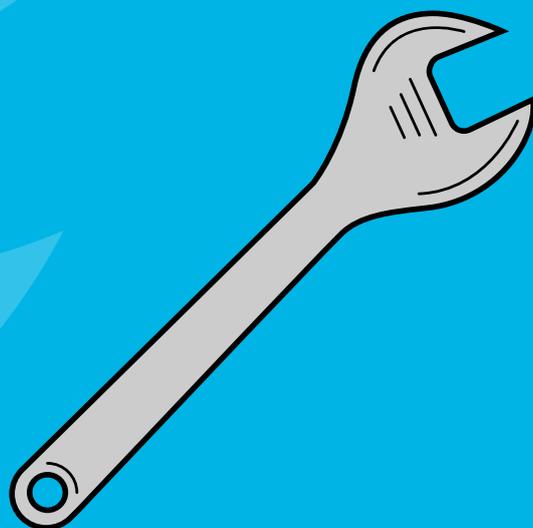




Building block 5

Case study: Confident and informed line management

A case study from ScotRail





Within our company the absence rates relating to mental health were high and suspected to be higher due to more people not disclosing a mental health condition. On speaking to colleagues, we became aware that there was a high amount of stigma attached to mental health in the workplace. This combined with the See Me in Work staff survey results, which revealed most of our colleagues didn't know where to go for support and didn't feel their managers were approachable, confirmed that we needed to introduce something that supported managers to be well informed and to create a better disclosure environment for colleagues.

Creating an improved disclosure environment was one of our key priorities which is why developing the Mental Health Managers Toolkit was so important. The toolkit was low cost to develop as it only involved research into our support needs and linking this to the procedures we already had in place. The main areas we wanted to focus on were prevention rather than intervention and providing the right support information to colleagues. From this we developed a range of documents containing guidance for managers in noticing early signs of mental health conditions; what support they can offer colleagues; the correct occupational health referral process, and how to have a conversation about mental health. We wanted to keep the documents as straight forward and compact as possible so they would be easily accessible and easy to follow.

An initial roll out of the toolkit was done to managers with high levels of mental health / stress related absences, and managers in areas with low absence rates to gain feedback and improvement advice. After getting overwhelmingly positive feedback the toolkit has been uploaded to the intranet so it will be readily available to everyone in the organisation.

We believe that this toolkit will provide the guidance and support that managers need to confidently support their colleagues, which in turn will create the open and safe work environment we are aiming to achieve. One of the main reasons we partnered with See Me was to begin the process of creating a more open and honest working environment where everyone feels supported. The toolkit supporting more informed and confident line management is critical to achieving this.

Our take-home message: Tackling mental health stigma and discrimination is foundational to driving mental health improvement in the workplace. Managers and supervisors are often the first point of contact for colleagues in need of support. Providing managers with fit-for-purpose and accessible resources that help build their understanding, confidence and ability to support colleagues in relation to mental health problems is a must.



Contact:

Visit the See Me website

<https://www.seemescotland.org/workplace/>

for other case studies, helpful information and practical resources.

