

The role of people managers in supporting wellbeing

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The CIPD: Our purpose

Championing
better work
and working
lives...

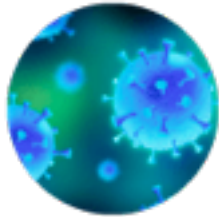
CIPD

...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**



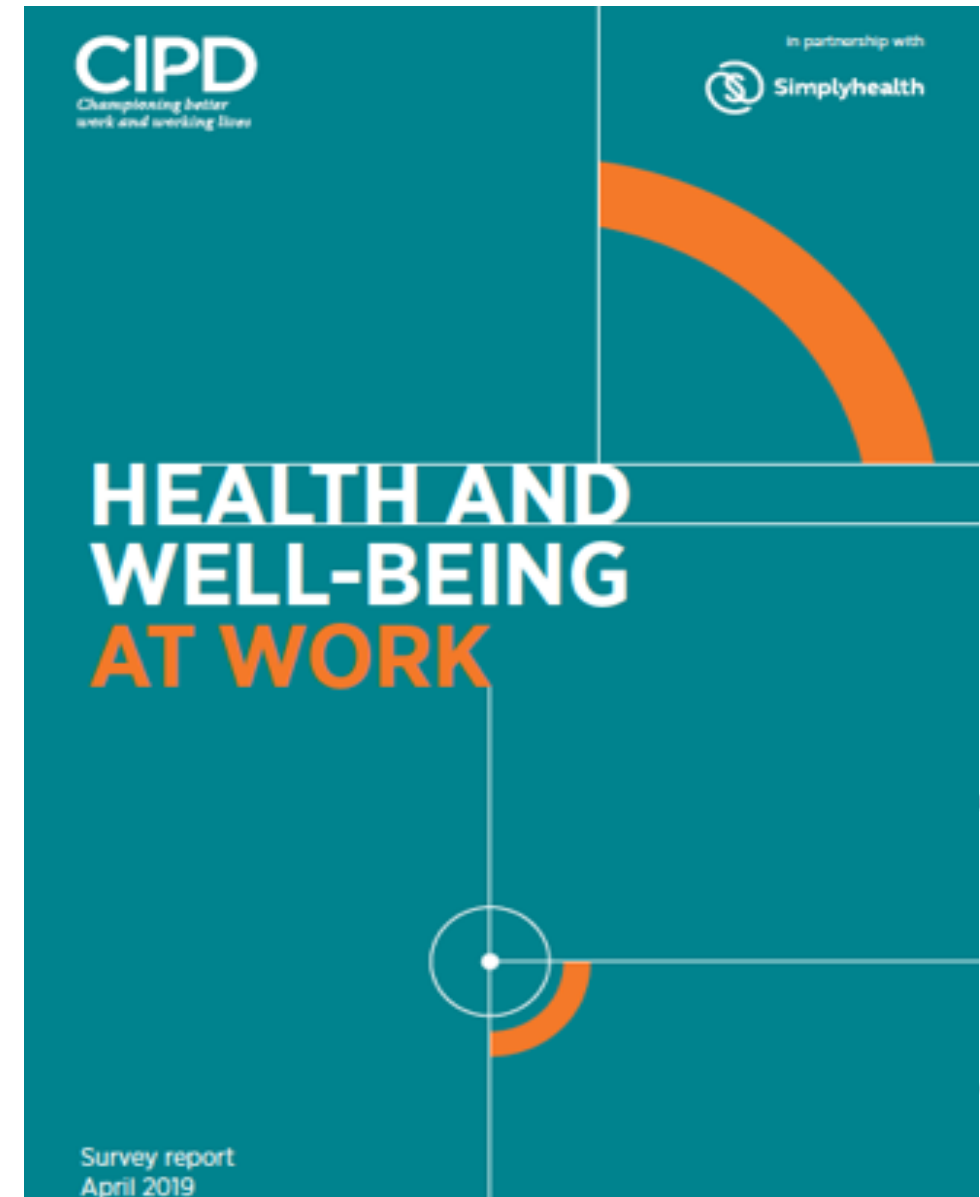
Financial support

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

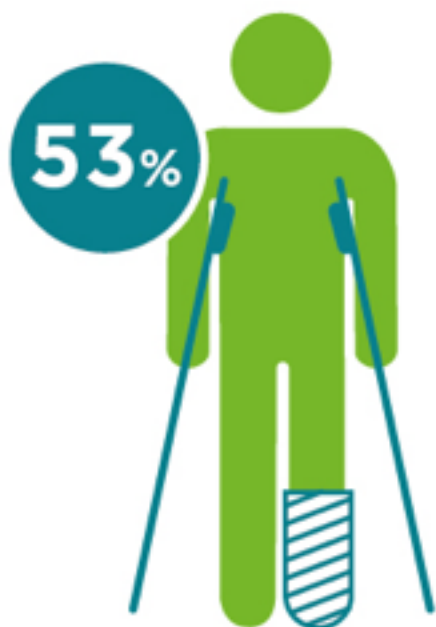


Long-term absence

The most common causes are:



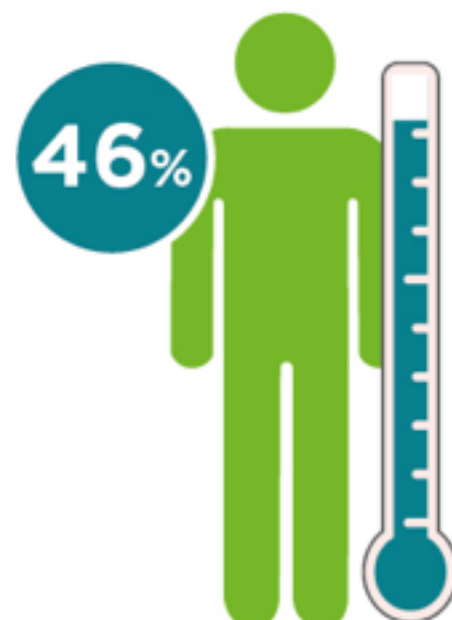
Mental ill
health



Musculoskeletal
injuries



Stress



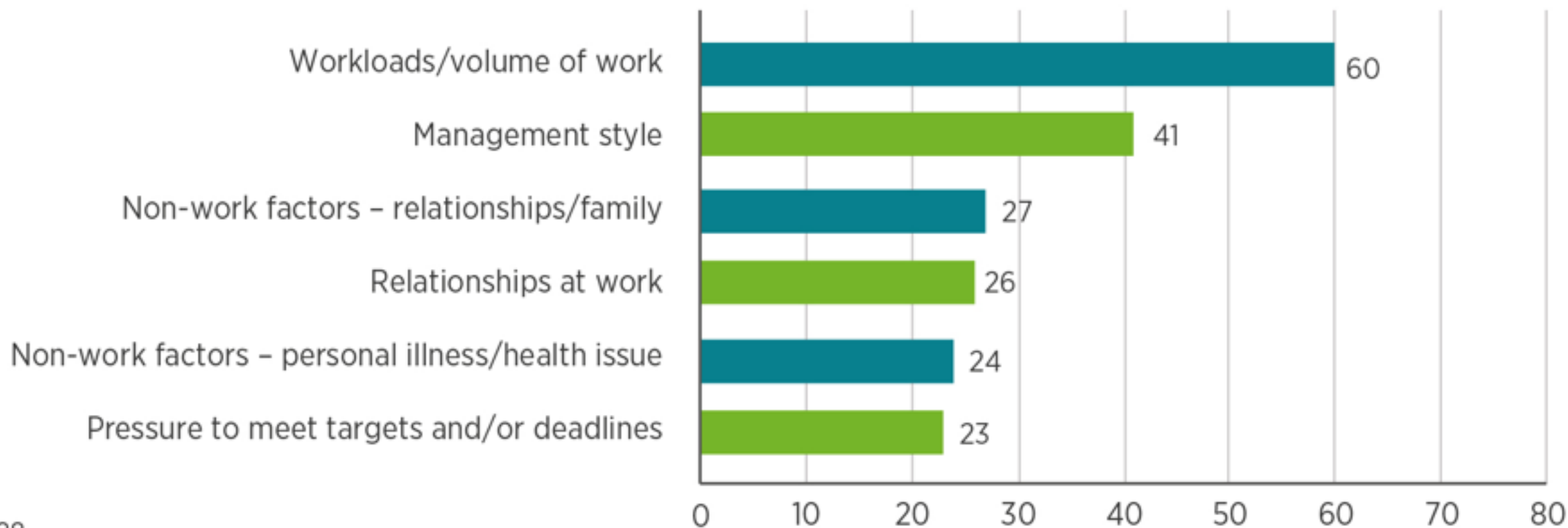
Acute medical
conditions



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

COVID-19 impacts people in very different ways

The impact of COVID-19 on employees will depend on a wide range of factors, including:

- Their personal characteristics such as age, gender, health/disability and ethnicity
- Household/family circumstances, eg caring responsibilities
- Type of sector they work in and job role – eg still attending a workplace, working from home, on furlough, returning to a workplace



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...

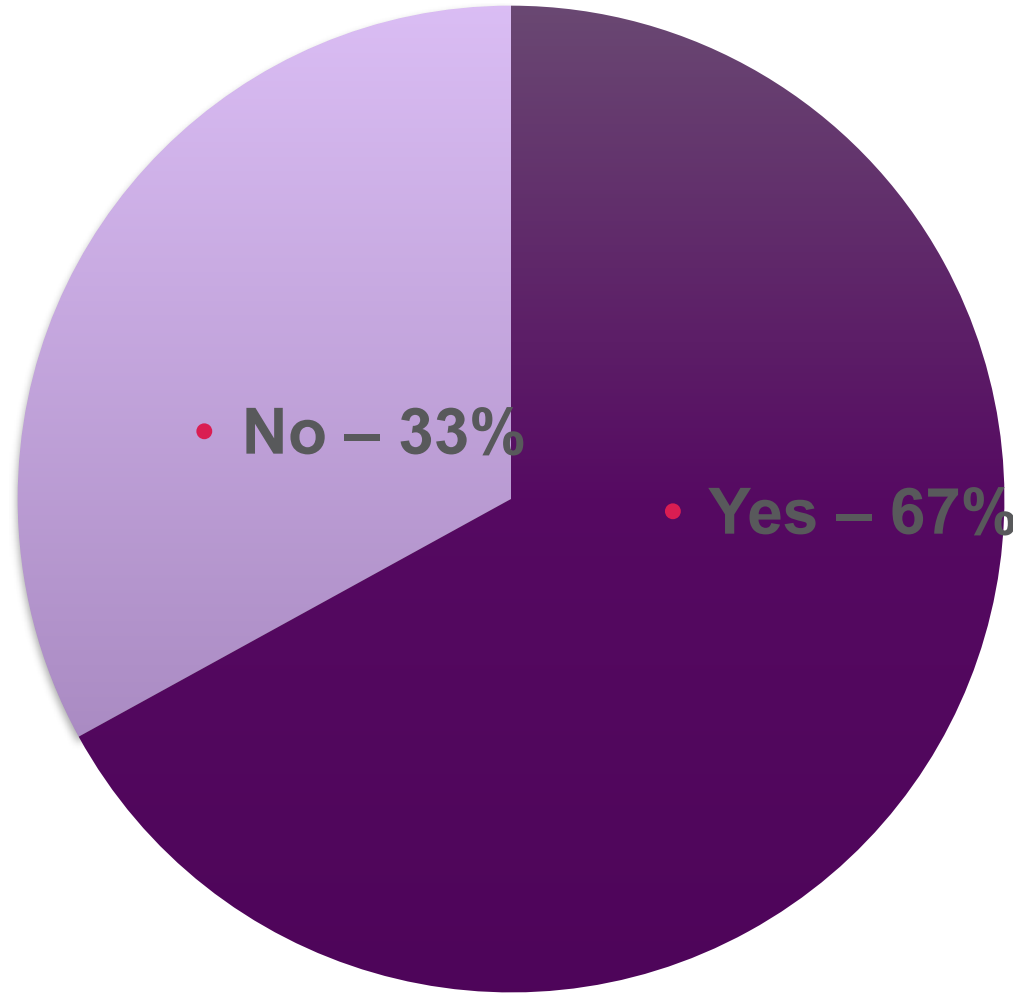
- 31% say managers are confident to have sensitive discussions/signpost staff to expert help



- 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?



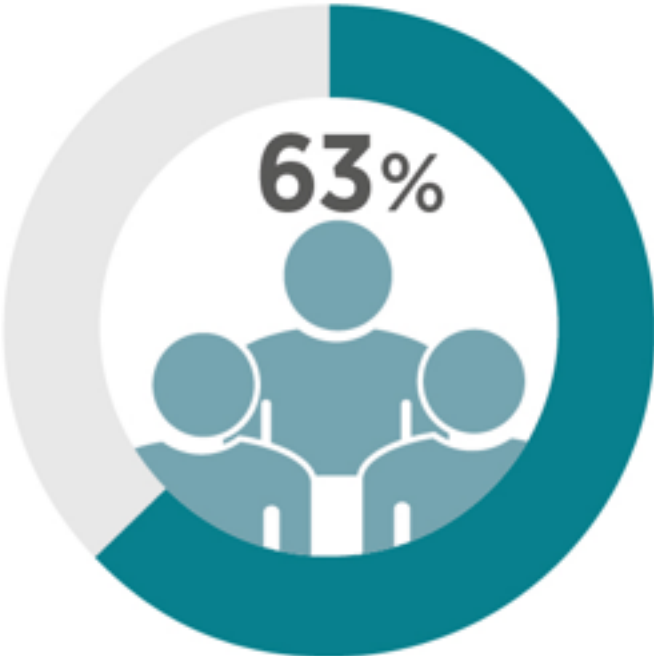
- CIPD July 2020
- Base = 1,784



**The role of line
managers is
key**

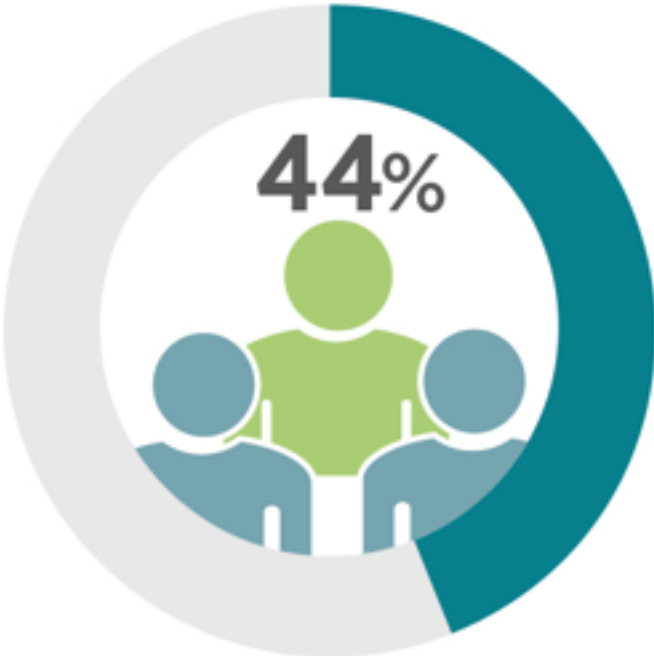


Figure 21: Proportion who agree/strongly agree their organisation is effective at managing work-related stress (% of respondents in organisations that are taking steps to address stress)



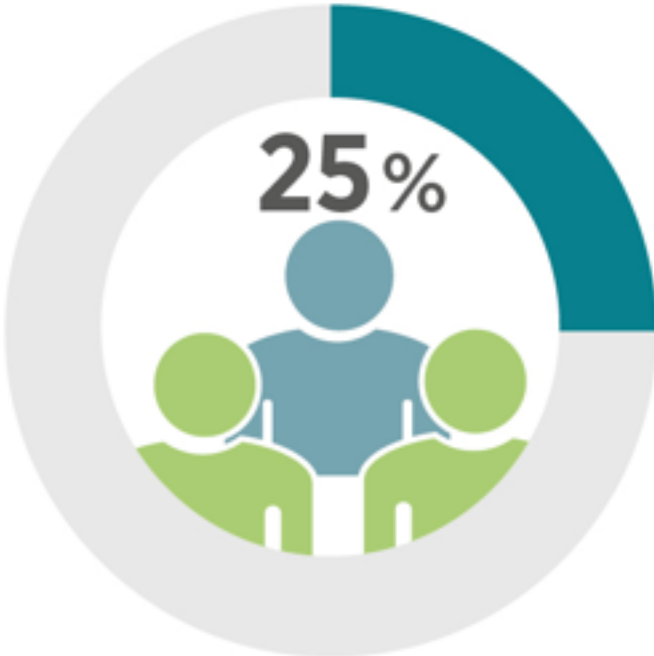
Senior leaders have employee well-being on their agenda AND line managers are bought in

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

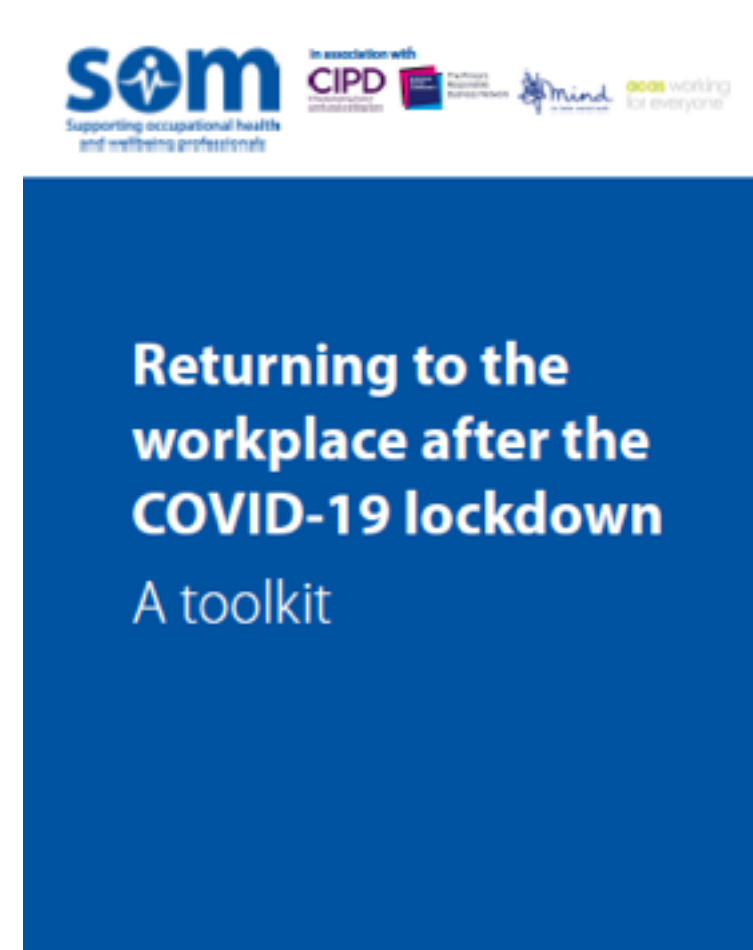
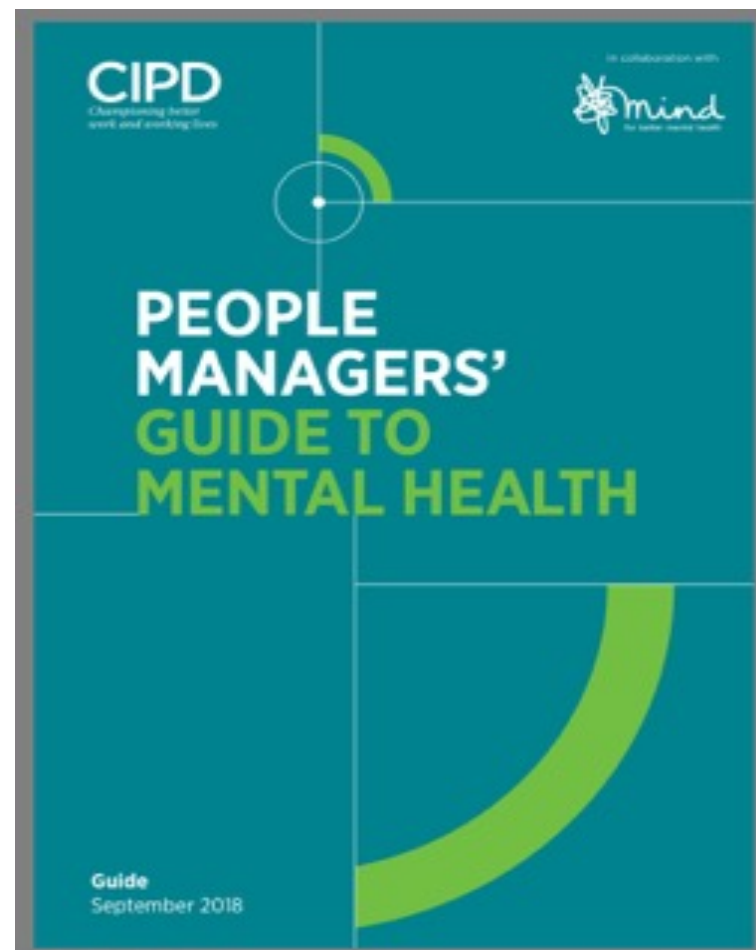


Responding to the coronavirus

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





Thank you