

Training

- Intro to Well plan – informal document
- What, why, when and how?
- My management style
 - Proactive what can I do rather than reactive- HR have said that...
- My support options
- Further info re HSE, contact and support orgs, DSE, PPE

Guide to the Lundy Well plan Manager's version



Getting Started on the Well plan

- These first three questions consist of some self reflection by your employee.
- These questions may be difficult to answer, particularly in front of their manager, and more so if you are feeling anxious about the response or being judged. No one wants to admit they aren't coping or feel that they are letting their manager down.
- Leave time to truly listen and resist drawing conclusions.
- It may be useful for your employee to consider and complete the Well plan on their own or with a trusted colleague; partner or Wellbeing champion.
- If they complete it beforehand it may make the conversation with their manager much easier – especially if they have already considered some suggestions and requests, or run them past a friend or colleague.
- Triggers may not be obvious at first, or something they do not want to discuss at this stage; ask if your management style, the way you manage that employee, helps or hinders, so that they have a way to critique without having to raise this issue.
- Be proactive and always encourage a positive view of the future – tell them this is a temporary situation and together **we** will sort it out, **find the right expertise** if required, **help you manage it...**

- Questions 1 -3 are about self reflection so the key here is to ask a question and **then listen without interrupting**

- Questions 4 -6 consist of how you as a manager **might respond**

1. What helps you stay mentally and/or physically healthy at work?

For example: taking a lunch break, taking a walk rather than sitting at a desk, keeping a to-do list, dealing with pressures outside work.

Let your employee think about this for a couple of minutes as they may not have thought about it before. Don't be surprised if there isn't much to add at this stage. You may find that your employee comes back to this section and you can revisit it at the end of the Well plan. Outside pressures may be brought up here so take time to listen.

2. Are there any situations at work that can trigger poor mental/physical health for you?

For example: conflict at work, organisational change, workload and demands, something not going to plan, conflict in a job role, time management, work environment, thinking about external situations.

It may seem obvious to you but there may be several triggers, and these may be linked. A trigger may be something you would not consider important, but affects your employee at a deeper level. At this stage do not dig or offer an opinion, just listen. There will be more time to discuss when you look at support in Q6.

3. How might stress or changes in your mental or physical health impact your work?

For example: you're finding it more difficult to concentrate or make decisions, it's harder to prioritise work tasks.

Your employee won't want to show that they aren't coping or may feel they are letting you down, so go gently. They may be worried that you will speak to HR about them being unable to do their job. Let them decide how much they want to tell you here; until they trust you and that you will support them. Reinforce that this is a temporary glitch.

4. What can your manager do to support you to stay mentally and/or physically healthy at work?

For example: regular feedback and supervision, explaining wider developments in the organisation, consideration of workload and demands, help with time management, consideration of your external situation/commitments.

This is where it could be useful to go through the list above and check you are doing all you can to support. If an external situation is causing distress then consider the other support and contact options (see back page). There are also many other contact details for specific areas such as bereavement support and debt for example

5. Are there any early warning signs that we might notice when you are starting to feel stressed or unwell?

For example: changes in normal working patterns, withdrawing from colleagues, tiredness, your normal tolerance levels change, physical symptoms, feeling everyone is against you.

There may be physical signs such as migraine or emotional behaviours; being more distant or less tolerant with others; or maybe nothing that others can easily see. Is the employee happy to flag up when it happens, when they need support; is there a phrase or some words you can agree on? ('I'm stressed out' is what many people say, so may not be helpful)

6. What other support could be put in place, to minimise triggers or help you in managing your symptoms or situation?*

Consider: flexible thinking around the work tasks and the needs of the business, HSE risk assessment (DCSRRC), mum returners and maternity leave, extra catch-up time with line manager, use of Employee Assistance scheme, Able Futures and Construction Industry helpline.

This is where the HSE Stress management standards could be useful Demands, Control, Support, Relationships, Role and Communication all play a part in keeping us mentally fit. Check DSE assessment and whether appropriate PPE is available. Then discuss any adjustments that could be made regarding workload, time constraints, allowing for consideration of external pressures impacting on overall health.

How can I help, as your manager?

7. What typical strategies do you use to keep well, and how could you add some of these to your work day?

For example: mindfulness, swimming, yoga, regular walks, runs, aromatherapy, music, breathing exercises, talking to someone or meeting friends.

Refer back to anything already discussed like reading or a fitness regime and discuss how it could be incorporated into their day. Don't feel insulted when your ideas are not taken up – it is important for your employee to listen and make their own decisions about what is realistic. Just be there to help when required to.

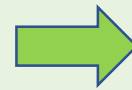
8. What immediate steps can you take if you start to feel unwell at work? Is there a contact for you if you want us to call someone?

For example: take a break from your desk and go for a short walk, ask your line manager for support, call a trusted colleague or relative.

Make sure your employee feels empowered to take a break, also making sure they are ok to be on their own, if they are upset. There may be no need for contact details in this case, but ask the question as you can leave it blank

Go to Back page

- Key actions to be listed here – may only be one or two
- Signatures are purely to show commitment – could use first names only
- Review dates are critical and managers need to check in regularly to see how things are going.
- Check in may be daily to start with and easing off to give control to employee
- Employee may want others to know about any arrangements (may be awkward for them otherwise) or they may prefer not to share this – make it their decision



WellPlan

Key actions to be agreed (also dates for review to be agreed):

Employee signature:	Date:	
<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	
Line manager signature:	Date:	
<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	
Dates to be reviewed:		
<input style="width: 30%;" type="text"/>	<input style="width: 30%;" type="text"/>	<input style="width: 30%;" type="text"/>

Useful Contacts:

Employee Assistance Programme (EAP) Helpline	0800 030 5182
Able Futures Helpline	0800 321 3137
<small>8am to 10.30pm, Monday to Friday</small>	
Construction Industry Helpline	0345 605 1956

Wellbeingenquiries@colasrail.com

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- The back page of the Well plan is for agreeing some coping strategies and / or some adjustments to the working environment – these could be permanent or temporary and it is important to check in with your employee to review whether the plan is working.
- If it is working then think carefully about whether it needs to be ‘changed back’ at all, as this may cause worries for the employee.
- Take the lead from them if at all possible – is it making them more productive with the present arrangements? If so then consider whether the adjustments should be permanent.
- Signatures are purely to show commitment to the plan, and this is not a formal / HR document.
- The Well plan should be kept by the employee and they may want you to have a copy – this must be kept secure

WellPlan


Key actions to be agreed (also dates for review to be agreed):

Agree any actions you as the manager are going to arrange, along with any actions your employee has decided on. (Make a note of actions and dates agreed, in case your employee doesn't want you to take a copy)
It is really important to agree review dates for this Well plan, and check in days, times – don't overwhelm your employee, so ask him/her what they feel is appropriate

Employee signature: Date:

Line manager signature: Date:

Dates to be reviewed:



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