

The role of people managers in supporting wellbeing

Rachel Suff, Senior Policy Adviser

The CIPD: Our purpose

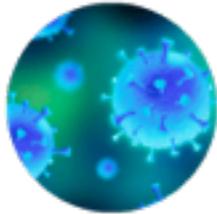
Championing
better work
and working
lives...

...by improving practices in people
and organisation development...

...for the benefit of individuals,
businesses, economies and
society.



#StrongerWithCIPD



**Covid-19
resources**



**NEW Well-being
helpline**



**Employment Law
helpline**



**Communities
and branches**



***People
Management***



**Knowledge and
content**



Free learning



Careers support



**Professional
credibility**



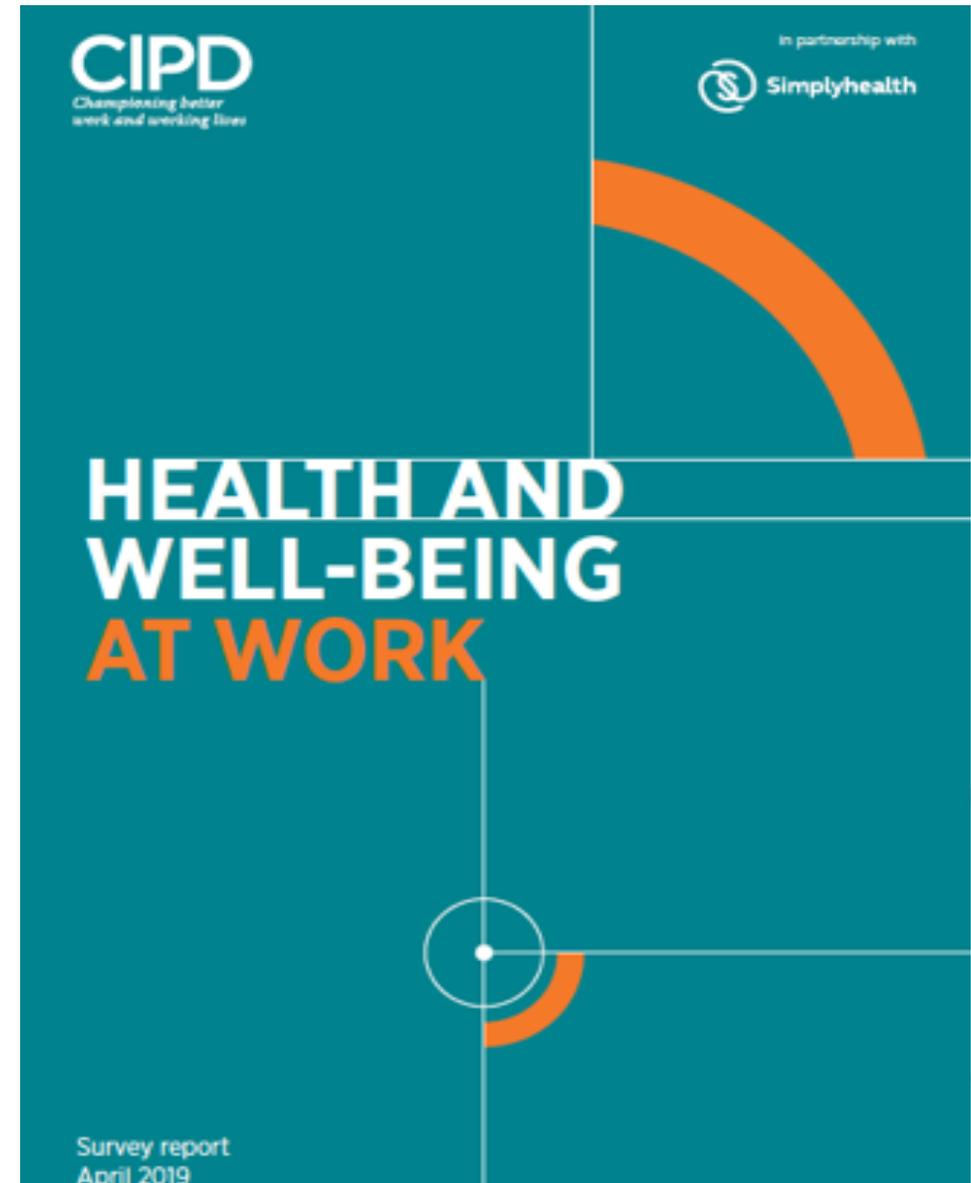
Financial support

cipd.co.uk/memberbenefits



Welcome and today's session

- Are we fostering inclusive workplaces for health and wellbeing, that are supported by good people management practices?
- What is the role of line managers for supporting employee wellbeing?
- Increasing responsibility on managers to support people's health and wellbeing, particularly during COVID-19 – is this matched by investment in their capability and confidence?



What responsibilities do line managers have for health and wellbeing?

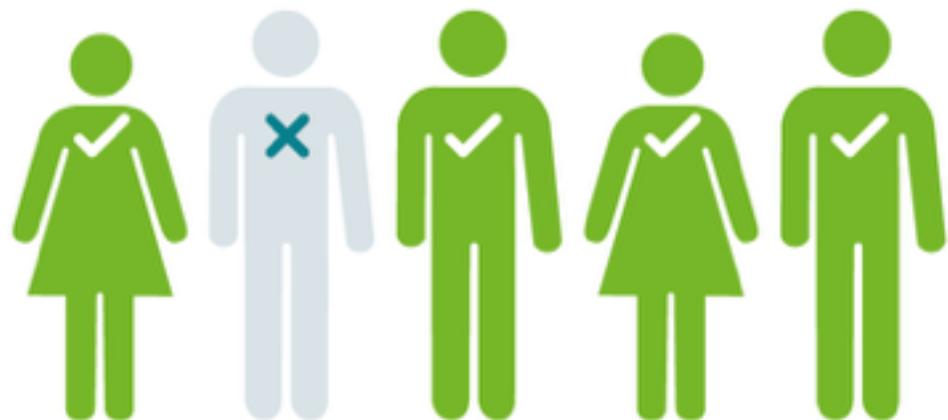
- Line managers take primary responsibility for managing short-term absence (61% of organisations)
- Long-term absence – 63% involve line managers as part of a case management approach
- Work-related stress – 4th most common approach is training for line managers to manage stress
- Tackling presenteeism – training/guidance for managers to spot warning signs/sending people home who are unwell = 2 of 3 key steps
- Supporting people with disabilities – (1) training/guidance for line managers and (2) a supportive line management style that treats people as individuals in employers' top 5 approaches



Sickness and absence

Sickness absence has fallen to an all-time low, **5.8 days** per employee, per year but...

- 89% of respondents have seen 'presenteeism' (working when unwell)
- 73% have seen 'leaveism' (e.g using holidays to work)
- Many organisations are uncertain how they can tackle these issues, with only a third (32%) taking steps to discourage these unhealthy practices

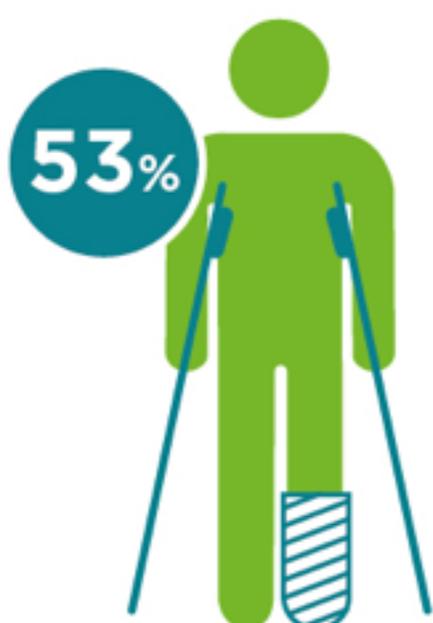


Long-term absence

The most common causes are:



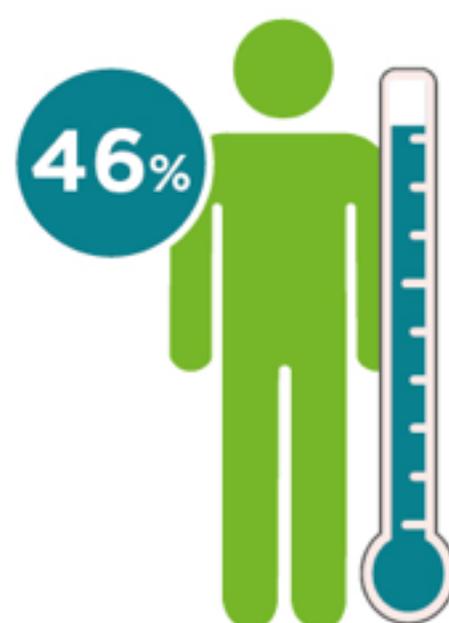
Mental ill
health



Musculoskeletal
injuries



Stress



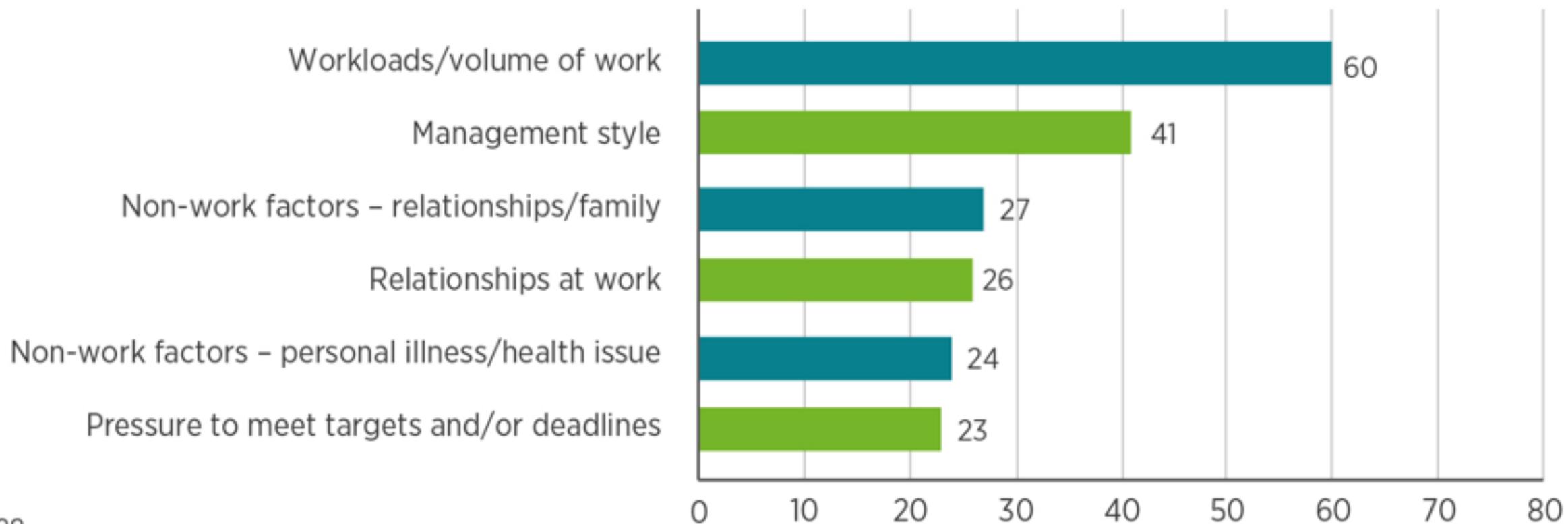
Acute medical
conditions



Minor
illness



Figure 17: The most common causes of stress at work (in top three causes, % of respondents)



Base: 688

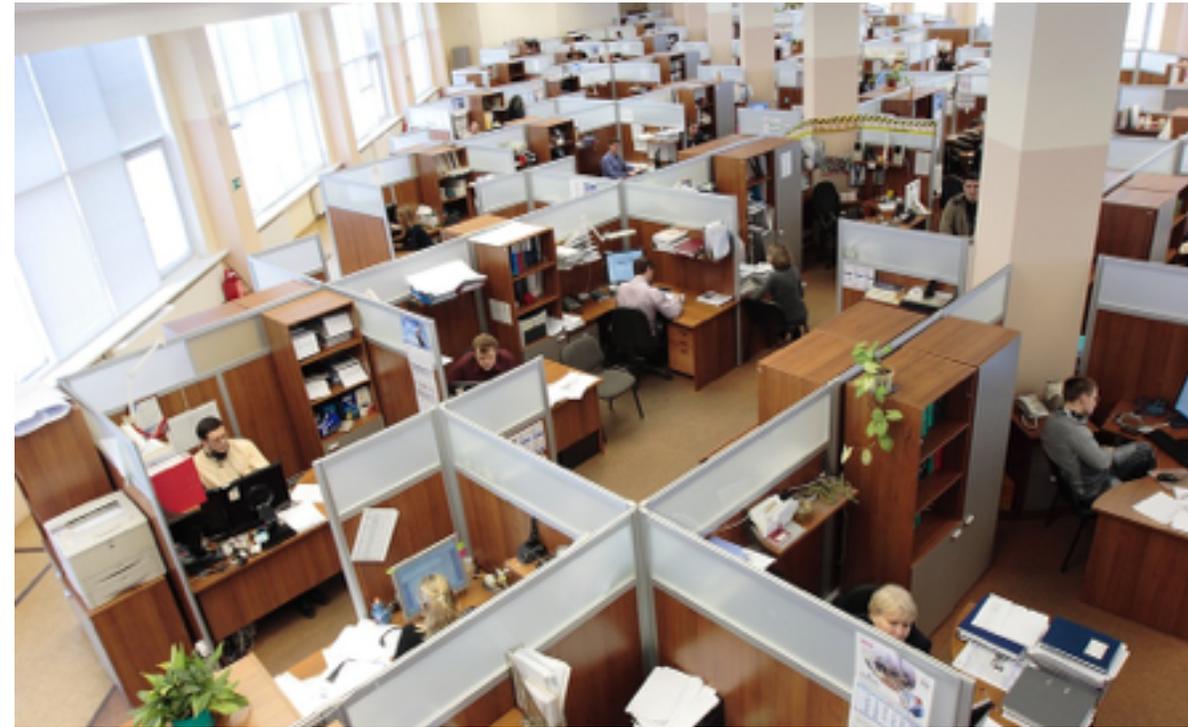


The current crisis has intensified some pressures, and created new ones – with risks to people’s physical *and* mental health



Attending, or returning to, a physical workplace

- *'I feel anxious about catching or spreading COVID-19 in my workplace'* – 36% agree, 40% disagree of those attending a workplace now
- *'I feel anxious about **returning** to my workplace because of COVID-19'* – 44% agree, 35% disagree
- Anxiety about RTW and commuting is not subsiding among employees - people with an existing health condition are much more anxious
(CIPD employee survey)



COVID-19 has prompted a huge shift to homeworking for many



- Before the outbreak, just 8% of employers said over half the workforce worked from home all the time – now up to 50%, and 1 in 5 say their whole workforce is WFH (CIPD)
- Many employees/employers are positive about the experience of FT homeworking, eg productivity, work-life balance
- Employers need to properly manage the physical and mental health risks from continued/long-term homeworking
- Beware the blurring of boundaries between work/home lives and the risk of ‘digital presenteeism’...



Technology and well-being

The most positive and negative impacts of technology on employee well-being

Positive

74%



Enables flexible working

Negative

86%



Inability to switch off out of work hours



Good people management is key to effective wellbeing support...but much more investment is needed

Mental health



51% of organisations have trained managers to support staff with mental ill health, but...

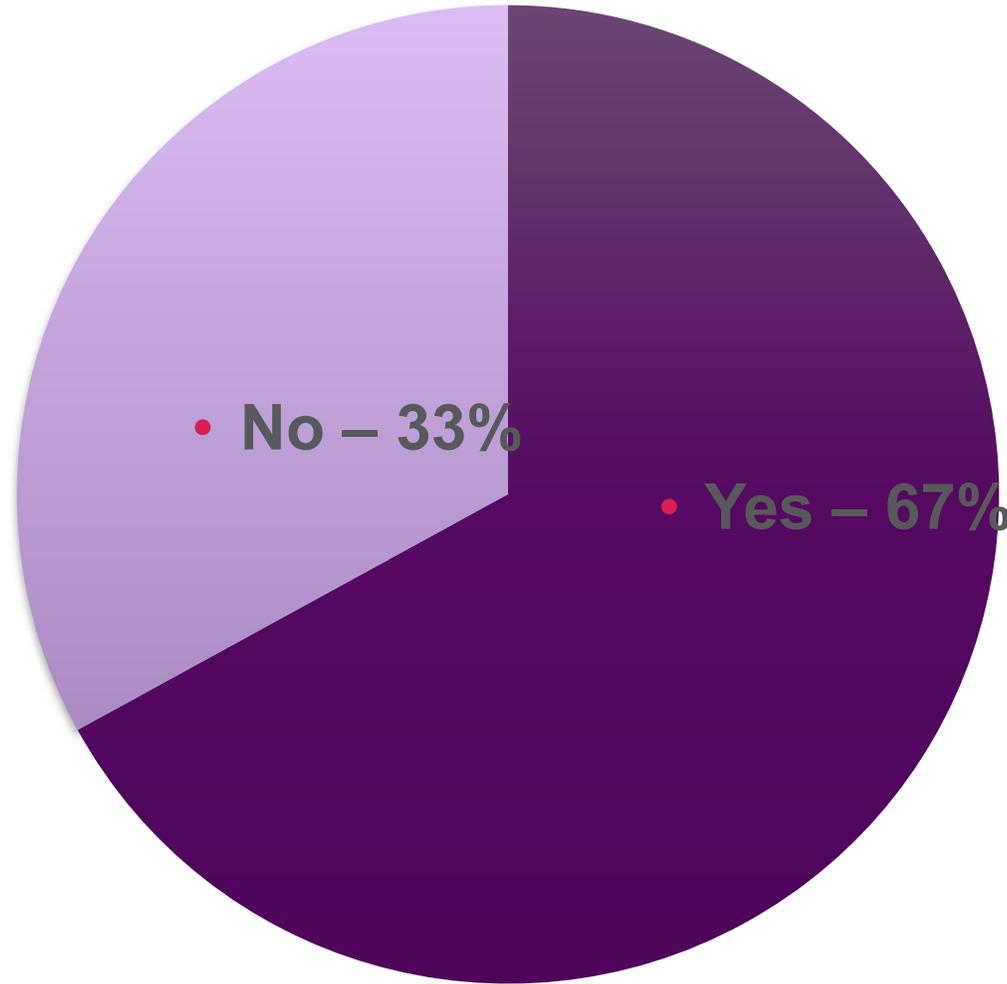
- 31% say managers are confident to have sensitive discussions/signpost staff to expert help



- 25% of people professionals say managers are confident and competent to spot the early warning signs of mental ill health.



Since Covid-19 has your employer/manager checked on your health and wellbeing?



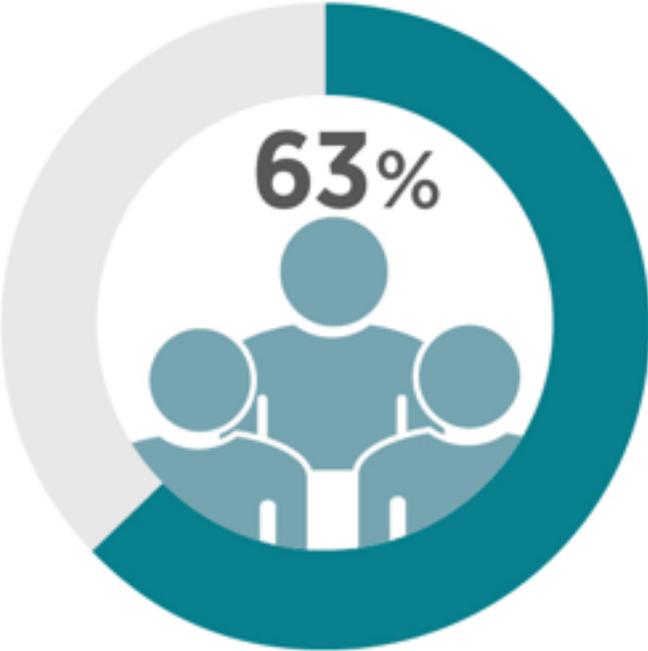
- CIPD July 2020
- Base = 1,784



**The role of line
managers is
key**

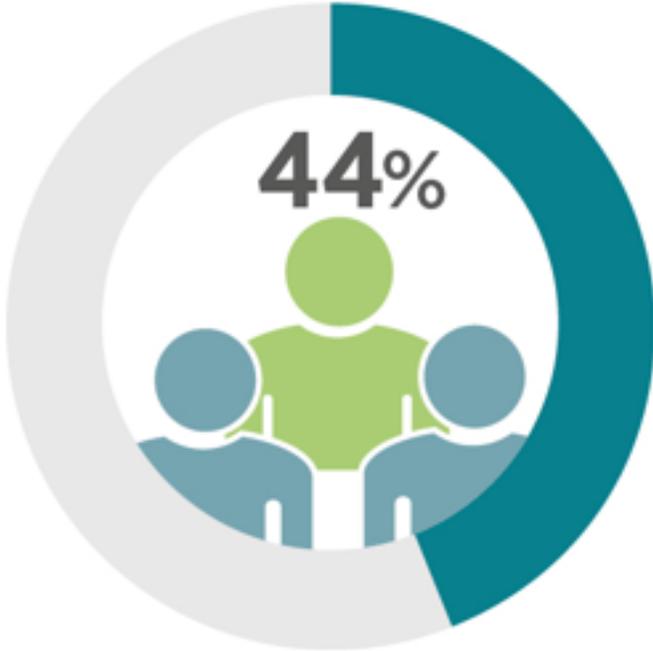


Figure 21: Proportion who agree/strongly agree their organisation is effective at managing work-related stress (% of respondents in organisations that are taking steps to address stress)



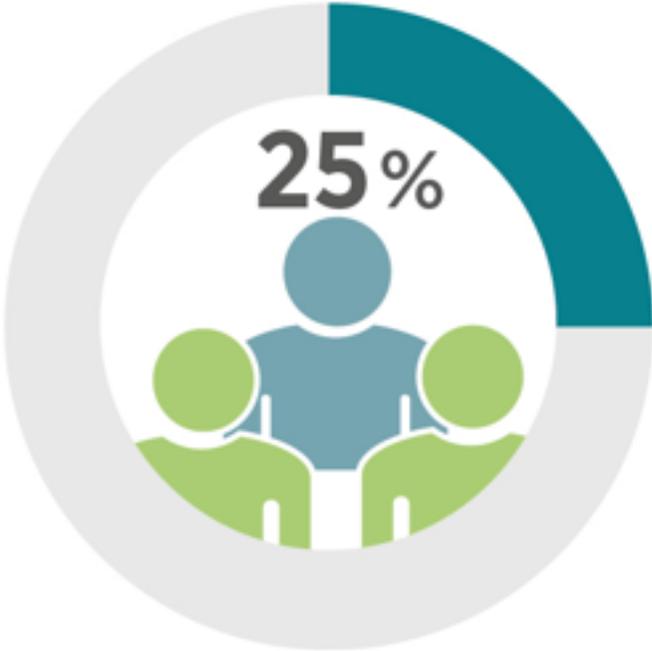
Senior leaders have employee well-being on their agenda AND line managers are bought in

Base: 316



Line managers are bought in to the importance of well-being but senior leaders DO NOT have employee well-being on their agenda

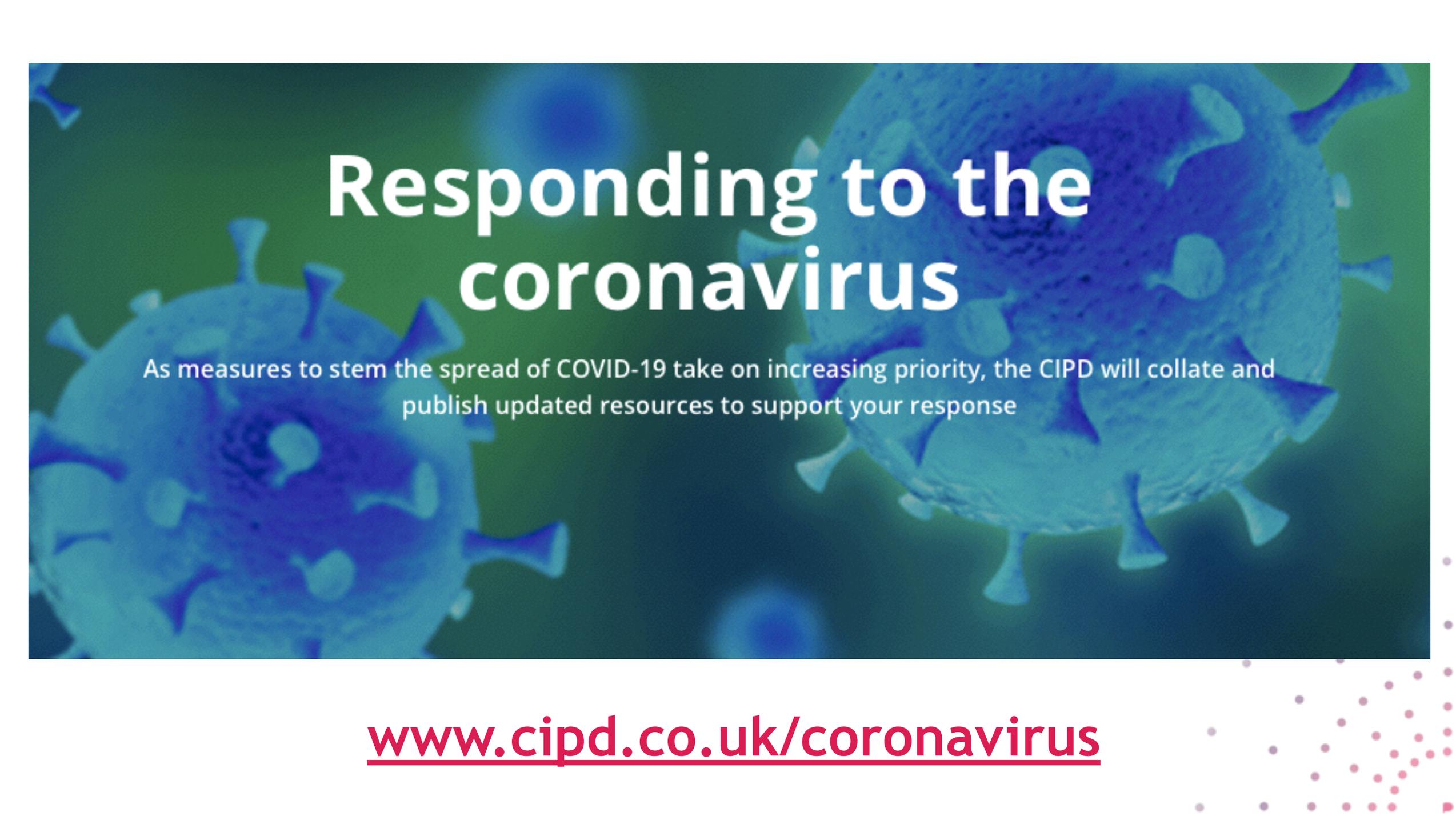
Base: 54



Senior leaders have employee well-being on their agenda but line managers are NOT bought in

Base: 68





Responding to the coronavirus

As measures to stem the spread of COVID-19 take on increasing priority, the CIPD will collate and publish updated resources to support your response

www.cipd.co.uk/coronavirus



disability confident

Recruiting, managing and developing people with a disability or health condition

A practical guide for line managers

In collaboration with CIPD

CIPD
Championing better work and working lives

In collaboration with mind

PEOPLE MANAGERS' GUIDE TO MENTAL HEALTH

Guide
September 2018

som
Supporting occupational health and wellbeing professionals

In association with CIPD

mind

aces working for everyone

Returning to the workplace after the COVID-19 lockdown

A toolkit

CIPD
Championing better work and working lives

In partnership with Simplyhealth

April 2019

HOW TO HELP YOUR TEAM THRIVE AT WORK

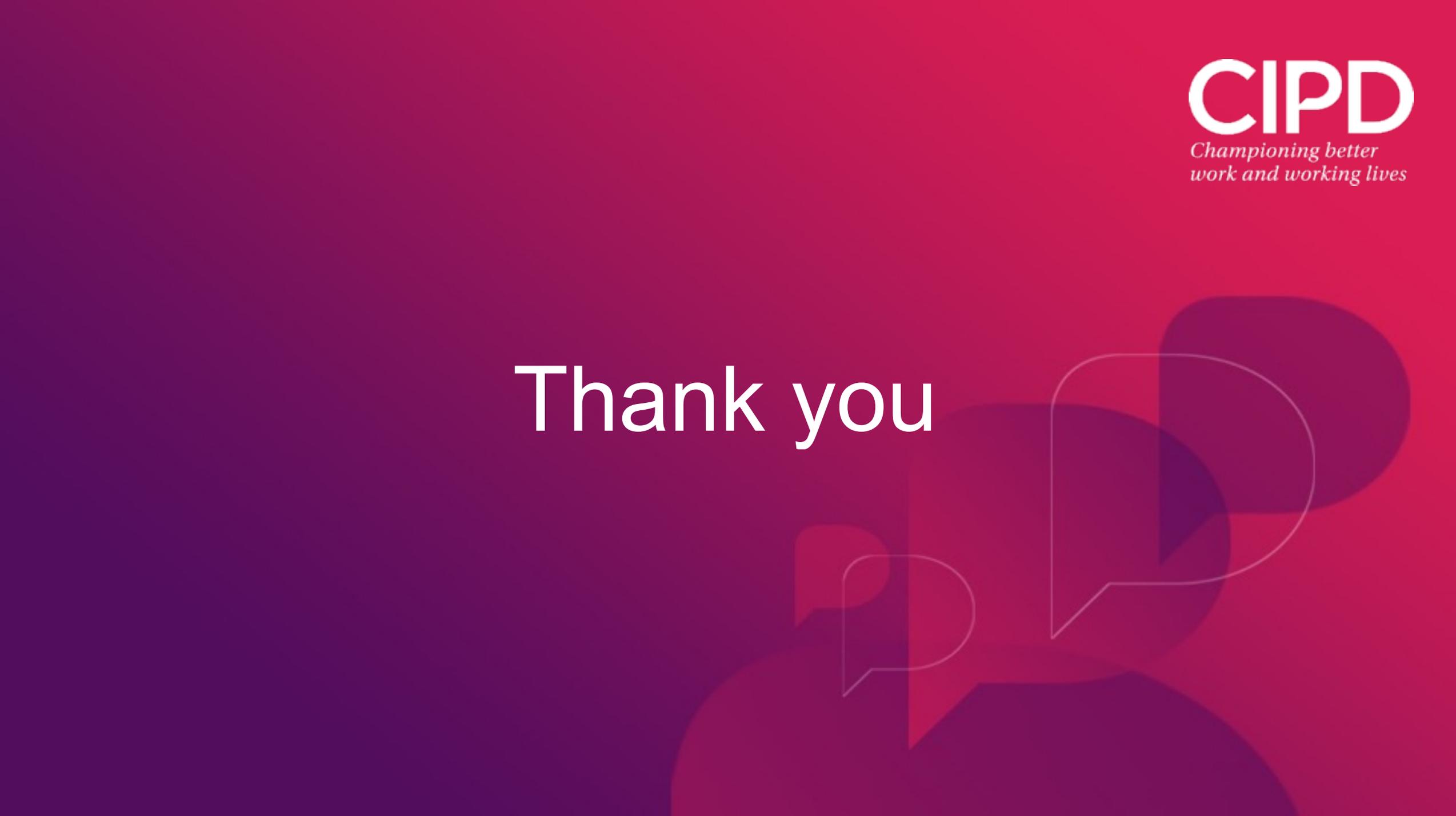
LET'S TALK MENOPAUSE

Join the conversation #MenopauseAtWork

...IT CAN CAUSE

MEMORY LOSS

Thank you

The background features a dark red gradient with several overlapping, semi-transparent silhouettes of people's heads and shoulders. Two white speech bubble outlines are also present, one in the lower-left and one in the lower-right, overlapping the silhouettes.