



# Line Manager's Resource: Promoting Good Mental Wellbeing

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# Introduction

Both employers and employees are responsible for the mental wellbeing of staff. As a line manager you are responsible for and can influence team culture, workloads, control, support, roles and relationships, and change. However, Business in the Community found that only 13 %<sup>1</sup> of line managers have had mental health training.

With cross-industry input, RSSB has prepared this guide for line managers across the rail sector to help improve your understanding of how mental wellbeing can be improved and maintained for you and your team.

You may benefit from completing RSSB’s Mental Health for Line Managers course. To find out more go to <https://www.rssb.co.uk/en/Insights-and-News/Industry-Topics/Health-and-Wellbeing/Mental-wellbeing>.

<sup>1</sup> <https://www.bitc.org.uk/wp-content/uploads/2019/10/bitc-wellbeing-report-mhawmentalhealthworkfullreport2019-sept2019-2.pdf>



# What is mental wellbeing?

The World Health Organisation (WHO) defines mental health as:

**‘A state of wellbeing in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community.’**



Feeling happy or content



Working productively and fruitfully



Making a contribution to the community



Realising own achievements and abilities



Coping with normal stresses of life

In recent years the importance and awareness of mental health has started to match that of physical health. According to WHO, health is a state of complete physical, mental and social wellbeing. So, to classify someone as ‘healthy’ both physical and mental health must be considered.

## Stress and mental wellbeing

The Health and Safety Executive (HSE) defines stress as ‘the adverse reaction people have to excessive pressures or other types of demand placed on them’. While some pressure can motivate and boost energy levels, too much can leave people feeling unable to cope and result in stress.

Figure 1 captures the balance between pressure and performance. When pressure exceeds the ability to cope, the experience becomes stressful. When stress is sustained or overwhelming, the body enters a state of high alert. Unmanaged it can contribute to poor mental and physical wellbeing.

Many roles in the rail industry involve repetitive work that can contribute to cognitive underload. Stress can occur in these situations too, as low demands can make the individual feel bored, under-valued or under stimulated.

There can be a complex interplay between the pressures of work and home life. For example, a train driver with stress at home may struggle to concentrate at work, which can impact performance.

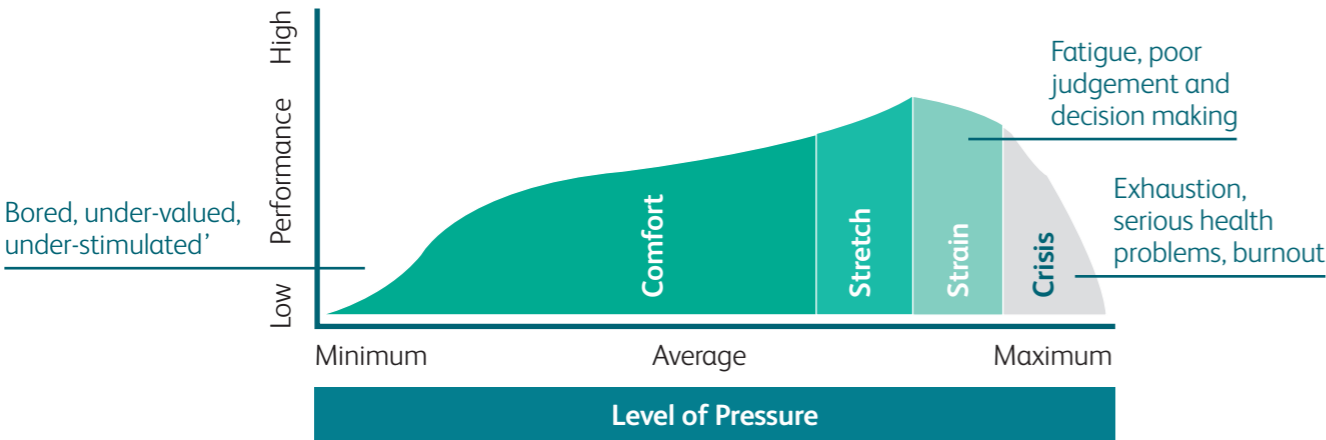


Figure 1. The effects of pressure on performance

# Mental health diagnoses

It is important not to label employees. During discussions with employees, be guided by the language they use. Managers do not need lots of information about a diagnosis. They can show support by understanding the individual’s experience, their needs and the impact of the condition on their work.

## Why does mental wellbeing at work matter?

About 34,000 front line rail staff will suffer from some form of mental health condition. Many roles expose staff to hazards, such as work-related violence (in public facing roles) and fatalities (on the railway), which can contribute to mental ill health. If such conditions are not properly managed, they can impact cognitive factors like concentration, attention, and problem-solving. So, there are significant safety and cost implications for all stakeholders, including reduced productivity due to employee ill health , costing the industry an estimated £534m per year.<sup>2</sup>



Mental wellbeing is a key objective for RSSB. We believe that an open culture is a safer culture, and delivers other benefits, including:

- compliance with legislation
- reduced grievance and discrimination claims
- demonstrable corporate social responsibility
- reduced staff turnover and greater skills retention
- reduced sickness absence and presenteeism
- a healthier workplace
- better staff morale
- better customer service
- more committed staff

At RSSB we believe that all employees should have the opportunity to work. A diagnosis of a common mental health disorder should not be a barrier to engaging in work, including that of a safety critical nature, if the condition is managed and treated appropriately. This requires input from occupational health (OH) colleagues, as well as collaboration between managers and employees.

Those who perform safety critical tasks, should declare any prescribed medications in line with the company’s drug and alcohol policy. Furthermore, the individual’s fitness to work should be assessed in accordance to the Office of Rail and Road’s (ORR) **guidance on Fitness for Work**<sup>6</sup> and good occupational medical practice (**Faculty of Occupational Medicine 2017**).

<sup>2</sup> <https://www.rssb.co.uk/-/media/Project/RSSB/Platform/Documents/Registered/Registered-content/Insight-and-News/Health-and-Wellbeing/2019-11-costs-of-impaired-health-in-rail-sector-report.pdf>  
<sup>3</sup> <https://digital.nhs.uk/data-and-information/publications/statistical/adult-psychiatric-morbidity-survey/adult-psychiatric-morbidity-survey-survey-of-mental-health-and-wellbeing-england-2014>  
<sup>4</sup> <https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/public-sector/deloitte-uk-mental-health-employers-monitor-deloitte-oct-2017.pdf>  
<sup>5</sup> The Stevenson / Farmer review of mental health and employers, ‘Thriving at Work’  
<sup>6</sup> <https://orr.gov.uk/rail/health-and-safety/occupational-health/topic-specific-guidance/fitness-for-work>

## Recruitment and disclosure

Most people who experience mental health problems can work successfully. Evidence shows that employers who recruit individuals with existing or previous mental conditions have positive experiences.<sup>7</sup>

While disclosure of health conditions is encouraged by employers, some people still experience discrimination. Only 44 % of people feel comfortable talking to their line manager about their mental health, and 9 % of employees have faced disciplinary hearings or dismissal after disclosure.<sup>8</sup> There are laws in place to protect employees, including:

- The Health and Safety at Work Act 1974 (HASWA)
- The Management of Health & Safety at Work Regulations (1999)
- The Equality Act (2010).

## Assessing workplace risks

You should make prospective employees aware of the nature of their work and any foreseeable physical and/or psychological hazards. This should encourage them to disclose health conditions that may be relevant.

Once recruited, the newcomer and employer should consider how work tasks might impact any current or previous mental health conditions. A risk assessment can develop plans to reduce the potential psychological impacts of events on staff.

Mind's Wellness Action Plan<sup>9</sup> is a personal document written by employees and shared with managers. It can be used to help managers and their reports share what keeps an individual well at work, and promote ongoing discussion around their mental health.

## Pre-placement screening

Line managers need to exercise care to prevent discrimination. There are laws on what and when an employer can ask about an applicant's health. Line managers should consult with HR and/or OH as needed.

There is no robust evidence that pre-placement screening tools used to test candidates for vulnerability to mental health disorders are effective.<sup>10</sup> But, there are examples of good practice for safety critical roles in ORR's Fitness for Work guidance. Pre-placement screening tools are different from the psychometric assessments used in the recruitment of train drivers to observe if candidates meet the safe minimum standard of cognitive, psychomotor and behavioural aptitudes necessary, as set out in RIS-3751-TOM.

Many rail tasks are safety critical and have medical fitness standards. Where a position has specific requirements, health-related questions should be asked at the start of the recruitment process. For example, train drivers must undergo regular medical assessments to confirm they are fit to drive.<sup>11</sup> It is not advisable for people with certain health conditions or undergoing certain treatments to take on safety critical roles. This is because of risks to themselves and others. It is good practice to ensure that the applicant understands potential workplace risks, the demands of the job, and the working culture, such as shift patterns, the cyclical nature of the business (e.g. refranchising) and deadlines. If information about conditions and treatment is requested before the interview, by the occupational health department for example, then this data should not be shared with those interviewing the candidate or involved in making the final decision.

<sup>7</sup> <https://www.mentalhealth.org.uk/sites/default/files/added-value-mental-health-as-a-workplace-asset.pdf>

<sup>8</sup> <https://www.bitc.org.uk/wp-content/uploads/2019/10/bitc-wellbeing-report-mhawmentalhealthworkfullreport2019-sept2019-2.pdf>

<sup>9</sup> <https://www.mind.org.uk/workplace/mental-health-at-work/taking-care-of-your-staff/employer-resources/wellness-action-plan-download/>

<sup>10</sup> Marshall, Milligan-Saville, Mitchell, Bryant, & Harvey, 2017

<sup>11</sup> Schedule 1 of TDLCR

## Disclosure following job offer

If an employee discloses that they have had, or are suffering from, a mental health condition, you must make reasonable adjustments if required in the workplace before they start. A clinical diagnosis does not necessarily indicate what a person can or cannot do and the level of support needed, if any, will vary from person to person. An employment offer should not be withdrawn on health grounds without a full OH assessment.

An individual can be referred for an OH assessment when:

1. There is concern that work tasks may aggravate their mental health.
2. There is a need to assess an individual's fitness to complete certain tasks.
3. Seeking advice on temporary or permanent changes to the work or workplace to enable someone with mental health condition to work effectively and safely.
4. References for a recruit reveal higher than expected or undisclosed sickness absence.

An OH check can provide the opportunity to discuss any reasonable adjustments needed, and how episodes of mental ill health should be managed. Where there is no OH service, the manager should discuss this directly with the candidate and then seek professional guidance if needed.

Managers and OH advisors should avoid asking for information that is not relevant to the work situation. Decisions should be informed by collaborative risk assessment.

If you are unsure whether a referral is appropriate, please contact your OH provider or your HR team for further advice.

### Recruitment at Siemens Mobility Limited

At Siemens Mobility, staff are recruited based on technical expertise and important qualities such as attention to detail and having a passion for improving people's lives. Specialist roles can be hard to fill. Siemens is part of the Military to Rail programme, and has actively recruited ex-military personnel, who bring valued skills to the organisation. Some ex-military personnel have suffered from mental ill-health, presenting with conditions such as PTSD. To ensure new recruits have the tools they need to thrive Siemens took these actions:

1. Partnered with Help for Heroes to understand the struggles ex-military personnel face.
2. Confirmed the support or reasonable adjustments needed for new recruits, including any changes to the physical working environment (e.g. ensuring individuals' desk look at the door or hallways to avoid being startled)
3. Briefed new recruits on the difference between army and 'civvy' life and set expectations of the working environment (including pace of work, workload, and chain of command)
4. Briefed line managers on conditions such as PTSD, possible workplace considerations, and how to support employees with symptoms (like flashbacks) if these happen in the workplace
5. Monthly check-ins for new employees with a Health and Wellbeing Lead for the first six months to help adjust.

Siemens recognised that a considered and collaborative wraparound for new starters sets them up for success, and ultimately supports both the employee and the business

Taking care of yourself

Being a line manager can be a highly demanding role, juggling the competing needs of the business, your team members, and yourself. You need to take care of yourself first. If not, you won't be able to take care of your team or the company. Demonstrate to others what good self-care looks like, particularly when under pressure.

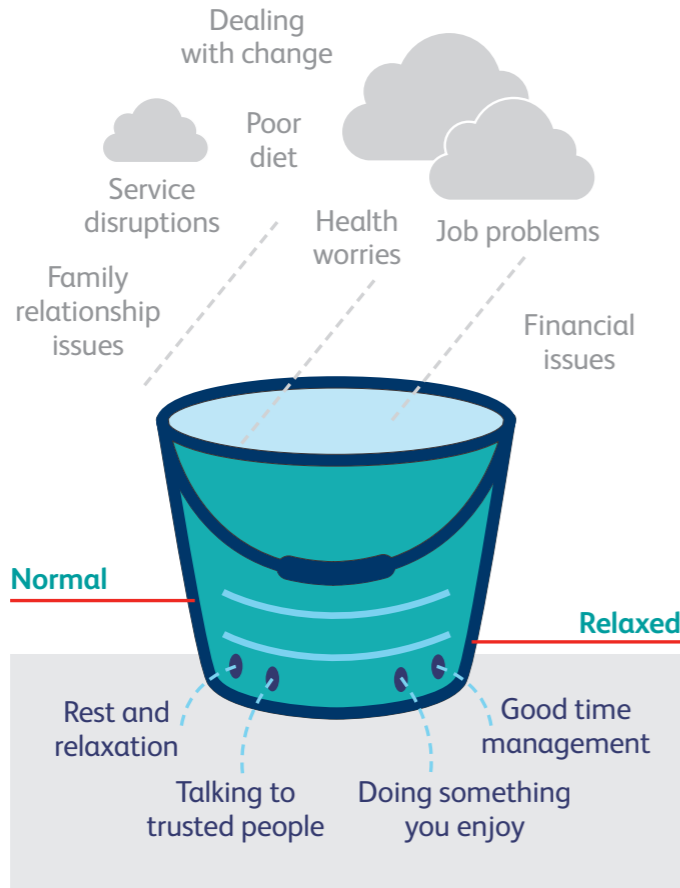
The first step for taking care of yourself is knowing yourself. This section provides the tools and exercises that RSSB has collated to help you take better care of yourself.

NHS Mood Self-Assessment Tool

When it comes to emotions, it can be difficult to recognise or admit that we're not feeling 100%. The NHS mood self-assessment tool has online questions that GPs can use to assess anxiety or depression. It also includes links to useful information and advice on mental wellbeing. You can access the tool for free here: <https://www.nhs.uk/conditions/stress-anxiety-depression/mood-self-assessment/>.

Your Stress Bucket<sup>12</sup>

This helps you better understand and manage wellbeing. Imagine a bucket that fills up when different types of stress are experienced. Some people might have a very big bucket, others a smaller one. Knowing the size of your bucket and understanding where the water level is, what fills it up, and what helps empty it, can help your wellbeing.



<sup>12</sup> Developed from an idea by Brabban and Turkington (2002)

What does your bucket look like? What sorts of issues fill up your bucket?

Draw what your bucket looks like in the box below:

Ask yourself:

What can I change?

What do I need to accept?

What are my helpful coping strategies?






What are some of my unhelpful coping strategies?

What has helped in the past?

Can anyone help me?

What needs urgent attention?

The Five Ways to Wellbeing<sup>13</sup>

The Five ways to wellbeing	Do I do enough of this this?	Action to improve my wellbeing
<div> <b>Connect with others</b> Feeling close to and valued by others is a fundamental human need. It contributes to functioning well. For example, meet a friend for lunch or visit neighbours.</div>		
<div> <b>Be active</b> Regular physical activity is associated with good wellbeing. It can lower rates of depression and anxiety, and slow down age-related cognitive decline. It doesn’t need to be particularly intense and can encourage social interactions as well. For example: walk, cycle, take up yoga.</div>		
<div> <b>Take notice</b> Being present and savouring moments can enhance wellbeing and reaffirm life priorities. Heightened awareness helps you make positive choices based on values and motivations. For example, reflect on what is going on around you, use resources like HEADSPACE or keep a gratitude diary.</div>		
<div> <b>Learn</b> Continued learning enhances self-esteem, improves social interaction and encourages a more active lifestyle. For example, sign up for a course, learn a new skill, read a book.</div>		
<div> <b>Give</b> Giving back provides great satisfaction. Those who help others are more likely to rate themselves as happy. For example, do some volunteering or help others with their shopping.</div>		

<sup>13</sup> <https://neweconomics.org/2011/07/five-ways-well-new-applications-new-ways-thinking>

# Promoting wellbeing

## Managing people

How employees are treated and managed is central to their mental wellbeing. Good communication and people management skills go a long way to preventing stress and poor mental health. Often, it's about having a common-sense approach. Good management can be crucial to support wellbeing, spot early signs of distress, and initiate early intervention. On the other hand, poor management may contribute to mental ill health. The Chartered Institute of Personnel and Development (CIPD) 2019 Health and well-being at work survey<sup>14</sup> indicates that management style is the second main cause of work-related stress.

There are five primary areas of competence (Figure 2) for line managers. These can prevent and mitigate the effect of stress at work, and support employee health and wellbeing.

Figure 2, Five core areas of competence and behaviours<sup>15</sup>

Competency	Brief Description
Open, fair and consistent	Managing with integrity and consistency and taking a positive approach in interpersonal interactions
Handling conflict and problems	Dealing with employee conflicts (including bullying and abuse) and using appropriate organisational resources
Knowledge, clarity and guidance	Clear communication, advice and guidance, demonstrates understanding of roles and responsible decision-making
Building and sustaining relationships	Personal interaction involving empathy and consideration
Supporting development	Supporting and arranging employee career progression and development

HSE's Management Standards (Figure 3) identify six key areas where line managers can influence mental wellbeing. Stress risk assessments that cover these six domains can provide managers with useful framework (see page 18).

Figure 3, Six key areas of work design

Key area	Brief Description
Demands	Issues such as workload, work patterns and the work environment
Control	How much say the employee has in the way they do their work
Support	The encouragement, sponsorship and resources provided by the organisation, line managers and colleagues
Relationships	Promoting positive working to avoid conflict and deal with unacceptable behaviour
Role	Can employees understand their role within the organisation? Has the organisation designed out conflicting roles?
Change	CHow organisational change is managed and communicated

<sup>14</sup><https://www.cipd.co.uk/knowledge/culture/well-being/health-well-being-work>

<sup>15</sup>[https://www.cipd.co.uk/Images/developing-managers-to-manage-sustainable-employee-engagement-health-and-well-being\\_2017\\_tcm18-18364.pdf](https://www.cipd.co.uk/Images/developing-managers-to-manage-sustainable-employee-engagement-health-and-well-being_2017_tcm18-18364.pdf)

# Induction programmes

A good induction programme is important for new, promoted or redeployed employees. Insufficient information about expectations and processes can have a negative impact on mental wellbeing. An effective induction could include:

- one-to-one meeting(s) with their line manager
- physical orientation of the facilities
- organisational structure orientation, including strategies and goals
- meeting with key senior employees
- health and safety information—this is a legal requirement
- explanation of the terms and conditions of employment contracts
- details of the organisation's history, its products and services, its culture and values
- a clear outline of the job/role requirements and expectations
- details of the organisation's health and wellbeing initiatives
- information about ways of working, for example homeworking
- Mind's Wellness Action Plan to help new starters recognise what they need to stay well.

Staff who may be exposed to potentially traumatic incidents should be made aware of such events, through induction and training. They should also be told about available support, and the access points to that support. The Samaritans' one-day Trauma Support Training may be part of an induction process.

## Maintaining relationships

Team meetings can be used as an opportunity to check-in on all team members. It's important to ask for feedback from staff and look for opportunities to connect and engage. Activities might include team meetings, proactive routine one-to-ones, and reverse mentoring. A suggested agenda for one-to-ones could include:

1. General catch-up; workload, wellbeing, team relations
2. A review of activities after the previous meeting
3. Looking ahead/forward planning
4. Update on personal development
5. Update on use of flexitime and leave

If staff are managed remotely, or have shift patterns that can contribute to isolation, it is important to agree regular touch points. Out of sight should not mean out of mind.

# Managing relationships within the team

Conflicts at work can cause stress and poor mental wellbeing. Employers need to foster a healthy working environment with a zero-tolerance for bullying.<sup>16</sup> Individuals not directly involved in the dispute may also be affected. The Advisory, Conciliation and Arbitration Service (ACAS) provides information and a variety of short courses on all aspects of workplace relations and employment law.<sup>17</sup>

# Create opportunities to develop

Line managers can help direct reports gain confidence and skills by developing and rewarding their capabilities, through regular work-related conversations as well as formal training.

Learning and development are fundamental to growth. It is not necessary to spend a lot of money on training courses. Explore opportunities for staff to assist with alternative duties—this can help them develop new skill sets.

Coaching and mentoring are appropriate during challenging times, because they are flexible and low-cost. Further information on coaching and mentoring is provided by CIPD.<sup>18</sup>

# Promoting a healthy lifestyle

Healthy choices, like a balanced diet, exercise and a good work-life balance, can support mental wellbeing as well as physical health. You should promote awareness of a healthy lifestyle within your team.



<sup>16</sup> Harassment and bullying at work, CIPD 2019  
<sup>17</sup> <https://www.acas.org.uk/training-courses>  
<sup>18</sup> <https://www.cipd.co.uk/knowledge/fundamentals/people/development/coaching-mentoring-factsheet>

## Sleep

Sleep is essential for survival; it allows the brain and body to regenerate. Promote good sleep and help team members understand the importance of sleep. A lack of sleep can make it difficult to cope and function. Managing sleep can be more challenging for those who work irregular shifts. The NHS website<sup>19</sup> has helpful tips on sleep.

## Nutrition

The human brain is sensitive to what we eat and drink.

- |  |  |
|--|--|
| <b>Foods that can have a negative effect on the brain:</b>   | <b>Foods that help to nourish the brain:</b>   |
| <ul style="list-style-type: none"><li>• trans-fats found in processed foods</li><li>• excess saturated fats</li><li>• fried foods</li><li>• excess sugars</li><li>• artificial sweeteners.</li></ul> | <ul style="list-style-type: none"><li>• wild fish</li><li>• organic free-range eggs</li><li>• dark green vegetables</li><li>• lean organic chicken</li><li>• antioxidant rich foods such as fresh fruit.</li></ul> |

## Physical activity

Regular physical activity positively impacts wellbeing. It is often used as part of a treatment programme for common mental health conditions such as depression and anxiety. Exercise is a very individualised. It's important that people enjoy the exercise they are doing, or it is unlikely they will continue it. Thirty minutes a day, 5 days a week, are recommended. More information on the topic can be found on the Mind website.<sup>20</sup>

## Common signs of good mental wellbeing

The first step in promoting good mental wellbeing is to know your team. To identify something unusual, you need to know what normal looks like.

### Potential indicators of good mental wellbeing include:

- being present, focused and approachable
- being engaged, motivated and productive
- negotiating workloads
- meeting deadlines
- giving and receiving feedback
- good attendance and punctuality
- keeping problems in perspective
- responding rather than reacting
- knowing when and how to ask for support
- taking breaks and annual leave
- working correct hours
- productive relationships with colleagues
- demonstrating self-care.

<sup>19</sup> <https://www.nhs.uk/live-well/sleep-and-tiredness/how-to-get-to-sleep/>  
<sup>20</sup> <https://www.mind.org.uk/information-support/tips-for-everyday-living/physical-activity-and-your-mental-health/about-physical-activity/#.XTXj5kxFzOY>

# Identifying early warning signs

If you know your staff, and hold regular meetings to monitor work and wellbeing, you are well placed to spot early signs of poor mental health. Often the key is a change in typical behaviour. Signs vary, as each person experiences mental health differently. Figure 4 gives some common signs, which may be physical, psychological, or behavioural. Seeing one or more of these does not necessarily indicate a mental health problem—it could be a sign of another health issue or something else entirely. Always talk to the person directly and don’t make assumptions or listen to gossip.

Figure 4. Common signs of mental ill health

Signs and symptoms		
Physical	Psychological	Behavioural
Fatigue	Mood changes	Changes in performance
Indigestion or upset stomach	Tearfulness	Uncharacteristic errors
Headaches	Indecision	Sickness absence
Appetite and weight changes	Loss of motivation	Changes in relationships
Joint and back pain	Loss of humour	Lateness or leaving early
Changes in sleep patterns	Increased sensitivity	Working far longer hours
Visible tension or trembling	Difficulty relaxing	Taking on too much work
Chest or throat pain	Difficulty absorbing information	Changes in physical appearance
Sweating	Lapses in memory	Disengaging
Constantly feeling cold	Illogical or irrational thoughts	Irritability
	Responding to experiences not observed by others (like hearing voices)	Increased smoking, drinking or recreational drug use
	Distraction or confusion	Restlessness
	Anxiety or excessive worry	Irritability, anger or aggression
	Feeling low	Repetitive speech or activity
	Thoughts about suicide or self-harm	Disruptive or antisocial behaviour
		Intense or obsessive activity
		Over-reaction to problems
		Risk-taking
		Over excitement or euphoria
		Withdrawal
		Increased frequency of sickness absence

The good management procedures highlighted in the ‘Maintaining Relationships’ section of the Promoting Wellbeing chapter can be used to consider potential problems. Use open, exploratory, non-judgmental questions to let the employee express concerns in their own way. For example:

‘How are you doing at the moment?’

‘I’ve noticed that you’ve been arriving late recently and wondered how you are?’

‘Is there anything we can do to help?’

During discussions be clear about the limits of confidentiality. Remind the employee that personal information is confidential, but issues that may have a health and safety risk to them or colleagues may need to be discussed further.

Talking about mental wellbeing can be challenging, so when someone does open up it’s important to listen. The Samaritans have created ‘Wellbeing in the Workplace’<sup>21</sup>, an online learning programme which brings Samaritans’ listening and wellbeing expertise into the workplace. The Samaritans provide tips for active listening:

S	<b>Show you care</b> When starting the conversation focus on the other person. Make eye contact, put away your phone and give your full attention. Aim to learn at least one new thing about the person who is talking to you.
H	<b>Have patience</b> Effective listening is about creating trust. It takes time, so do not rush them as they won’t feel it’s a safe environment. If they’ve paused in their response, wait. It might take them some time to formulate an answer, or they may find it difficult to articulate their feelings.
U	<b>Use open questions</b> An open-ended question needs more than a yes or a no. These questions don’t impose a viewpoint and requires a person to pause, think and reflect. They encourage individuals to talk and gradually the conversation that develops creates a safe space for discussion. Follow these moments by asking, ‘how are you feeling today’?
S	<b>Say it back</b> Repeating something back is a good way to reassure them that they have your undivided attention. And you can check to see that you’re hearing what they want you to hear, not putting your own interpretation onto the conversation.
H	<b>Have courage</b> Don’t be put off by a negative response and most importantly, don’t feel that you have to fill gaps of silence. But you’ll soon be able to tell if someone is uncomfortable and doesn’t want to engage on a deeper level.

If a person reports high levels of stress, assess whether work-related factors are contributing to this and put mitigations in place where appropriate. The Stress Risk Assessment Template covers the six key areas highlighted by the HSE’s Stress Management Standards.

<sup>21</sup> <https://www.samaritans.org/how-we-can-help/workplace/wellbeing-workplace/>

Stress risk assessment template

**Notes to staff:**

Use this form to identify and deal with work-related stress. You're not obliged to share its contents with anybody—however, by sharing it (or parts of it) with your manager you can contribute toward managing work-related stress. If they don't know there's a problem they can't help. You don't have to answer every question. If you don't feel able to talk directly to your manager about these concerns, ask a colleague or other representative to raise the issue on your behalf.

**Notes to manager:**

Staff are not obliged to complete a stress risk assessment; it should always be their choice. Offer your staff the opportunity to complete a stress risk assessment:

1. When a member of staff has been off sick with work-related stress (as part of the return to work interview).

2. Where you believe that an individual or a team are likely to be suffering from work-related stress. When completing a stress risk assessment, ensure planned control measures are identified, actioned and that the assessment is reviewed regularly.

Name of Employee		Date:
Name of manager developing the plan		Department:

Risk level is to be determined and agreed following discussions between the line manager and employee

Risk Level	High	Medium	Low
Outcome	High probability of work-related stress, reduced wellbeing, sickness absence or returning from absence relating to mental health	Some concern related to potential work-related stress, reduced wellbeing or sickness absence	Low probability of work-related stress, reduced wellbeing or sickness absence
Action	Immediate action required and management plan to be developed	Action required and management plan to be developed	No action required

Pressure Source	Individual Concerns	Risk level	Planned control measures and responsible person
Demands	Issues such as workload, work patterns and the work environment. <b>Suggested questions:</b> Do you feel you have just the right amount of work to do? Could you say what work you have too much/too little of? Do you take the breaks you are entitled to at work? What training, if any, would help you to do your job? Are there any problems with your work environment?		
Control	How much say do you have in the way you conduct your work. <b>Suggested questions:</b> How could you have more say about how your job is done? How could you be more included in decision-making in the team? How could you be supported to use your skills to greater effect at work?		
Support	The encouragement, sponsorship and resources provided by your company, your manager and your colleagues. <b>Suggested questions:</b> How could your line manager better support you to do your job? How could your colleagues better support you to do your job? Are there any parts of your job that you find especially difficult? Do you feel you have a healthy work-life balance? If not, how could it be better?		
Relationships	The promotion of positive working to avoid conflict and dealing with unacceptable behaviour. <b>Suggested questions::</b> How could communication in the team be improved? If you feel that you are experiencing bullying or harassment at work, what parts of the Company's Grievance Policy could help?		
Role	Ensuring that your role is clear and that you do not have conflicting objectives. <b>Suggested questions:</b> Are you clear about your roles and responsibilities at work? If not, please explain. Do you feel that there is any ambiguity or confusion (role conflict) in your job? If yes, please describe.		
Change	How organisational change is managed and communicated. <b>Suggested questions:</b> How could your line manager better support you during change at work? How could the organisation better support you during change at work?		

Case Study:  
Good Line Management in Action at MTR Elizabeth Line

Glen’s line manager, Andrew Parker, Head of Revenue Protection, has a **proactive and person-centred approach**, which meant that he **noticed changes** in Glen when he was struggling. Having a strong relationship, Andrew was able to discuss these changes with Glen in a **one to one** meeting. Andrew gave 100 % of his **attention** which showed that he was prepared to **listen** and wanted to solve problems before they escalated. Glen felt heard and that they would be able to **solve the problems together**.

Glen realised the role in revenue protection was putting excessive strain on him. He spotted a job in control and discussed it with Andrew. Glen’s transferable skills were suitable, and they discussed the pros and cons of moving role. Andrew was able to endorse his application and provided support along the way.

While Glen isn’t line managed by Andrew anymore, he knows the door is always open. Having learned from his experience, Glen now supports the wellbeing of others at MTR Elizabeth Line as a Wellbeing Champion. What started with a strong relationship, led to Glen finding a role that uses his skills, meets his needs, and allows him to support others.

*‘Having a Line Manager who was empathetic and understanding helped break down some of the barriers and stigmas attached to both mental health and staff in crisis within the workplace. When you see the human touch, I feel it assists in a person’s wellbeing returning sooner.’* Glen Spoor.



# Signposting to professional support

Listening to an employee and addressing work-related issues could be all that they need to make progress. However, if signs of distress continue it is important to direct them towards professional support. Seek advice from HR and/or OH departments.

Early referral to OH can provide: support related to medication, case management support, and even coordinated multidisciplinary support in complex cases. When referring to OH, it is important to include this information:

1. The reason for the referral and the questions being asked of the OH practitioner (e.g. is the employee medically fit to work in this role? Are any adjustments needed to help the employee in their work? Are there any restrictions in what the employee can do in their role?)
2. The employee's current job description.
3. Any relevant risk assessment that's been undertaken (like a stress risk assessment).

Including this information can help line managers get the information needed in a report. These support services may also help:

## Employee Assistance Programme (EAP) provider

EAPs help people with practical and emotional issues such as wellbeing, personal relationships, debt management, workplace issues, and much more. Some EAPs can also provide guidance for line managers.

## Local GP

A general practitioner (GP) is often the first port of call for both mental health and physical health concerns.

## Improved Access to Psychological Therapies (IAPT) Service

The NHS IAPT service provides talking therapies for common difficulties, like worry and low mood. People can self-refer to many IAPT services, or alternatively be referred by their GP.<sup>22</sup>

## Able Futures

The Able Futures' team of mental health professionals provides mental health support for up to nine months free of charge.

[www.able-futures.co.uk/](http://www.able-futures.co.uk/)

## Directory for local services

The NHS directory has details of local mental health support services,

[www.nhs.uk](http://www.nhs.uk)

## The Construction Industry Helpline

Many suppliers to the rail industry are part of the construction industry. The Construction Industry Helpline is a 24/7 helpline for all workers and their families in the UK and Ireland. It is a charitable service funded by the industry, for the industry and provides:

- emergency financial aid to construction families in crisis
- advice on occupational health and mental wellbeing
- support on legal, tax and debt management matters.

**Tel: 0345 605 1956**

## Samaritans helpline

The Samaritans offers 24/7 support a safe place for people who are in despair or suicidal.

**Tel: 116 123**

## Mind Infoline

Mind provides information on a range of topics including mental health problems, where to get help, medication and alternative treatments.

**Tel: 0300 123 3393 (or text 86463)**

## The Railway Mission

The Railway Mission is a Christian charity whose chaplains lend a listening ear for anyone connected with UK rail. Contact details at

[www.railwaymission.org](http://www.railwaymission.org)

## The Transport Benevolent Fund

The Transport Benevolent Fund is a charity which offers a wide range of benefits including health, legal advice, convalescence and cash help to its members and their dependants.

Details of the services are available in a downloadable PDF<sup>23</sup> which can be complemented with local information specific to your organisation to use in your offices, mess rooms and work sites.

# Mental wellbeing and the team

The poor mental health of one employee can impact the state of the wider team. It is important to be mindful of:

- how an individual's symptoms of mental ill health or behaviour may affect others
- reasonable adjustments that need to be made
- an increased workload that impacts the rest of the team.

Having an open culture can help to manage this. But, first and foremost, managers must be guided by what the individuals wants to share and respect their confidentiality.

# Support after a traumatic incident

Most people exposed to a traumatic incident, such as a fatality or violence in the workplace, do not suffer lasting psychological consequences. However, some may meet the criteria for a mental health diagnosis, such as PTSD.

Where employee's may be exposed to potentially traumatic incident it helps to have positive support systems in place. Employees who feel supported—particularly immediately—experience reduced symptoms and absence from work. Shame and stigma may stop staff getting support. Stress reactions are normal, and you should reassure staff that these are common. These feelings will go away over time. However, if distress does not reduce, encourage them to get further support.

There is advice for staff in the 'Journey to Recovery' and 'Back on Track' booklets. Copies can be ordered by emailing: [suicideprevention@raildeliverygroup.com](mailto:suicideprevention@raildeliverygroup.com)

RSSB has published **Guidance on Responding to Potentially Traumatic Incidents**<sup>24</sup> and the **Trauma Management Toolbox**.<sup>25</sup> The latter includes checklists to record follow-up actions. You should follow an individual's progress after the event. With their consent, get support with this process from peers and OH experts. A timely post-incident review is an effective way to demonstrate a company's commitment to the welfare and recovery of staff. A post-incident review should include:

1. An empathic response from the line manager.
2. Prompt practical support in dealing with the situation.
3. Help that supports the employee to get back to routine.
4. Guidance on where to get further support within the company.
5. Information that aids identification of potential symptoms after an incident.
6. Information about common reactions to trauma and coping mechanisms.

## The value of timely support from a line manager at Southeastern

Mick Carney, a member of station staff for Southeastern, has shared how the immediate practical support he received from his line manager was integral to getting back to normal after a fatality at the station. Mick's line manager immediately came down to the station to offer both practical as well as emotional support. Having his line manager there enabled him to feel supported enough to continue with his work.

'It was a big help, the fact that somebody just stopped everything, just took the time out and came to talk to you.'

You can see the full video on Mick's experience here: <https://play.buto.tv/bjkvG> (8min)

<sup>24</sup> <https://www.rssb.co.uk/-/media/Project/RSSB/Platform/Documents/Registered/Registered-content/Insight-and-News/Health-and-Wellbeing/guidance-for-responding-to-potentially-traumatic-incidents-in-rail.pdf?la=en>

<sup>25</sup>

<sup>22</sup> [https://www.nhs.uk/service-search/other-services/Psychological%20therapies%20\(IAPT\)/LocationSearch/10008](https://www.nhs.uk/service-search/other-services/Psychological%20therapies%20(IAPT)/LocationSearch/10008)

<sup>23</sup> <https://www.rssb.co.uk/-/media/Project/RSSB/Platform/Documents/Registered/Registered-content/Insight-and-News/Health-and-Wellbeing/genericmentalhealthsignpostflyerposterpdf-623145721.pdf?la=en>

## Sickness absence

Managers often worry that contacting a direct report during sick leave may be seen as harassment. But lack of contact can make an employee feel less able to return to work. Early, regular and sensitive contact can be a key factor in feeling heard and putting measures in place to support an early and sustainable return to work.

Sometimes an employee may say they do not want to be contacted. This should not be taken at face value and managers should encourage continued communication. Evidence shows this greatly improves the chances of a successful return to work. If a manager suspects they may have been a factor in the employee becoming unwell, or there is an ongoing grievance against a line manager, it would be suitable to offer the services of HR, OH and/or another manager, a peer, or trade union official. If there are work issues (real or perceived) it is essential that these are addressed, or the person may not return to work.

## Considerations for addressing absence and return to work

Not all employees need time off when experiencing poor mental health. For those that do it may help to keep this in mind during conversations:

### Key messages about absence and return to work



# Absence conversation checklist

This checklist<sup>26</sup> may help when calling a direct report during sickness absence.

- 1. **Start off as you would with any conversation.**  
In the first instance, exchange pleasantries and have an informal catch up.
- 2. **State why you are calling.**  
*‘I wanted to talk to you about your health as you have not been at work for x number days.’*
- 3. **Explain that after seven days of absence they will need a Fit note.**  
*‘We need this to process your sick pay.’*
- 4. **Agree how to communicate with them while they are on sick leave.**  
Talk about their preferred form of communication (telephone, email or meet ups), by whom (line manager, designated colleague, HR department) and the frequency and time (say, once a week).
- 5. **Emphasise that they need time to recover but to also maintain communication to know how they are getting on.** Explain that communicating during leave will support them back to work when the time is right.
- 6. **Enquire about confidentiality.** Ask the employee whether they would like their reason for absence to be kept confidential or whether they would like their immediate team to be told.
- 7. **Offer additional information.** Ask if they have any questions or if they need clarification on anything, for example with regard to sick pay and if they should communicate directly with HR etc.
- 8. **Closing the conversation.** Thank them for taking the time to talk about their mental ill health and let them know that you are there to support them.



<sup>26</sup> <https://returntoworkmh.co.uk>

# Walking in someone else’s shoes<sup>26</sup>

It can be difficult to know what to say to employees suffering from poor mental health. Sometimes our own stress gets in the way of managing the person in a calm manner.

This exercise can help you to understand and communicate with a direct report suffering from mental ill health and on sick leave. Bring the employee with mental ill health to mind and complete this exercise to prepare for such conversation.

Identify any negative feelings you may have about the situation.

Identify any positive feelings you may have about the situation.

List five reasons why you think the individuals may be experiencing poor mental health.

1.

2.

3.

4.

5.

Consider how you would think and feel at work if you had those experiences.

Make a list of how you can support this individual.

<sup>26</sup> <https://returntoworkmh.co.uk>

## Returning to work

Effective planning will maximise the chances of a successful return to work. In discussion with the employee, you should develop a return to work action plan (see page 35 for template).

### 1. Talk about:

- Adjustments needed to ease their return (see page 30 for some ideas)
- the needs of the employee
- creative solutions
- how to review adjustments to be effective and appropriate.
- Work factors that contributed to their mental ill health (use the stress risk assessment, page 18).

### 2. Prepare for practical and social elements of returning to work. For example, can you welcome them and settle them in on the first day back?

Reasonable and effective adjustments tend to be the product of a collaborative approach. Most adjustments cost little or nothing to implement. But not all adjustments are in your control and you may need to discuss potential adjustments with HR or OH. Additionally, employers may have a legal duty to provide a specific type of adjustment (Refer to the Equality Act (2010) to understand employer's obligations).

## What is reasonable?

These factors will help judge the practicality of an adjustment:

1. The extent of disruption to the organisation or other employees.
2. The cost of an adjustment and the budget available.
3. Whether the adjustment is practical.
4. How effective the adjustment will be.
5. If any support is available from schemes such as the 'Access to Work Programme'.

The Access to Work scheme is a publicly funded employment support programme that provides practical and/or financial support for those with a disability or suffering from a physical or mental health condition to stay in work. For more information visit: [www.direct.gov.uk](http://www.direct.gov.uk)



Figure 5, Examples of role adjustments in the rail sector

This shows examples of role adjustments gathered by RSSB from rail employees. This is not an exhaustive list; the examples may help generate ideas.

Adjustment	Example & Case Study	To keep in mind
Working hours/ patterns	<b>Adjusted work patterns</b> , e.g. fixed predictable shifts that an individual found easier. Louise was diagnosed with depression when she was 30. For months she struggled with sleep and found the irregularity of shift work as a train driver difficult. Louise felt tired driving at night and shared her difficulties with her line manager. Her employer was able to adjust the rota to make sure she recovered. With time, Louise was back to her standard rota.	Explore with the employee the best solution for them. Employers may worry that giving some employees easier shifts to may seem unfair to others and unsustainable. Such adjustments should be regularly reviewed with the long-term goal of returning to the standard rota.
	<b>Paid or unpaid time off work</b> Following the death of his wife, Michael engaged in weekly counselling. To support his recovery, his line manager agreed that once a week Michael could start work later, allowing for counselling and travel time.	Explore this as a supportive measure, not a punitive one.
	<b>Phased return to work</b> Patricia, a train dispatcher, struggled with returning to work following an assault by a member of the public. Patricia was anxious about working in the evenings when some passengers may have consumed alcohol. With her manager, Patricia developed a phased return to work plan so she was able to gradually increase her hours, starting with dayshifts.	Develop a return to work plan with the employee.
	<b>Temporary reallocation of duties</b> Brian, a train driver, was diagnosed with PTSD, following a fatality at work. While Brian was not ready to return, he missed the sense of purpose work brought to him. To keep him working, he was offered alternative duties at the depot. This kept him engaged in work, while being supported by a trauma specialist, which contributed to his recovery.	Discuss options and focus on what they can do. Just because they cannot do their role does not mean they cannot work. Alternative work should be meaningful and recognised as a valued contribution. This could even be an opportunity to learn about work elsewhere in the business.
	<b>Reducing noise</b> Rita, an HR professional, was struggling with anxiety and panic attacks. She found it difficult to make decisions and focus at work. She explained to her manager it would help if she could work from a private room when she needed to analyse data. She felt working in a quiet room promoted clarity and confidence in the quality of her work.	Based on needs and the role explore what is appropriate, including: <ul style="list-style-type: none"><li>• working from home</li><li>• a quiet working area</li><li>• the use of headphones.</li></ul> Such adjustments may not be needed all the time, just for some tasks.
Physical environment		

Adjustment	Example & Case Study	To keep in mind
Support with workload	<b>Increased frequency of supervision</b> When struggling with depression Peter experienced loss of confidence in doing his public facing role. With increased supervision his manager created space to discuss Peter's concerns and provide regular meaningful feedback on his performance. This reassured Peter of his competence.	Some employees may not feel the need for increased supervision or may not find it particularly supportive. Where supervision needs to be increased explain that it's a supportive measure rather than a punitive one
	<b>Regular contact during sick leave</b> Theresa was signed off sick by her GP due to anxiety. She agreed with her manager to speak every other week to keep in regular contact. This helped relieve the anxiety of returning to work. During her sick leave her manager also invited her to the company's social events, which made her feel included and part of the team.	Agree on the best way to communicate: <ul style="list-style-type: none"><li>- form of contact</li><li>- who should make contact</li><li>- frequency and time of contact</li></ul>
Support from others	<b>Access to peer support</b> After 20 years as a train dispatcher Richard was diagnosed with depression. Initially he felt alone, but he later learned that his employer offered peer support. By talking with colleagues who had experienced mental health difficulties, Richard felt supported, understood and less alone.	Ensure peer support or buddy systems operate within a supervised framework and have appropriate clinical governance in place.
	<b>Access to external support</b> Maria struggled with anxiety, which she disclosed to the HR department. HR put her in contact with the company's EAP, who were able to offer several sessions of cognitive behavioural therapy to support her in managing her symptoms.	Understand what level of support is needed and signpost.

# Other examples of reasonable adjustments

1. The use of an out of office email to alleviate the pressure of having to respond to emails.
2. Agree priorities on a weekly basis (see Work Priorities exercise on p34).
3. Adjust working hours to avoid travelling at peak times.
4. Reduce contact with customers and the public.
5. Consider deadlines and workload planning to avoid peaks of pressure.
6. Offer refresher training, coaching or mentoring.
7. Identify how the time of day and tasks affects their mood and allocate tasks accordingly.
8. Provide a gradual return to work plan.
9. Set 'keep in touch days' for employees on sick leave to come in and stay up to date.
10. Changes to the physical workspace.
11. Changes to break times.
12. Changes to role (temporary or permanent), like reallocation of tasks.
13. Mentor or buddy systems (formal or informal).
14. Allocate a safe space where the person can have time out and/or seek support.
15. Provide regular opportunities to discuss, review and reflect on positive achievements.



# Checklist: preparing for the return to work conversation<sup>27</sup>

1. Agree a time to meet with the returning employee and ask them to prepare by thinking about what would be helpful for them on their return.
2. Make somewhere quiet and private, where the employee can talk confidentially. Sit next to each other, informally, rather than across the desk from each other.
3. Agree if it will be just the two of you, or whether a third person will also attend, such as a trusted colleague, trade union representative, HR or OH professional.
4. Regularly review communications with the employee since the absence began, and take into account any advice from the employee's GP, or other health professional.
5. Consider what the organisation needs, your needs as manager, and your team's needs.
6. Get in the right mind-set—sensitive, professional, empathetic.

# Checklist: planning for the employee's return to work<sup>27</sup>

1. Depending on your company's procedures, consider whether a conversation with HR or OH, and making adjustments, may help the individual's return to work
2. To help them settle back in, provide a comprehensive handover on their return: such as new staff, different processes.
3. Having agreed their confidentiality preferences, remind them who is aware about their mental ill health.
4. Introduce a buddy system to help get back into the team and allow them to have a designated person that they can ask questions.
5. Promote team spirit and encourage colleagues to welcome the employee back.
6. If possible, encourage a phased return to work (not full-time and full workload on day one).
7. Assist the employee to prioritise the most important aspects of the job (see page 34 for template).

<sup>27</sup> <https://returntoworkmh.co.uk>

# Work priorities

Sometimes employees worry about something that managers do not see as important. Before you meet with the employee, write down some of the most important aspects of the job and rank these. This list can be used to explore and agree priorities for the initial return period.

## Tasks

- **Red –top priority tasks** *(within xx days)*
- **Amber –need to be done** *(but not urgent, within x week/s)*
- **Green –can wait** *(over the next few weeks)*

Task	Priority

# Sample return-to-work plan

Your company may have a return to work plan. If not, the following template may be helpful.

Last, surname, or family name:		
First or given name:		
Job title:		
Supervisor:		
Work location:		
Name of Treating Medical Practitioner <i>(if provided):</i>		
Suitable alternative duties:		Restrictions <i>(including specific medical):</i>
Specific duties to be avoided:		
Long term goals and/or steps to be taken to facilitate a return to work:		
Phased return timeline		
Start Date	Duration	Plan
Example	2 weeks	3 days/week for 4 hrs/day from 9:00 am to 1:00 pm without a lunch break. Primarily computer-based training and orientation.
April 21 2019	2 weeks	3 days/week for 5 hrs/day from 9:00 am to 2:30 pm with a half hour for lunch – Monday, Wednesday and Friday. Consider John’s capacity and ability on his first project. Depending on the project demands, John will hold discussions about additional projects as he is ready.

May 19 2019	2 weeks	4 days/week – Monday, Tuesday, Wednesday and Friday with all days except for Tuesday continuing at 9:00 am to 2:30 pm with a half hour for lunch. Tuesdays will be at 4 hours from 9:00 am to 1:00 pm without a lunch break. This time frame is expected to allow John to begin work on a project or several projects as negotiated based on capability and complexity
June 2 2019	2 weeks	5 days/week with Monday, Wednesday and Friday continuing at 5 hours per day and the times described above; Tuesday and Thursday being 4 hours per day from 9:00 a.m. to 1:00 p.m. with no lunch break.
June 16 2019	2 weeks	5 days a week with Monday, Wednesday and Friday being increased to a regular 7-hour workday and Tuesday and Thursday remaining at 4 hours per day at the hours described above. At the end of the 12 weeks, the intention is that John will be back to 5 days a week and functioning at 7 hours per day. It is expected and intended that John will monitor his effort at all times to maintain his well-being. It is the quality of work rather than the quantity that is the objective during this time.
Return date:		
Review dates:		

Disclaimer

We understand and agree the tasks assigned and the noted medical restrictions. If any problems occur in completing tasks, they will be immediately communicated to the worker’s supervisor/manager.

The following parties have agreed to the plan:

Employee:		Date:	
Supervisor/Manager:		Date:	

Reasonable adjustments passport<sup>28</sup>

This is a live record of the agreed changes between an employee and their manager to support work when suffering from a health condition, impairment or disability . The employee can present this to those that need to know about their condition. It helps give the employee control and can:

- provide clarity to the agreed adjustments
- reduce the need to re-assess adjustments if the employee changes jobs, is relocated or is are assigned a new manager
- provide a basis for future conversations about the agreed adjustments.

An adjustment passport should be reviewed at least every six months to check its appropriateness. Managers and direct reports may need advice from HR, OH, or Access to Work before changes can be agreed and implemented. If the employee has concerns about the process, they may want to speak to a trade union representative for advice and have them at meetings where adjustments are discussed.

However, adjustments may be reviewed straight away if the employee’s:

- mental health condition changes
- moves to a new role, department, site, store, desk etc
- there are other changes to the job which mean that the adjustment may no longer be appropriate.

My health condition creates the following impact(s) on me at work

The following adjustments have been agreed between me and my manager

Has additional advice been given or requested? If so from whom and on what date was it requested?  
Please attach any such information to the back of this document.

Date of implementation

Review due:

<sup>28</sup> Adapted from <https://www.tuc.org.uk/research-analysis/reports/reasonable-adjustments-disability-passports>

## Emergency contacts:

Ask employees for emergency contacts, in order of preference, and read and sign below.

Relative (preference no. )	Specialist/Care Co-ordinator/Support Worker/ GP (preference no. )
Name:	Name:
Relation to me:	Relationship to you:
Tel:	Tel:
Mobile:	Mobile:
Friend (preference no. )	Other (please specify) (preference no. )
Name:	Name:
Tel:	Relationship to me:
Mobile:	Tel:
	Mobile:

I agree to inform you of any changes to my situation or condition which effect my wellbeing at work and/ or if the agreed adjustments aren't working. We will then meet to discuss any further adjustments or changes that should be made.

If you notice a change in my performance, are concerned about my wellbeing at work or feel these adjustments aren't working I am happy to discuss this. I understand that I may seek advice from my trade union representative and can bring them along to meetings or discussions we have if I wish.

I agree to hold an up to date copy of the Reasonable Adjustments Passport and provide it as and when requested by my manager. I also agree that a copy of this form may be given to a new or prospective manager. It is my responsibility to ensure that any new manager or anyone I think would need to know about the adjustments is informed about this document by me.

Your signature:

Date:

Manager's signature:

Date:

## Adjustment record review

Date of review:	Specialist/Care Co-ordinator/Support Worker/ GP (preference no. )
I believe there are no changes to my condition and no changes to my situation which impact my condition/impairment). I agree that the adjustments should remain in place as detailed.	Employee signature:

These are the changes in my condition (and/or changes to my situation which impact my condition) and need changes to be made to the current agreed adjustments:	
Changes in condition:	Changes required for agreed adjustments:

Date of implementation:	
Next review due:	

# Ongoing mental ill health

Most people who experience ongoing mental ill health issues can continue to work successfully with or without support. It is discriminatory to assume people’s capabilities, their potential for promotion, or the amount of sick leave they are likely to need. Individuals who have experienced mental ill health should be treated in the same way as any other member of staff unless they ask for help, or have shown clear signs that help is needed.

Good management procedures, highlighted in the Promoting Wellbeing section (page 12), can be used to agree what the individual’s needs are.

**A Wellness Action Plan<sup>29</sup> can be useful to understand what they need. This will cover:**

- how individuals manage mental wellbeing at work
- workplace triggers and/or early warning signs
- impact of mental ill health on performance
- steps for the individual to take
- steps the line manager can take.

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<sup>29</sup> <https://www.mind.org.uk/workplace/mental-health-at-work/taking-care-of-your-staff/employer-resources/wellness-action-plan-download/>





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