

Questions to avoid

- Why can't you just get your act together?
- What do you expect me to do about it?
- Your performance is really unacceptable right now – what's going on?
- Everyone else is in the same boat and they're okay. Why aren't you?
- Who do you expect to pick up all the work that you can't manage?

Manager is made aware of/has concerns about an employee's mental health

Discuss and Assess level of risk with employee

How are you feeling in general?
 How are things at home?
 Is there anything you are concerned about at work?
 You don't seem your usual self? I would like to help. Is there anything I can do?
 Have you talked to anybody about this?
 Do you have someone you can talk to?
 I am a bit worried about you? I have noticed....?
 What support do you think might help?
 Is there anything else you would like to share?
 Have you had thoughts about harming yourself?

Low Risk
 No immediate danger, still in work

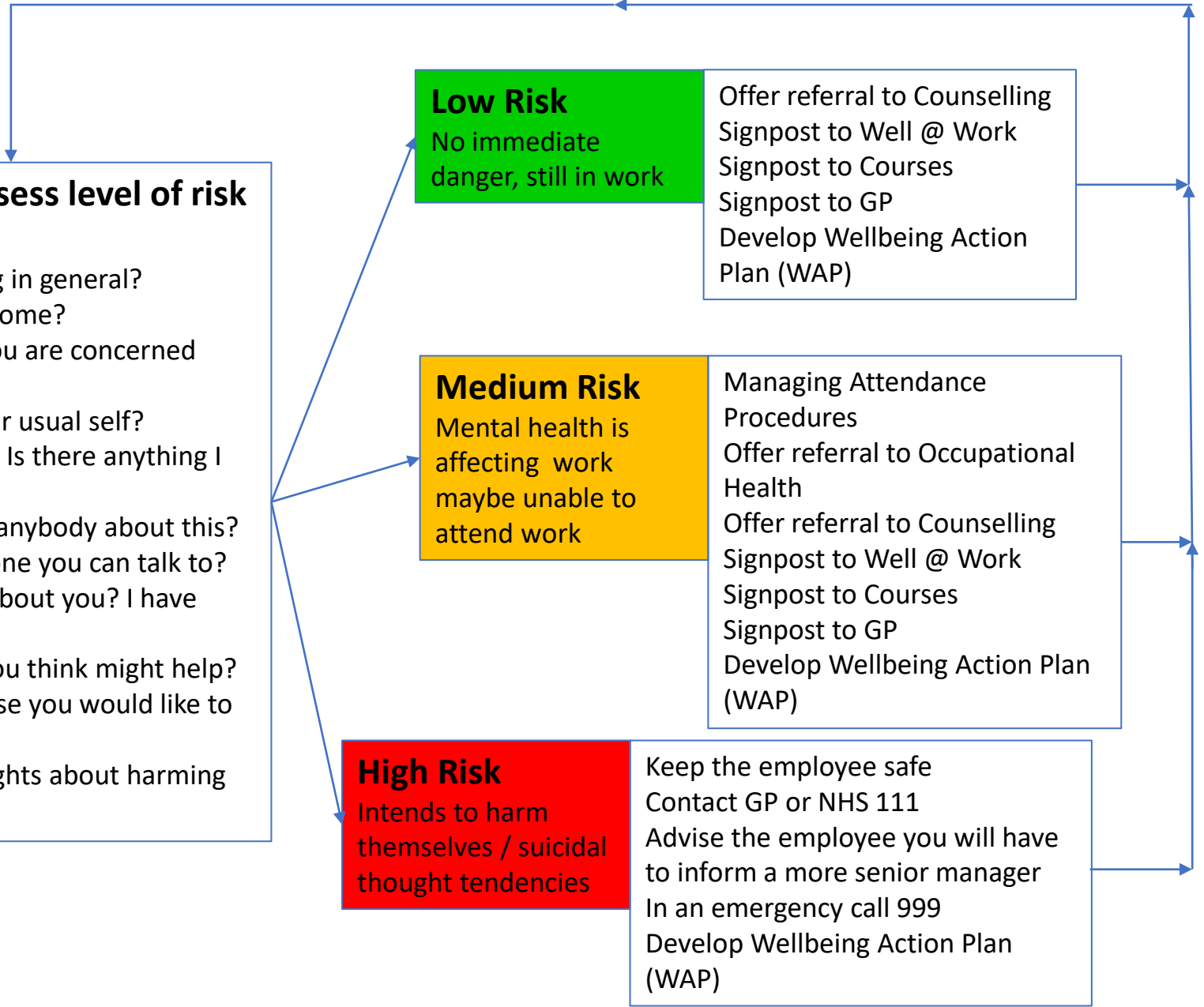
Offer referral to Counselling
 Signpost to Well @ Work
 Signpost to Courses
 Signpost to GP
 Develop Wellbeing Action Plan (WAP)

Medium Risk
 Mental health is affecting work maybe unable to attend work

Managing Attendance Procedures
 Offer referral to Occupational Health
 Offer referral to Counselling
 Signpost to Well @ Work
 Signpost to Courses
 Signpost to GP
 Develop Wellbeing Action Plan (WAP)

High Risk
 Intends to harm themselves / suicidal thought tendencies

Keep the employee safe
 Contact GP or NHS 111
 Advise the employee you will have to inform a more senior manager
 In an emergency call 999
 Develop Wellbeing Action Plan (WAP)



Conversation checklist

- Avoid interruptions – switch off phones, ensure colleagues can't walk in and interrupt.
- Ask simple, open, non-judgemental questions.
- Avoid judgemental or patronising responses.
- Speak calmly.
- Maintain good eye contact.
- Listen actively and carefully.
- Encourage the employee to talk.
 - Show empathy and understanding.
- Be prepared for some silences and be patient.
- Focus on the person, not the problem.
 - Avoid making assumptions or being prescriptive.
- Follow up in writing, especially agreed actions or support.