

## MANAGER ASSIST

### TIPS FOR DIFFERENT ISSUES

#### ISSUE C: DEALING WITH TROUBLED EMPLOYEES - THE AFFECTS OF PSYCHOLOGICAL / PHYSICAL ILLNESS

- When dealing with non compensable physical and/ or psychological illness whether directly disclosed by the employee or observed by the line manager (e.g. increased absenteeism, behavioural changes, work performance changes) it is advisable that the manager seek HRM input and assistance

If worker self-discloses physical and/ or psychological health issues:

- Offer EAP services where appropriate
- The manager to utilise the supervision process to discuss types of 'support' that the worker would like and could benefit from
- Seek permission to gain additional information and recommendations from relevant treaters if the worker consents
- Review role/ responsibilities on a temporary/ permanent basis as appropriate and review regularly
- Manager to monitor boundaries between a welfare approach and performance management approach
- If appropriate involve an occupational rehabilitation case manager (internal/ external) to monitor worker wellbeing, work progress and general coping.

☐ If the worker does not-self disclose physical and/ or psychological health issues:

- Manager may take a welfare approach initially and invite the worker to have an initial conversation where concern is expressed about his/ her increased absenteeism, behavioural changes, work performance changes
- Manager may need to escalate the matter to a performance management process if it becomes a duty of care issue to other staff
- Identify and communicate to the worker acceptable boundaries for the workplace, including behavioural code of conduct and other relevant HRM policies, especially when dealing with psychological health issues

Dealing with the rest of the team:

- Discuss the level of disclosure, if any at all, with the worker directly based on his/ her preferences.
- Manage the worker's privacy in the work place
- If the worker's physical/ psychological health impacts on other employees (i.e. team members):
  - Suggest EAP to the team members affected
  - In supervision if highlighted, explore the impacting on individual team members and discuss how each member may wish to deal with the worker directly or indirectly.