

Leadership and Management Level 2



Workplace wellbeing initiatives are most successful when **senior management** are involved and act as role models.

Working environments characterised by low levels of job control and organisational fairness, and a high effort-reward imbalance may contribute to **poor health**.

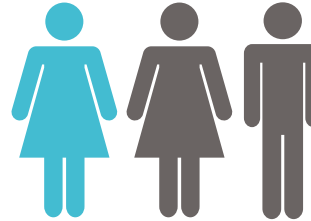


Communication and leadership are essential to create a healthy culture in your organisation. A clear commitment from senior leaders sends a powerful message to employees at all levels.



Adopting a **strategic approach to workplace health** and wellbeing has shown to be an important factor in achieving sustained business benefits.

1 in 3 of employees with a **long-term health condition** have **not discussed it with their employer**.



91% of managers agree that what they do **affects the wellbeing of their staff**.



But only 58% of employees believe their line manager is **concerned about their wellbeing**.

The leaders of any organisation play a vital role in **affecting its culture** and helping to ensure all employees can live the values.



By **leading from the top** and agreeing actions at a senior level, employees who will drive the changes will feel that they have the support and authority. Employees are also more likely to open up about their own **mental and physical health** if there is a clear signal from leadership or senior management.

Leadership and Management Level 2: Criteria

Local/National Resources:



Ensure a comprehensive approach to two-way communication and consultation across the organisation. This includes developing a policy that promotes effective and open communication.

Guidance:

- Building on your approach from level 1, developing a communication policy is a particularly effective way of setting out the attitude of the organisation and defining the responsibilities of those involved
- Communication and consultation methods should be appropriate for your organisation to ensure reach, taking into account employees that work at different locations and different working patterns
- Consider training managers/ supervisors on effective communication
- Consider how you will ensure that employees are aware of the policy and that it is adhered to.
- The policy should be reviewed regularly and kept up to date.
- Consider sending the policy to employees to sign when they have read it, including in induction/ handbooks, highlight it in job advertisements and letters of appointment

Communication and engagement

ACAS employee communications and consultation [advice and guidance](#)

ACAS communication [guidance](#)

ACAS employee engagement [guidance](#)

ACAS employee engagement [booklet](#)

Management skills

HSE line manager competency [Indicator](#)

ACAS management [resources](#) and [templates](#)

ACAS managing people [resource](#)

Public Health Matters blog on employee wellbeing [blog](#)

ACAS difficult conversations [guidance](#)

ACAS [free e-learning](#)

CIPD line manager [training](#)

MECC [training](#)

Mind Wellness Action Plans [guidance](#)

Recognising and rewarding good work

ACAS holding staff appraisals [guidance](#)

CIPD staff appraisals [guidance](#)

CIPD Reward [fact sheets](#)



Develop a culture that recognises and rewards good work.

Guidance:

- Recognising and rewarding good work is beneficial to the organisation as it has been shown to increase productivity and effort in the workforce as well as employee psychological wellbeing. It is important to acknowledge good work and celebrate success, this could be health and/or organisation related.
- Consider how good work is acknowledged within the organisation and your approach to thanking employees. This could be individual, team or peer-to-peer recognition.
- Effective appraisals/ Personal Development Reviews, and reward and recognition schemes are all examples of good practice.

Leadership and Management Level 2: Criteria

Local/National Resources:

Ensure managers/supervisors demonstrate effective people management skills.

This includes:

- Development for managers/ supervisors in effective people management practices.
- Ensuring all employees have the opportunity for regular communication and reviews with managers/ supervisors as well as conversations about their health and wellbeing.

Guidance:

- It is important that managers/ supervisors are supported to manage people effectively and receive training/ guidance in effective people management practices. This could include performance management, conducting appraisals, effective interpersonal and communication skills, objective setting, dealing with conflict/ difficult conversations etc. It is also beneficial to support managers/ supervisors to enable employees to increase ownership and decision making within their role.
- Good management standards include holding regular one to one meetings/ catch-ups and reviews with employees to allow the opportunity to discuss any issues and determine what support they may need.
- Consider how you can ensure appropriate management styles are demonstrated to promote and support working in different environments e.g. home/remote workers etc
- Consider how you can effectively create and facilitate conversations about an employee's wellbeing e.g. one to one meetings and reviews with employees
- Manager/ supervisor behaviour is important to consider which includes acting as good role models
- Managers/ supervisors should be aware of their organisation's values and be able to demonstrate how they meet and embed these

Effective policies

ACAS job induction [checklist](#)

ACAS resources on [flexible working](#).

ACAS disciplinary and grievance [resources](#)

ACAS equality, diversion and inclusion policy [template](#).

Government whistleblowing [resources](#)

Management and health and wellbeing

Acas managing staff [resource](#)

Mind supporting someone with a mental health condition [information](#)

Time to Change [website](#)

ACAS supporting mental health at work [guidance](#)

HSE MSK [guidance](#)

E-learning for health [training](#)

TUC Reasonable adjustments disability passport [webpage](#)

Mind Wellness Action Plans [guidance](#)



Gov.UK Access to work information and [application](#)



Ensure effective policies are in place that promote a positive working environment.

Guidance:

- Consider which additional policies are appropriate for your organisation to support a positive working culture. This could include flexible working, whistleblowing, bullying and harassment, dignity at work, lone/ home/ remote working, reward and recognition, equality, diversity and inclusion, health and wellbeing, personal development etc.
- Policies and practices should discourage negative practices such as excess long hours or blame culture.
- Ensure policies are accessible and communicated to employees. Managers/ supervisors should be aware and operating current policies.
- Consider establishing a policies/procedures checklist for employee inductions and an employee handbook.
- Ensure policies are reviewed regularly and kept up to date.

	Leadership and Management Level 2: Criteria	Local/National Resources:
	<p>Ensure managers/ supervisors are aware of health and well-being issues which impact or potentially may impact on their teams, and ensure that supportive action is taken when necessary.</p> <p>Guidance:</p> <ul style="list-style-type: none"> • Open conversations enable early reporting of issues or concerns and identifying solutions to support employees. • This could include highlighting data such as sickness absence figures as well as needs assessments/ surveys. Ensure confidentiality of employees is maintained. • Consider how managers/ supervisors can be better equipped to support employee health and wellbeing and signpost/ refer when necessary. This could be through guidance and/ or training. • Managers should be aware of additional internal and external support that is available to signpost employees to when appropriate e.g. HR, occupational health, local and national services, self-help resources. 	<p>Managing change</p> <p>ACAS managing change guidance</p> <p>ACAS employee communications and consultation advice and guidance</p> <p>ACAS communication guidance</p> <p>ACAS employee engagement guidance</p> <p>ACAS employee engagement booklet</p>
	<p>Ensure change is well managed. Organisational change should include consultation, communication and involvement of employees.</p> <p>Guidance:</p> <ul style="list-style-type: none"> • Building on level 1, consider how you deal with change in your organisation. Organisational change can impact on employee mental health and wellbeing. It is important to have clear procedures and practices in place. • Employees should be well informed during times of change, consulted and supported to adjust to change. • Consider the impact of changes on employees and their health and wellbeing as well as on the organisation. • Change could include but it not restricted to restructuring, mergers, changed work patterns, new job roles, new employees etc. • Consider training and support on change management for appropriate employees which could include managers and supervisors. 	