

## Company Directive

### STANDARD TECHNIQUE: HS22A/1

## Managing Mental Health in the Workplace - Guidance for Managers

### Document Summary

This Standard Technique provides guidance to managers on how to control the potential risk of illness caused by work related mental ill health and stress.

**Author:** Lucine Evans  
Safety Advisor

**Implementation Date:** November 2016

**Approved by:**



Lee Wallace  
Safety and Training Manager

**Date:**

1st November 2016

**NOTE:** The current version of this document is stored in the WPD Corporate Information Database. Any other copy in electronic or printed format may be out of date. Copyright © 2016 Western Power Distribution

## **IMPLEMENTATION PLAN**

### **Introduction**

This document describes how to manage work related mental ill health issues within WPD.

### **Main Changes**

Scope of document extended to include all forms of mental ill health issues and additional information provided with regards to training and the process for management of mental ill health by line managers and the WPD Occupational Health team.

### **Impact of Changes**

Managers are provided with additional guidance and training on how to deal with mental ill health issues.

### **Implementation Actions**

Line managers should bring this document to the attention of their staff at their next team meeting. Line managers shall make arrangements to attend the required ½ day training course – course Code M37 (Mental Health Management)

### **Implementation Timetable**

This policy can be implemented with immediate effect.

Line managers shall ensure they attend the required training course by end May 2017.

<b>Document Revision &amp; Review Table</b>		
<b>Date</b>	<b>Comments</b>	<b>Author</b>
01/11/2016	<ul style="list-style-type: none"> <li>• Document amended to encompass mental ill health at work as a whole</li> <li>• Section 2 - A training requirement is added</li> <li>• Section 4.6 – A flow chart guide to actions required is included</li> <li>• Section 5 – includes reference to support and advice that can be provided by Occupational Health team via Employee Relations</li> <li>• Appendices added as per ER/OH processes</li> </ul>	Lucine Evans
31/07/2015	<ul style="list-style-type: none"> <li>• This document has been reviewed. No changes made</li> </ul>	Lucine Evans
16/09/2012	<ul style="list-style-type: none"> <li>• Minor typographical changes, and branding changes to reflect Midlands integration. These changes have no impact on the application of this WPD policy</li> </ul>	Lucine Evans

## **1.0 INTRODUCTION**

- 1.1 WPD is committed to protecting the health, safety and welfare of its employees and recognises the importance of managing workplace mental ill health related issues including stress so they do not become a significant health and safety risk
- 1.2 The Health and Safety Executive define stress as “the adverse reaction people have to excessive pressure or other types of demand placed on them”. This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress; which can be detrimental to health.
- 1.3 The adverse reaction that some people experience can lead them to feel that they cannot bridge the gap between the demands placed upon them and their ability or capacity to meet them.
- 1.4 Stress is not a disease, but prolonged exposure to it may reduce effectiveness at work and may also cause both physical and mental ill health.
- 1.5 When managing mental ill health and stress, it is important to recognise that different people may react differently to similar situations and the same person may react differently to similar situations that occur at different times.
- 1.6 It is important to recognise that not all manifestations of mental ill health and stress can be considered as work related. Issues in coping with pressure can also arise as a result of situations that occur in people’s personal life.

## **2.0 MENTAL ILL HEALTH MANAGEMENT STANDARDS**

- 2.1 WPD manages work related mental ill health in a wide variety of ways as shown in POL:HS22. Some of this activity is the responsibility of specific people such as line managers and much is the responsibility of each individual employee.
- 2.2 This Standard Technique is written to provide guidance to managers on issues that could increase the risk of workplace mental ill health to individual members of staff and to help provide guidance on how these issues may be managed.
- 2.3 Training shall be provided by WPD for managers to assist them with the early identification of signs of mental ill health and to equip them with knowledge to help manage conditions that are known to be related to the development of mental ill health. Examples of some typical signs are described at Appendix A.

- 2.4 WPD shall develop suitable training courses, with input from the Occupational Health team, and shall make them available to staff via WPD Training Centre Administration. Line managers shall ensure they attend the training provided within 12 months of taking on a role that involves managing staff.

### **3.0 WORK DEMANDS**

- 3.1 Managers shall ensure that employees are provided with adequate and achievable work demands in relation to their hours of work, skills and abilities.
- 3.2 Managers shall ensure that employees are recruited and trained to ensure that they have the necessary competences to undertake the duties and responsibilities laid down in their Job Summary.
- 3.3 From time to time, employees may raise concerns about their work environment with their line manager, who should engage with the employee to seek an acceptable solution.

### **4.0 MANAGING WORK**

- 4.1 Managers and staff shall work together to ensure that members of their team are not placed under pressure to achieve unreasonable workloads or targets.
- 4.2 Managers shall encourage staff to use their skills and initiative to do their job to the best of their ability.
- 4.3 Managers shall consult staff when determining working patterns (i.e. working hours, times and break periods), taking into account their personal needs as far as reasonably practical.
- 4.4 Managers shall conduct an annual Personal Development Review (PDR) with all staff and encourage them to actively discuss any issues or concerns they may have. The PDR shall also be used to actively review any personal development goals that staff or their manager may identify, and to jointly agree an appropriate action plan.
- 4.5 Managers shall encourage staff to raise any issues or concerns at the earliest opportunity.
- 4.6 Where a mental ill health issue is identified or suspected (which may have been brought to the attention of the line manager by a variety of ways) the recommended course of action and support that can be provided to the individual is shown in the flow chart at Appendix B and section 5 below.

## **5.0 SUPPORT**

- 5.1 The company has established a confidential and anonymous employee support programme that is available to all staff and their families as set out in the current ST:ER6. Managers shall encourage staff to make use of this support programme and shall provide facilities for staff to make contact in private.
- 5.2 Managers shall encourage all their staff and provide support to them, so that they, in turn are able to support their colleagues.
- 5.3 Managers shall ensure that Employees have access to adequate resources to complete their work in an efficient, safe manner.
- 5.4 Managers shall give regular and constructive feedback to their staff.
- 5.5 Where a mental ill health issue has been identified, line managers may obtain advice on additional actions and support that can be provided from the WPD Occupational Health team via their Employee Relations team representative.
- 5.6 The WPD Occupational Health team make use of the 'HSE Management Standards Indicator Tool' which is in the form of a questionnaire as shown at Appendix C. Where this tool is considered for use the Occupational Health team will provide guidance to an individual on its method of completion. They will retain all information provided in confidence but will use it to help provide appropriate advice to ER (via the feedback form - Appendix D) so that support can be provided to the line manager and individual as required.

## **6.0 RELATIONSHIPS**

- 6.1 Managers shall promote fairness and positive behaviour within their teams to minimise the chances of personal conflict.
- 6.2 Managers shall encourage staff to share information about their jobs e.g. at regular team meetings.
- 6.3 Managers shall address issues of unacceptable behaviour in line with Equal Opportunities and Harassment Policies. In serious cases, issues may need to be dealt with using the Positive Discipline Procedure.
- 6.4 Staff may raise concerns that they may have about the behaviour or professionalism of their colleagues, with their line manager or another line manager as they deem necessary. In such circumstance, managers shall take such concerns seriously and deal with any issues in a timely, appropriate manner.

## **7.0 ROLE**

- 7.1 Managers shall ensure that reasonable work related demands are placed upon employees and that these are compatible with other demands placed on the same individual and also with the demands placed on their colleagues.
- 7.2 Managers shall ensure that their expectations are clear and that every member of staff understands their roles and responsibilities.
- 7.3 Managers shall encourage staff to raise concerns about any uncertainty or conflicts that they have in their role and responsibility.

## **8.0 CHANGE**

- 8.1 Business change has been, and is likely to remain, a significant factor in the workplace provided by WPD. When business change is likely to have an effect on members of staff, the manager responsible for implementing the change shall ensure that;
  - a) Any employees likely to be directly affected are provided with timely information to enable them to understand the reasons for the change, the probable impact of the change, together with an indication of the planned timescales or programme for change.
  - b) Where appropriate, consultations with Trade Unions and other individuals who may be affected by change take place.
  - c) Affected staff shall be provided with appropriate training to support any changes in their jobs.
  - d) Appropriate support and assistance shall be provided to the members of staff who may be affected by business change.

## **9.0 FURTHER GUIDANCE**

Further guidance on the adequacy and effectiveness of any stress management measures is provided for managers by the Employee Relations Team as part of their general Management Induction Training Programme.

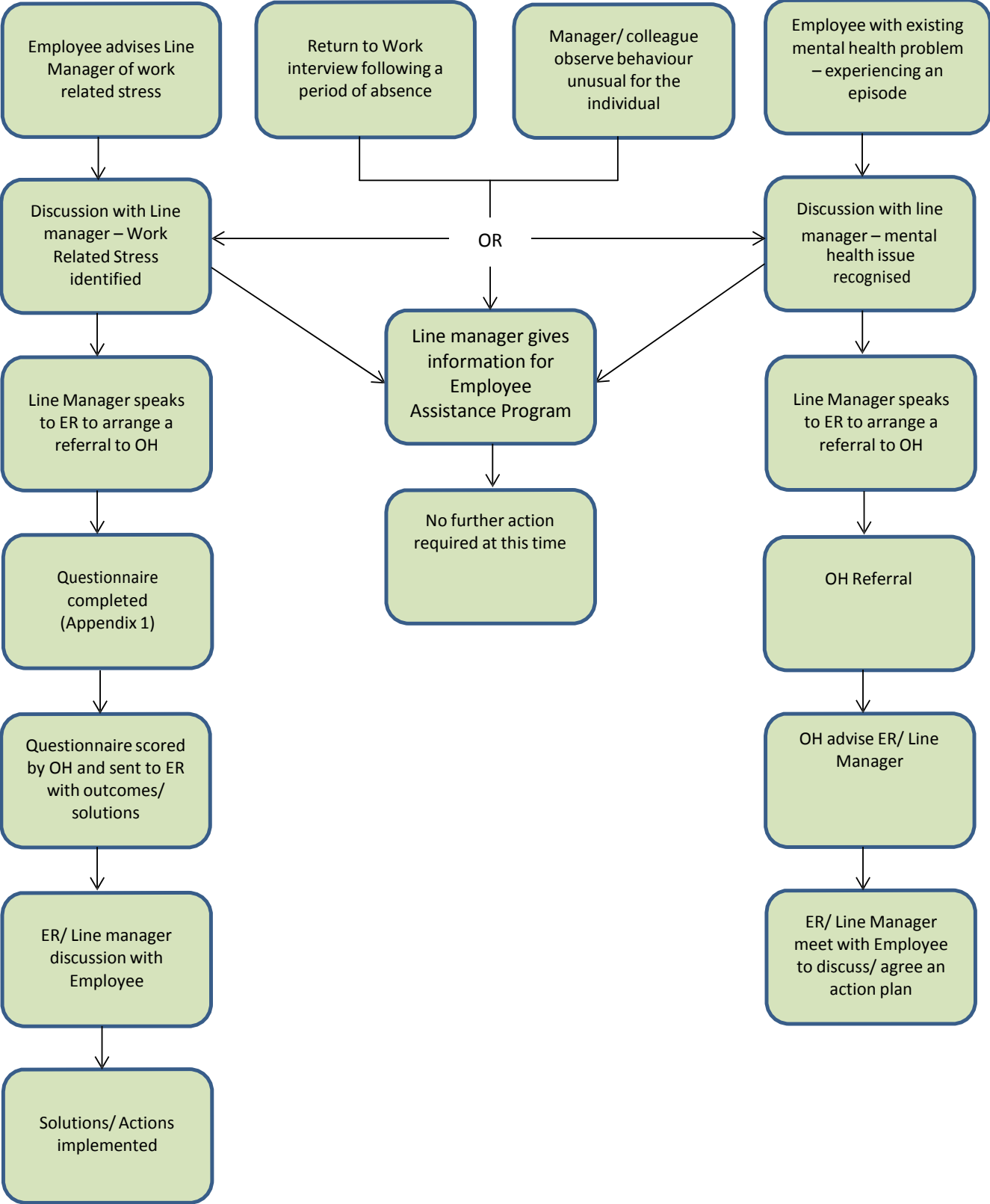
Recognising the Signs of Mental Ill Health and Stress

<p><b>Psychological</b></p> <p><b>The Signs</b></p> <ul style="list-style-type: none"> <li>• Unable to concentrate or becomes more indecisive</li> <li>• Suffers from forgetfulness or becomes vague and easily distracted</li> <li>• Becomes prone to errors, or has feelings of inadequacy</li> <li>• Experiences racing thoughts, constant worrying, imagining the worst, going over things again and again</li> </ul>	<p><b>Emotional</b></p> <p><b>The Signs</b></p> <p><b>Mental ill health and stress can display emotional changes such as:</b></p> <ul style="list-style-type: none"> <li>• Uncharacteristic mood swings</li> <li>• Being sensitive to criticism or reduced interest in socialising</li> <li>• Feeling tearful or experiencing low self-esteem</li> <li>• Becoming easily agitated, aggressive or anxious</li> <li>• Finding it hard to concentrate</li> </ul>
<p><b>Physical</b></p> <p><b>The Signs</b></p> <p><b>Mental ill health and stress can be reflected in physical changes such as:</b></p> <ul style="list-style-type: none"> <li>• Continuous fatigue and tiredness or irregular sleep patterns</li> <li>• Gastrointestinal symptoms or muscular tension</li> <li>• Sweating, dizziness and headaches</li> <li>• Dry mouth, breathlessness or reduced immunity</li> </ul>	<p><b>Behavioural</b></p> <p><b>The Signs</b></p> <p><b>People suffering from mental ill health or under stress may:</b></p> <ul style="list-style-type: none"> <li>• Become less intuitive and less creative</li> <li>• Find it difficult to follow instructions</li> <li>• Undergo changes in attendance, arriving late or taking time off work</li> <li>• Become isolated socially, avoiding friends and family</li> <li>• Smoke or drink more than usual</li> <li>• Lose motivation or confidence</li> </ul>



**APPENDIX B**

**Flow Chart for Management of Mental Ill Health in the Workplace**





## **HSE MANAGEMENT STANDARDS INDICATOR TOOL**

Name:

Job Title:

Team Manager

Depot:

Date Completed:

*Please send completed form to:  
Occupational Health, 5<sup>th</sup> Floor, Western Power Distribution, Toll End Road, Tipton. DY4 0HH*

Instructions: It is recognised that working conditions affect worker well-being. Your responses to the questions below will help us determine our working conditions now, and enable us to monitor future improvements. In order for us to compare the current situation with past or future situations, it is important that your responses reflect your work in the last six months.

1	I am clear what is expected of me at work	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
2	I can decide when to take a break	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
3	Different groups at work demand things from me that are hard to combine	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
4	I know how to go about getting my job done	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
5	I am subject to personal harassment in the form of unkind words or behaviour	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
6	I have unachievable deadlines	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
7	If work gets difficult, my colleagues will help me	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
8	I am given supportive feedback on the work I do	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
9	I have to work very intensively	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
10	I have a say in my own work speed	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
11	I am clear what my duties and responsibilities are	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
12	I have to neglect some tasks because I have too much to do	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
13	I am clear about the goals and objectives for my department	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
14	There is friction or anger between colleagues	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
15	I have a choice in deciding how I do my work	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
16	I am unable to take sufficient breaks	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
17	I understand how my work fits into the overall aim of the organisation	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
18	I am pressured to work long hours	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
19	I have a choice in deciding what I do at work	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5

20	I have to work very fast	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
21	I am subject to bullying at work	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
22	I have unrealistic time pressures	Never <input type="checkbox"/> 5	Seldom <input type="checkbox"/> 4	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 2	Always <input type="checkbox"/> 1
23	I can rely on my line manager to help me out with a work problem	Never <input type="checkbox"/> 1	Seldom <input type="checkbox"/> 2	Sometimes <input type="checkbox"/> 3	Often <input type="checkbox"/> 4	Always <input type="checkbox"/> 5
24	I get help and support I need from colleagues	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
25	I have some say over the way I work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
26	I have sufficient opportunities to question managers about change at work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
27	I receive the respect at work I deserve from my colleagues	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
28	Staff are always consulted about change at work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
29	I can talk to my line manager about something that has upset or annoyed me about work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
30	My working time can be flexible	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
31	My colleagues are willing to listen to my work-related problems	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
32	When changes are made at work, I am clear how they will work out in practice	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
33	I am supported through emotionally demanding work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5
34	Relationships at work are strained	Strongly disagree <input type="checkbox"/> 5	Disagree <input type="checkbox"/> 4	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 2	Strongly agree <input type="checkbox"/> 1
35	My line manager encourages me at work	Strongly disagree <input type="checkbox"/> 1	Disagree <input type="checkbox"/> 2	Neutral <input type="checkbox"/> 3	Agree <input type="checkbox"/> 4	Strongly agree <input type="checkbox"/> 5

**Thank you for completing the questionnaire.**



## HSE Indicator Tool Occupational Health Feedback Report

Name:	
Location:	
Employee Relations Advisor:	
Line Manager:	
Role:	

THE RESULTS OF THE MANAGEMENT STANDARDS ARE:

	Indicator Score				
Demands	1	2	3	4	
Control	1	2			
Management Support	1	2	3		
Peer Support	1	2	3		
Relationships	1	2	3	4	
Role and change	1	2	3	4	5

Key: Red (1-2) – area of concern  
Amber (3) – areas for discussion  
Green (4-5) – no issues identified

**RECOMMENDATIONS**

No actions indicated at this time. Please liaise with ER/ Occupational Health if further advice is required
Please refer to highlighted recommended management solutions on attached sheet
Please refer individual to Occupational Health via referral process

Signed:

Print Name:

Date:

Copies to: Medical Notes, Employee and Employee Relations

26 October 2016 V1

## **APPENDIX E**

### **SUPERSEDED DOCUMENTATION**

This document supersedes ST:HS22A dated September 2006 which should now be withdrawn.

## **APPENDIX F**

### **ASSOCIATED DOCUMENTATION**

HSE – Managing the causes of work-related stress

HSE Line Managers Resource – a practical guide to managing and supporting people with mental health problems in the workplace

POL:HS22/1 – Managing Mental Health in the Workplace

ST:ER6/2 – Relating to Employee Assistance Programme

## **APPENDIX G**

### **IMPACT ON COMPANY POLICY**

This document provides guidance for the management of work related mental ill health. It is designed to help maintain current high standards in the management of work related stress.

## **APPENDIX H**

### **KEY WORDS**

Mental health, stress, work- related, standards, sickness, absence, HSE.