can do to help your team member build their **IGL00**.

1. Look at the checklist. Read the statements in the 'Do I... ' column. Think about whether you would answer 'yes', 'no' or 'sometimes'. Mark your answer in the column.
2. Use the checklist here to test the strength of your contribution to your team members' **IGL00**. If you answer yes to these questions, you help your team member build a strong **IGL00**. If you answer 'sometimes' or 'no' think about whether they might like your help.
3. What else could you do? If you answer 'sometimes' or 'no' what could you do to make this part of their **IGL00** stronger? It may be something you need to do, you need someone else to help you do, or you need to ask for.
4. How do you make this happen? Think about what you can do to make this happen. Need help and advice? Ask colleagues, GP, Human Resources, Occupational Health, charities/support groups or union reps.

## Remember...

Returning to work is not always easy, but having support can make a huge difference. If you are not sure what your team member would find helpful, ask them. Talk through the checklist with them and identify some concrete actions that you can take to help them build their **IGL00**.

| Resources      | Location | Do I...?  | Do I... Yes, No, Sometimes | I need to...<br><i>If you answered "sometimes" or "no", what else would be helpful?</i> | I can make this happen by...<br><i>Need help and advice? Ask Human Resources, Occupational Health, colleagues, charity/ support groups, union reps;</i> |
|----------------|----------|---|----------------------------|---|---|
| Individual     | Work     | Help the employee create structure in the working day? E.g. divide up tasks in to smaller components, diarise meetings.   |                            |   |   |
|                | Home     | Enable the employee prioritise self-care by ensuring the employee leaves work on time and by allowing flexibility for exercise, appointments etc?   |                            |   |   |
|                |          | Ensure the employee has clear boundaries between work and home?   |                            |   |   |
| Group          | Work     | Encourage my team to provide feedback on tasks to build confidence?   |                            |   |   |
|                |          | Encourage my team to offer help when the task is challenging?   |                            |   |   |
|                |          | Encourage my team to treat the employee as they did before they were unwell?  |                            |   |   |
|                | Home     | ** While you can't influence how friends and families behave, if you know that the returning employee is experiencing difficulties outside work, this could make the group support in work even more important for them.            |                            |   |   |
| Leader         | Work     | Check in with the employee about what they want the team to know, and accept that they may not want me or their colleagues to know everything about their absence?  |                            |   |   |
|                |          | Discuss work adjustments and put in place support and adjustments, even beyond the first month, to help the returning employee?   |                            |   |   |
|                |          | Make myself available for my returning team member and let them know I am here if they need anything?   |                            |   |   |
|                | Home     | ** While you cannot influence the support the employee is able to access from their GP, if you know that the employee is finding access to support difficult it might be appropriate to direct them to occupational health support. |                            |   |   |
| Organisational | Work     | Know what the policies are for flexible working and absence so that I can share them if needed?   |                            |   |   |
|                |          | Support the employee to access flexible working and work adjustments that are outlined in the organisations policy?   |                            |   |   |
|                |          | Know if the organisation offers work-focused counselling, and if so, do I know where they can find it?  |                            |   |   |
|                | Home     | ** While you cannot influence the support offered to the employee outside of work, if you know they want but are not able to access support it may be appropriate to direct them to Occupational Health, HR or your workplace EAP.  |                            |   |   |

## Where to go for further information

### Mental health

**Every Mind Matters**

**Mind**

**Mental Health Foundation**

**Time to talk**

[www.nhs.uk/oneyou/every-mind-matters](http://www.nhs.uk/oneyou/every-mind-matters)

[www.mind.org.uk](http://www.mind.org.uk)

[www.mentalhealth.org.uk](http://www.mentalhealth.org.uk)

[take-time-to-talk.com](http://take-time-to-talk.com)

### Professional bodies

**CIPD** (Chartered Institute of Personnel and Development)

[www.cipd.co.uk](http://www.cipd.co.uk)

**IOSH** (Institution of Occupational Safety and Health)

[www.iosh.co.uk](http://www.iosh.co.uk)

**HSE** (Health and Safety Executive)

[www.hse.gov.uk](http://www.hse.gov.uk)

**ACAS** (Advisory, Conciliation and Arbitration Service)

[www.acas.org.uk/index.aspx?articleid=1461](http://www.acas.org.uk/index.aspx?articleid=1461)

**DRC** (Disability Rights Commission)

[www.drc.org.uk](http://www.drc.org.uk)

**SOM** (Society of Occupational Medicine)

[www.som.org.uk](http://www.som.org.uk)

### Managing mental health at work:

**ACAS Managing staff absence guide**

[www.acas.org.uk/index.aspx?articleid=4199](http://www.acas.org.uk/index.aspx?articleid=4199)

**ACAS Mental health at work guidance**

[www.acas.org.uk/index.aspx?articleid=1900](http://www.acas.org.uk/index.aspx?articleid=1900)

**Mental Health at Work**

[www.mentalhealthatwork.org.uk](http://www.mentalhealthatwork.org.uk)

**Access to Work**

[www.gov.uk/access-to-work/overview](http://www.gov.uk/access-to-work/overview)

## Biographies

**Professor Karina Nielsen** is Director of the Institute of Work Psychology, University of Sheffield. Her research focuses on the design, implementation and evaluation of organizational interventions in the field of organizational health.



**Dr Joanna Yarker** is Director of Affinity Health at Work, a workplace wellbeing consultancy. Her work uses evidence based approaches to improve health and wellbeing at work for employees, teams, managers and organisations.



## About these Guidelines

*These guidelines have been developed by a research team from Sheffield University, in partnership with Affinity Health at Work. The research was funded by the Productivity Insights Network, a multidisciplinary network funded by the Economic and Social Research Council. Supported by a diverse steering group of subject matter experts, practitioners, policy makers, employers and employees who have returned following mental ill-health, the research team followed 38 employees who had returned to work following a period of absence, and 20 line managers who had managed a returning employee. Using thematic analysis, the team identified the resources that employees reported helped them stay and be productive at work. Once the interviews had been analysed the steering group supported the design of the guidelines presented here.*



The University  
Of  
Sheffield.



productivity  
insights  
network

