

# Manager support for return to work: A check list



Employee's name: .....

Manager's name: .....

Date of first absence: .....

Competency	Sub-competency	Do (✓) Don't (X)	Examples of manager behaviour	Date	Comments
<b>During the employee's absence, the manager...</b>					
While the employee is off		✓	• regularly communicates with the individual via telephone or email		
			• regularly communicates work issues with the individual to keep them in the loop		
			• focuses conversations more on the individual's well-being		
			• is in touch with the individual's close colleagues with regards to their health		
			• encourages work colleagues and other members of the organisation to keep in touch with the individual		
			• relays positive messages through family or friends		
			• makes it clear that the individual should not rush back to work		
			• makes it clear that the company will support the individual during their absence		
			• reassures the individual that their job will be there for them when they return		
• prevents the individual from pushing him/herself too much to return to work					
<b>Once the employee has returned to work, the manager...</b>					
The initial return to work		✓	• gives the individual lighter duties/different jobs during their initial return to work		
			• incorporates a phased return to work for the individual		
			• remains objective when discussing return-to-work adaptations for the individual		
			• explains the return-to-work process/procedures to the individual before they return		
			• explains any changes to the individual's role, responsibilities and work practices		
			• meets the individual on their first day back		
• makes the individual's first weeks back at work as low-stress as possible					

Competency	Sub-competency	Do (✓) Don't (✗)	Examples of manager behaviour	Date	Comments
<b>Once the employee has returned to work, the manager...</b>					
Negative behaviours		✗	• loses patience with the individual when things become difficult		
			• displays aggressive actions		
			• questions the individual's every move		
			• goes against the individual's requests for certain adjustments to be made to their work		
			• makes the individual feel like a nuisance for adding extra work to their schedule		
General behaviour	Managing the team	✓	• asks the individual's permission to keep the team informed on their condition		
			• makes the individual feel like they were missed by the organisation		
			• encourages colleagues to help in the individual's rehabilitation process		
	Open and sensitive approach	✓	• promotes a positive team spirit		
			• regularly communicates with HR/OH and keeps the individual informed		
			• is proactive in arranging regular meetings to discuss the individual's condition and the possible impact on their work		
			• communicates openly		
			• listens to the individual's concerns		
			• understands that, despite looking fine, the individual is still ill		
			• appreciates the individual's wishes		
			• has an open-door policy so the individual can always approach them with any concerns		
			• adapts their approach to be more sensitive towards the individual		
			• allows the individual to maintain a certain level of normality		
			• is quick to respond to the individual via email or telephone when they have a concern		
			• takes responsibility for the individual's rehabilitation		
Legal and procedural knowledge	✓	• acknowledges the impact the individual's illness has on them			
		• remains positive with the individual throughout their rehabilitation			
		• shows awareness of their relevant legal responsibilities			
		✓	• understands the need to make reasonable adjustments by law		
			• follows the correct organisational procedures		