

# Mental Wellbeing in the Workplace Toolkit

Guidance and practical tools to assist businesses in promoting mental wellbeing in the workplace



Mind Your  
Own Business



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## Introduction

NHS Doncaster and NHS Rotherham have worked collaboratively to produce this Mental Wellbeing in the Workplace Toolkit. The toolkit will support employers to develop, incorporate and promote positive practices in relation to promoting mental wellbeing in the workplace.

Most of what you will find in the toolkit is simply good management practice. Implementing this will benefit the mental wellbeing of all employees, not just those experiencing mental ill health.

## What is mental wellbeing?

Being mentally healthy doesn't simply mean that a person isn't experiencing a mental health problem. If someone is in good mental health, they can:

- *make the most of their potential*
- *cope with life*
- *play a full part in their family, workplace, community and among friends*

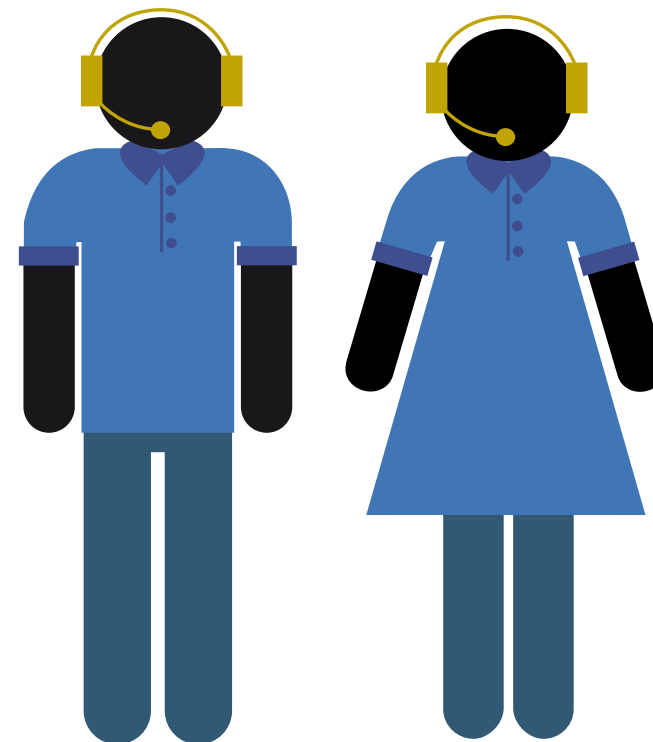
Some people call mental health 'emotional health' or 'wellbeing' and it's just as important as good physical health. In this toolkit we have tended to use the term mental wellbeing.

Mental wellbeing is everyone's business. We all have times when we feel down or stressed or frightened. Most of the time those feelings pass. But sometimes they develop into a more serious problem and that could happen to any one of us.

Many factors affect a person's mental wellbeing and this can fluctuate over time. This might include family problems, bereavement, financial concerns or stress at work. When a person is experiencing a number of problems and begins to feel unable to cope they can begin to experience mental health problems. Mental health problems range from the worries we all experience as part of everyday life to serious long-term conditions. The majority of people who experience mental health problems can get over them or learn to live with them, especially if they get help early on.

There are lots of things that people can do to maintain or improve their own mental wellbeing. Employers can also play a part in promoting the mental wellbeing of their staff by creating a supportive work environment with policies, procedures and initiatives that support and empower employees. This toolkit aims to provide employers with a framework for achieving this.

The Mental Wellbeing at Work Toolkit is based on an employee's journey within an organisation from recruitment through to being in work and eventually on to them moving on.



## Mental Wellbeing in the Workplace: The Toolkit cycle

### Recruitment

- Getting the right person for the job
- Policies and procedures
- Fair recruitment practices
- Positive action
- Reasonable adjustments

### Exit

- Exit interview
- Improving retention

### Absence Management

- Return to work interview
- Absence Management Policy
- Links with internal and external support services
- Return to work planning and reasonable adjustments
- Managing the rest of the team



### Induction

- Thorough induction programme
- Advance plans
- Buddy scheme

### At work: A healthy workplace.

- Supportive policies e.g. mental health/stress, flexible working etc.
- Management processes e.g. supervision
- Mental health awareness – training, campaigns, resources
- Workplace champion schemes, buddy schemes
- Monitoring – sickness absence, staff surveys, stress risk assessments

Employee support is central to the toolkit cycle. Support isn't just for those employees who experience poor mental wellbeing in the workplace. It is important that employers build in support for all employees to provide them with the knowledge and skills to maintain their own mental wellbeing and that of colleagues. Support can take many forms within a workplace

including a supportive framework of policies and procedures for employees to work within, a supportive line manager, access to information and self help tools in the workplace and access to internal and external support services such as counselling.

**For further information about the toolkit, please contact:**

Mental Health Project Facilitators,  
Better Workplace-Better Mental Health  
(NHS Doncaster)  
01302 566377 / 566378

Better Workplace-Better Mental Health is a Doncaster based project belonging to the Yorkshire & Humber regional Altogether Better programme. Better Workplace-Better Mental Health works with Doncaster employers to support good mental wellbeing practices in the workplace that aid people with mild to moderate mental health problems to gain and retain employment. Better Workplace-Better Mental Health also works with General Practitioners and other Health Care Professionals to promote vocational rehabilitation for patients with mild to moderate mental health problems.

Health Promotion Specialist  
(Mental Health in the Workplace),  
Mind Your Own Business  
(NHS Rotherham)  
01709 302727

Mind Your Own Business is a Rotherham based project belonging to the Yorkshire & Humber regional Altogether Better programme. Mind Your Own Business works with Rotherham employers to support good mental wellbeing practices in the workplace that aid people with mild to moderate mental health problems to gain and retain employment.

# 1 - Business Case

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## Business Case

- *Mental health problems account for the loss of over 91 million working days each year*
- *It has been estimated that nearly 10 per cent of the UK's gross national product (GNP) is lost each year due to job generated stress*
- *Nearly three in every ten employees will have a mental health problem in any one year, the great majority of which will be anxiety and depressive disorders*
- *The Confederation of British Industry (CBI) estimates that 30 times as many working days are lost due to mental ill health as from industrial disputes*  
*Mind, 2005*

The total cost to UK employers of mental ill health among their staff is over £25 billion per year, equivalent to £1,035 per employee in the workforce. The costs comprise £8.4 billion in sickness absence, £2.4 billion to replace staff leaving their jobs and some £15.1 billion in "presenteeism" i.e. reduced productivity among people still at work but unwell.

Simple steps to improve the management of mental health in the workplace should enable employers to save 30 per cent or more of these costs. (Sainsbury's Centre for Mental Health, 2008).

Evidence shows that in order for initiatives that promote employee wellbeing to be successful and sustainable it is important to establish a strategic and coordinated approach with senior level commitment (NICE, 2009). In order to gain senior level commitment it may be necessary to make the case for promoting mental wellbeing in the workplace. Further information is provided in the toolkit to help you make the business case for your organisation.

Putting initiatives in place to promote workplace wellbeing will help your business by:

### Improving

- Staff health and wellbeing
- Staff engagement and satisfaction
- Staff recruitment and retention
- Productivity
- Brand image
- Customer satisfaction and loyalty

### Reducing

- Stress
- Sickness absence rates
- Staff turnover
- Recruitment costs
- Product and service quality
- Health-related employee benefit
- Agency cover costs
- Liability cover
- Litigation costs

*Business in the Community, 2009*



### Further information and guidance

- [Promoting mental wellbeing at work - business case](#)
- [Making the case for improving workplace wellbeing](#)

### Telephone

- Doncaster Better Workplace-Better Mental Health: 01302 566377/566378
- Rotherham Mind Your Own Business: 01709 302727

## Recruitment

Robust recruitment procedures are essential to ensure that the people you employ have the right knowledge, skills and experience for the roles they are appointed to. This will protect the employee and their team against stress resulting from a person being unsuited to a particular role. Developing clear and accurate job descriptions and person specifications will help you to appoint the most suitable candidate for the job.

Under discrimination law, the employer's duty is to assess whether the candidate is the best person for the job in terms of their knowledge, skills and experience. Therefore, employers have a legal responsibility to provide any applicant who declares a disability (this can include mental ill health) with a fair chance to prove their ability to do the job (Shift, 2009).

The Equalities Act 2010 will affect the way in which employers can ask applicants about their health. Except in very restricted circumstances or for very restricted purposes, employers are not allowed to ask any job applicant about their health or any disability until the person has been:

- offered a job either outright or on conditions, or
- included in a pool of successful candidates to be offered a job when a position becomes available (for example, if an employer is opening a new workplace or expects to have multiple vacancies for the same role but doesn't want to recruit separately for each one).

This includes asking such a question as part of the application process or during an interview. Questions relating to previous sickness absence count as questions that relate to health or disability.

No-one else can ask these questions on an employer's behalf either. So employers cannot refer an applicant to an occupational health practitioner or ask an applicant to fill in a questionnaire provided by an occupational health practitioner before the offer of a job is made (or before inclusion in a pool of successful applicants) except in very limited circumstances.

The point of stopping employers asking questions about health or disability is to make sure that all job applicants are looked at properly to see if they can do the job in question, and not ruled out just because of issues related to or arising from their health or disability, such as sickness absence, which may well say nothing about whether they can do the job now. An employer can ask questions once a job offer has been made. At that stage, the employer could make sure that someone's health or disability would not prevent them from doing the job. If disability or ill health may affect a person's ability to do the job an employer must consider whether there are reasonable adjustments that could be made. Please see **Equalities Act 2010 guidance on recruitment**.

There are some situations when it is permitted to ask applicants about health or disability for example to find out whether an applicant needs adjustments to attend an interview or if you are asking purely for monitoring purposes - see **Equalities Act 2010 guidance on recruitment**. You can also contact your local Disability Employment Advisor through Job Centre Plus for advice on making adjustments.

People with mental health problems are often deterred from applying for jobs due to fear of discrimination. Many people assume that someone with a history of mental ill health will not be able to cope at work or will have a high rate of sickness absence. However, the vast majority of people who have experienced a mental health condition can work successfully. Employers can take positive action to encourage applications for those with disabilities by including positive statements in job advertisements or by signing up to schemes such as "Positive about Disability" or "Mindful Employer".

The Shift Line Manager's Resource contains more in depth information about recruiting people with mental health problems and reasonable adjustments. Further advice can be sought throughout the recruitment process from organisations such as ACAS, and for Third Sector organisations, your local Council for Voluntary Services/Voluntary Action will be able to advise further.

### Further information and guidance

- [Recruitment – things to bear in mind](#)
- [Access to Work](#)
- [Positive about Disability](#)
- [Shift Line Manager's Resource \(recruitment p8-9, reasonable adjustments p 26-29\)](#)
- [Example Reasonable Adjustments](#)
- [Guidance on recruitment](#)

### Tools and templates

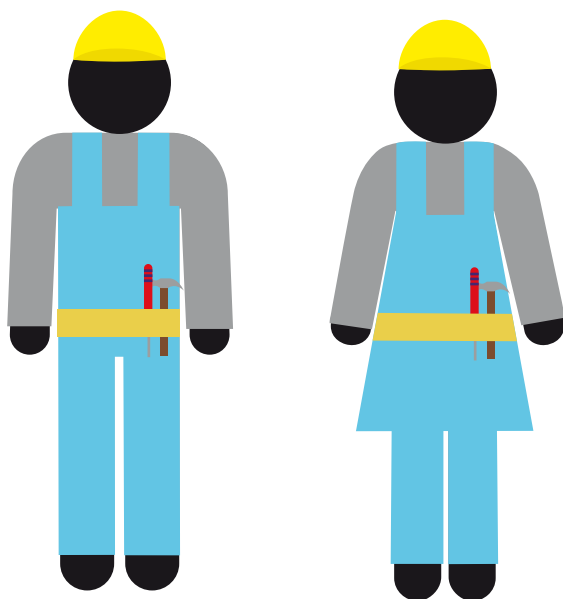
- [Example Job Advert](#)
- [Example Equality Monitoring Form](#)
- [Example Job Description](#)
- [Example Person Specification](#)

### Telephone

- ACAS: 0845 474747
- Doncaster CVS: 01302 343300
- Voluntary Action Rotherham: 01709 829821
- Doncaster Better Workplace-Better Mental Health: 01302 566377/566378
- Rotherham Mind Your Own Business: 01709 302727

### Website

- [Direct.gov.uk disability rights](https://www.direct.gov.uk/disability-rights)
- [Mindfulemployer.net](https://www.mindfulemployer.net)
- [Shift.org.uk](https://www.shift.org.uk)



## Induction

Starting a new job can be stressful for anyone. It is good practice to ensure that all employees receive a thorough induction to the organisation. Having an effective induction makes for good foundations for a continued effective relationship between the employer and employee.

A good induction will ensure an employee is aware of how their role fits into their team and the wider organisation. Induction allows an individual to become aware of the organisational culture, policies and procedures and to meet their new colleagues and begin to build relationships. Induction is also a great opportunity to ensure that new employees are aware of the organisation's commitment to ensuring workplace wellbeing and what this means in practice.

Where an employee has disclosed a history of mental ill health you may wish to offer them the opportunity to complete an Advance Plan at the start of their employment. This encourages the employee to describe their illness from their point of view and to inform the organisation of their needs. An Advance Plan is written by the employee; it is their choice who they share their plan with but they may wish to show parts of it with colleagues or their manager.

Tools such as the Advance Plan are not solely for people with mental health problems. The template could be adapted and used as a tool for all employees to think about what they need to do to look after their mental wellbeing, the things that may trigger stress for them and how to manage, reduce or avoid these.

## Good practice

- *Small things can make a big difference to people's anxiety levels in the first few days, for example being introduced to colleagues, having a work area set up, knowing where to go for lunch and where to make drinks, etc.*
- *You could identify an employee to act as a 'buddy' to the new starter for the first few weeks to show them how things are done and offer support*
- *An induction checklist is a useful way of ensuring that all new employees receive the information they need*



### Further information and guidance

- [Workplace Buddy Scheme Guidance](#)

### Tools and templates

- [Example Induction Checklist](#)
- [Advance Plan Template](#)

### Telephone

- Doncaster Better Workplace-Better Mental Health: 01302 566377/566378
- Rotherham Mind Your Own Business: 01709 302727



## At Work - A Healthy Workplace

An employee doesn't have to have a mental health problem to have mental health or wellbeing needs. A workplace that is positive about mental health supports the wellbeing of all employees, as well as encouraging openness about mental health problems.

Simple steps like taking a lunch break, exercising and eating a healthy balanced diet can help our mental health. Looking after staff has benefits. It encourages loyalty and brings out the best in all employees.

For the above reasons workplace wellbeing is everyone's business and needs to be promoted on all levels within businesses:

- **Corporate:** policies, structures and processes
- **Management:** the interaction between managers and the people they manage
- **Individual:** employees being empowered to look after their own mental wellbeing

At a corporate level a supportive infrastructure needs to be in place in the form of policies and procedures. Key policies and procedures relating to mental wellbeing include stress/mental health, flexible working, health and safety, equality and diversity, bullying and harassment and sickness absence management. Senior management also need to communicate and demonstrate through action that staff are valued and there is commitment to promoting positive mental wellbeing. There is a range of initiatives and best practice that organisations can adopt to ensure a mentally healthy workplace and further information and guidance on these are included in the toolkit.

In order to understand and respond to potential problems in the workplace and to monitor the effectiveness of strategies in relation to promoting mental wellbeing it is important that organisations routinely monitor staff wellbeing or factors that may indicate problems with this.

The following factors may be indicative of poor staff wellbeing and it is recommended that these are monitored routinely:

- *High levels of sickness absence*
- *High levels of staff turnover*
- *Poor results in staff surveys*
- *Decline in productivity*
- *Increased number of complaints from customers*
- *Increased grievances and complaints from staff*
- *Reports of bullying and harassment*
- *Increased number of accidents*

There are tools that can help organisations to monitor staff mental wellbeing and find the causes of stress in the workplace. These include stress risk assessments, stress audits and staff surveys. Examples of these are included in the toolkit. Most tools are based around the Health and Safety Executive (HSE) Management Standards that identify the factors that lead to workplace stress.

These factors are:

- **Demands** – work load, work patterns, poor work environment
- **Control** – lack of control over the way the person does their work
- **Relationships** – conflict, bullying and poor relationships
- **Support** – lack of support from organisation, line manager and/or colleagues
- **Role** – conflicting roles, lack of clarity
- **Change** – change is not well communicated, lack of consultation

Managers play a key role in promoting employee mental wellbeing. Managers need to model positive behaviours to their team such as taking breaks and treating others with respect. Employee wellbeing should be emphasised as a key aspect of the line manager role. Behaviours that would facilitate this include incorporating discussion about general wellbeing into supervision sessions and appraisals/ personal development review discussions and routinely discussing workplace wellbeing at team meetings.

Managers need to be given training and support to enable them to be effective in the people management role. The Health & Safety Executive (HSE) has produced a manager competency checklist that outlines the key skills required. Managers may also benefit from training in mental health awareness to enable them to pick up early signs of poor mental wellbeing in employees and respond appropriately.

Employees need to take responsibility for looking after their own wellbeing. However, staff will feel more empowered to do so if they work in a supportive organisation with policies and procedures that promote wellbeing and are given information and skills about how to look after their own wellbeing and where to go for help. See employee support section for further information.

Training is available to employers in Doncaster and Rotherham to help promote good mental wellbeing in the workplace. For further information please contact Better Workplace-Better Mental Health (Doncaster) or Mind Your Own Business (Rotherham).

### Further information and guidance

- Promoting Workplace Mental Health - Implementation Guidance for Employers
- Shift Line Manager Resource p10-21
- NICE guidance - promoting employee mental wellbeing
- HSE Stress Management Standards
- MIND Employer Guide to Mentally Healthy Workplace
- Guidance on equality policies, training, and monitoring.
- Flexible Working Taskforce Report
- How to help colleagues through tough times
- Emotional Resilience toolkit
- Guidance on working hours
- Guidance on managing staff

### Tools and templates

- Health and Safety Executive tools
- Stress and Mental Wellbeing policies
- Business Link Bullying and Harassment Policy Guidance
- Example Bullying and Harassment Policy
- Business Link Equality and Diversity Policy Guidance
- Annual Appraisal Guidance
- Example Employee Welfare Assessment
- Example Monthly Supervision Form

### Telephone

- Doncaster Better Workplace-Better Mental Health: 01302 566377/566378
- Rotherham Mind Your Own Business: 01709 302727

### Website

- [Hse.gov.uk stress](https://www.hse.gov.uk/stress)
- [Cipd.co.uk mental health](https://www.cipd.co.uk/mental-health)
- [Mindfulemployer.net](https://www.mindfulemployer.net)
- [Time-to-change.org.uk](https://www.time-to-change.org.uk)
- [Mind.org.uk/employment](https://www.mind.org.uk/employment)
- [Tacklementalhealth.org.uk](https://www.tacklementalhealth.org.uk)
- [Shift.org.uk](https://www.shift.org.uk)



# 5 - Absence Management

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## Absence Management

A Managing absence is fundamental to running an effective business. Absence rates are a key indicator of whether there is poor employee wellbeing or other problems within a workplace. In order to identify whether a business has absence problems or 'hot spot' areas of absence it is essential that the business is collecting this data. A good idea is to provide regular reports to senior management teams.

Depending on the size of the business, a basic spreadsheet may suit your needs, but for larger businesses, a more sophisticated system may be required. In either case, the system will need to illustrate trends, both individual and within departments/teams, in some cases also by occupation type e.g. customer service staff. There are a number of formulas for calculating absence rates e.g. Bradford Factor, as can be found on the [CIPD website](#).

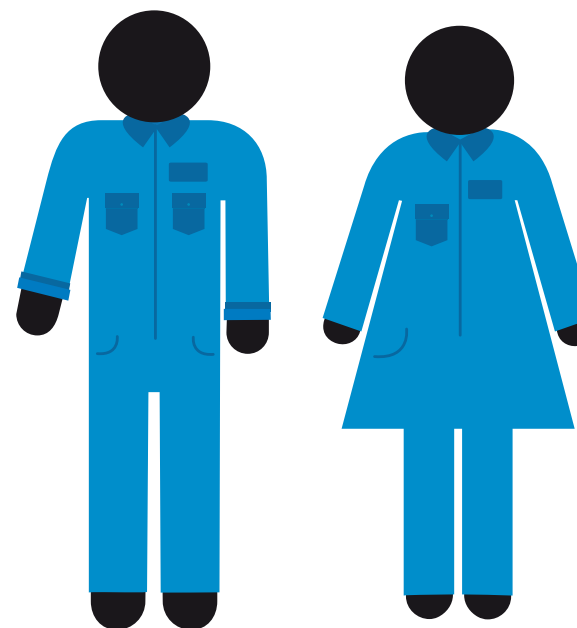
Having a clearer picture of the overall absence record can assist strategically to trends and to explore underlying causes. It can also help to identify issues at an individual level, allowing patterns of absence to be investigated. Absences, both long and short-term need to be proactively managed. Guidance on this is included in the toolkit and on the [CIPD website](#).

Absence management policies are an essential part of successful absence management. An example policy and guidelines are included in the toolkit. Policies and procedures should be in line with evidence based practice such as routine return to work interviews for all absences, keeping regular contact during longer term absences and discussing return to work at an early stage. Further information and guidance can be found in the toolkit. Policies should be reviewed regularly, in particular in October and April when new and amended legislation is introduced.

Proactively managing sickness absence and supporting employees to return to work as soon as they are able is beneficial to both the business and the employee. Generally speaking work is good for health and the longer an employee is absent from work the harder it becomes for them to return successfully. A common assumption is that an employee must be 100% fit before they can return to work. However, this may not be the case and employees may be able to return to work before they are fully fit and in many cases this can aid recovery. Reasonable adjustments may be required to enable them to do this successfully. Information on sickness absence and adjustments can be found in the SHIFT Line Manager's Resource. The Fit Note system introduced in April 2010 is intended to facilitate earlier return to work.

Training for line managers on the management of mental health in the workplace, including sickness absence management is available for employers in Doncaster and Rotherham. Please contact Better Workplace-Better Mental Health (Doncaster) or Mind Your Own Business (Rotherham) for details.

Further advice can be sought throughout the absence management process from organisations such as ACAS, and for Third Sector organisations, your local Council for Voluntary Services/Voluntary Action.



### Further information and guidance

- [Guidelines for a Return to Work Interview](#)
- [Return to Work Interview - WARM Technique](#)
- [NICE long-term sickness absence guidance](#)
- [Example Reasonable Adjustments](#)
- [Fit Note Guidance for Employers](#)
- [Fit Note Sample](#)
- [Workplace Buddy Scheme Guidance](#)
- [Shift Line Manager Resource p22-30](#)
- [Do you have an absence problem?](#)
- [How to develop an absence management strategy](#)
- [Dealing with short term recurrent absence](#)
- [Dealing with long term absence](#)

### Tools and templates

- [Example Return to Work Interview Form](#)
- [HSE return to work tool](#)
- [Business Link - Developing a Sickness Absence Policy](#)
- [Example Sickness Absence Management Policy](#)

### Telephone

- Doncaster Better Workplace-Better Mental Health: 01302 566377/566378
- Rotherham Mind Your Own Business: 01709 302727
- Doncaster CVS: 01302 343300
- Voluntary Action Rotherham: 01709 829821
- Free Occupational Health Advice Line for SMEs 0800 077 8844

### Website

- [Cipd.co.uk absence](#)
- [Shift.org.uk/](#)

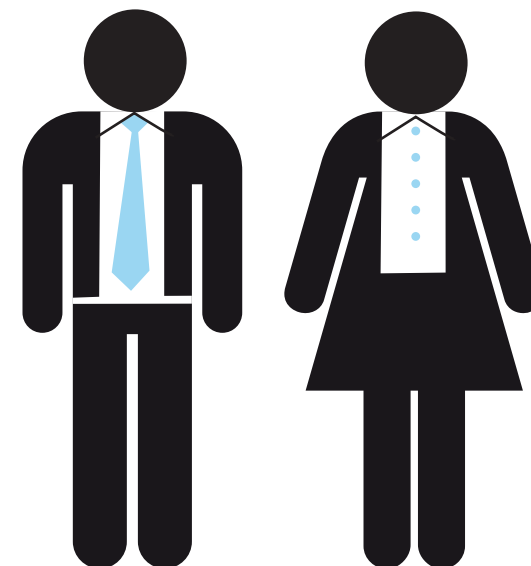
## Exit

It is good practice for employers to seek to create an environment in which employees wish to remain. However, inevitably there will be occasions where natural, planned or unforeseen turnover of staff occurs. In all circumstances it is important to ensure that individuals leaving the organisation are dealt with respect and dignity. When an individual leaves an organisation it can be helpful to understand their reasons for leaving and take action to assist retention and organisation learning.

Exit interviews are an ideal way to gain useful information from leaving employees that can be utilised to bring about positive change and improvement. Given the timing/nature of the exit interview, employees are more likely to provide an open and honest response about different aspects of their employment with the organisation e.g. culture, systems, practices, procedures, and employee relations.

The exit interview is also an opportunity to capture transferable knowledge about the employees work and specific projects, and as such consideration should be given to how this knowledge will be transferred.

Managers should be trained on good interview techniques e.g. active listening skills, so that they are able to ensure the exit interview is effective in providing useful information. It may be even more helpful for an impartial third party (for example a Human Resources advisor or manager from another department) to carry out the interview in order to encourage honesty. Most employees are happy to share information and pass knowledge onto successors, but it is recommended that there is a suitable system in place to facilitate this.



### Further information and guidance

- [Example Exit Questionnaire](#)
- [Exit Interview - Example Questions](#)
- [Guidance on dismissal, redundancy and retirement.](#)

### Telephone

- Doncaster Better Workplace-Better Mental Health: 01302 566377/566378
- Rotherham Mind Your Own Business: 01709 302727

# 7 - Employee Support

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## Employee Support

The most effective way to promote good mental wellbeing in the workplace is to provide information and support to all employees to help prevent problems developing. This may require a change in organisational culture in some cases to one where open and honest communication is encouraged and support and mutual respect are the norm. Ensuring cultural change requires 'buy-in' and support from management and leaders – see section 1 'Business Case'. It will also require initiatives and information to promote positive attitudes towards mental health amongst employees and increase their knowledge and skills to look after their own and others mental wellbeing.

There are a number of ways that managers can build capacity within employees and empower them to manage their own health and wellbeing. This requires a process of awareness raising, skills and knowledge development, and provision of appropriate resources. Key roles can assist to capacity build employees such as Line Managers, Occupational Health, Human Resources and Workplace Health Champions.

There are national mental health awareness campaigns that you may wish to get involved with as an organisation to promote positive mental health messages to staff. These include SHIFT, Mindful Employer and Time to Change. Other ways to promote positive messages and increase employee knowledge and skills could be to hold a mental health and wellbeing awareness day/week, put up displays and resource areas or hold mental wellbeing awareness workshops for employees. If you would like to find out more about how your local NHS can support such activities, please contact Better Workplace-Better Mental Health (Doncaster) or Mind Your Own Business (Rotherham).

Training for employees and managers is available for employers in Doncaster and Rotherham. This includes Stress Awareness training, Introduction to Mental Wellbeing, Managing Mental Health: Skills for Line Managers and Mental Health First Aid. To find out more about the training available please contact Better Workplace-Better Mental Health (Doncaster) or Mind Your Own Business (Rotherham).

Employees need to be aware of the local services they can access, both through self referral and through their GP. Your local workplace mental health project can provide details of services in your area. Employees can also be made aware of the variety of self-help literature that is available. A selection of self help tools have been provided within the toolkit plus links to online self help tools such as online Cognitive Behavioural Therapy, wellbeing podcasts and self help tools available through [NHS Choices](#). For further information and support individuals can contact their local Primary Care Mental Health service or ask to be referred to the service by their GP.

Where internal support is available such as occupational health, counselling, employee assistance programmes etc. efforts should be made to ensure they are widely promoted to all staff.

In addition to awareness raising, skills development and support for individuals and managers, employers should foster positive workplace practices that enable and empower employees to manage their own mental wellbeing. These are referred to in 'At Work: A Healthy Workplace' and include practices such as flexible working arrangements; effective supervision and appraisal systems; effective training and development; 'buddy' systems and Workplace Health Champions.



### Further information and guidance

- [Coping with Stress Booklet](#)
- [HSE Employees guide to Reducing Stress at Work](#)
- [Recognising Stress](#)
- [Rotherham Directory of services for working age adults](#)
- [7 Positives for a Better Life](#)

### Self-help materials and Tools

- [Bereavement: A self help guide](#)
- [Controlling Anger: A self help guide](#)
- [Depression: A self help guide](#)
- [Depression and Low Mood: A self help guide](#)
- [Obsessions and Compulsions: A self help guide](#)
- [Panic: A self help guide](#)
- [Shyness and Social Anxiety: A self help guide](#)
- [Sleeping Problems: A self help guide](#)
- [Stress: A self help guide](#)
- [Stress and Anxiety: A self help guide](#)
- [Personal Action Sheet for Worry](#)
- [Personal Wellbeing Wheel of Life Tool](#)
- [Workplace wellbeing Wheel of Life Tool](#)

### Telephone

- [Rotherham Primary Care Mental Health Service: 01709 302630](#)
- [Doncaster Improving Access to Psychological Therapies Service: 01302 565556](#)
- [NHS Stressline: 0300 123 2000](#)
- [Doncaster Better Workplace-Better Mental Health: 01302 566377/566378](#)
- [Rotherham Mind Your Own Business: 01709 302727](#)

### Website

- [Mentalhealth.org.uk](#) wellbeing podcasts
- [Mind.org.uk](#) employment resources
- [Time-to-change.org.uk](#)
- [Mentalhealth.org.uk](#)
- [NHS Choices](#) Mental health
- [NHS Choices](#) On a budget
- [Livinglifetothefull.org.uk](#)

# Glossary of terms

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## Glossary of terms

<b>Advance Plan</b>	An advance plan is a tool that can be used by individuals who experience mental ill health whilst in employment. It encourages the employee to describe their illness and to inform the organisation of their needs. The document also provides the opportunity for the employee and the manager to identify suitable support.
<b>Buddy</b>	A buddy is an employee that volunteers to support a colleague to help them integrate or reintegrate in to a workplace. Buddy schemes are often used to support new employees in an organisation, employees who are changing roles or departments or individuals returning from a period of absence e.g. sick leave, maternity leave, career breaks
<b>Disability Discrimination Act (DDA)</b>	The Disability Discrimination Act is a piece of legislation that promotes civil rights for disabled people and protects disabled people from discrimination.
<b>Employer of Choice</b>	Employers who are recognised for their good leadership, culture, and best practices that optimize and attract candidates for employment. Being an 'employer of choice' enables a business to attract and retain highly talented employees.
<b>Fit note</b>	The fit note replaces the sick note. It is the new form that a doctor will give a whose health affects their ability to work. The fit note is intended to help employees and employers manage return to work after illness or injury.
<b>HSE Management Standards</b>	The Management Standards define the characteristics, or culture, of an organisation where the risks from work related stress are being effectively managed and controlled. The Management Standards cover six key areas of work design that, if not properly managed, are associated with poor health and well-being, lower productivity and increased sickness absence. In other words, the six Management Standards cover the primary sources of stress at work.
<b>Mental wellbeing</b>	Mental wellbeing can be seen as a continuum and can fluctuate over time. If someone experiences good mental wellbeing they will have the capacity to live a full and creative life, and the flexibility to deal with life's inevitable challenges.

<b>Positive action</b>	Positive action refers to policies that take factors including "disability, race, color, religion, sex or national origin" into consideration in order to benefit an underrepresented group, usually as a means to counter the effects of a history of discrimination. Individuals with mental health problems are underrepresented in the workplace due to historical discrimination and so positive action could be taken to encourage applications from this group.
<b>Presenteeism</b>	Presenteeism is the opposite of absenteeism. Employees will attend work in spite of illness. In turn this brings about under-performance, reduction in productivity, having a similarly negative effect on the business as absenteeism.
<b>Reasonable adjustment</b>	The duty to make reasonable adjustments aims to remove barriers that prevent disabled persons from integrating fully into the workplace. Employers are required to make reasonable adjustments to any of their provisions, criteria or practices that place a disabled person at a particular disadvantage compare to non-disabled persons.
<b>Staff retention</b>	Referring to efforts by employers to retain current employees in their workforce. The purpose is to avoid employee turnover and associated costs: hiring and training expenses; productivity loss; lost customers; diminished business; and damaged morale among remaining members of the workforce. Retention is particularly a problem in high stress occupations
<b>Workplace Health Champion</b>	A Workplace Health Champion is an appointed individual in the workplace who can be from any department, although most frequently from Human Resources or Occupational Health. Champions are given training and support to equip them with the knowledge and skills necessary to promote the health and wellbeing of colleagues.

### • [References](#)

## Mental Wellbeing in the Workplace