

MANAGING REHABILITATION:

**A COMPETENCY FRAMEWORK FOR MANAGERS TO
SUPPORT RETURN TO WORK**

FULL APPENDICES

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Appendix 1: Manager and employee interview demographics tables

1.1 Employee demographics for the interviews

*SAD= Stress, anxiety and depression

*AD= Anxiety and depression

Participant	Position	Gender	Sector of employment	Condition responsible for absence	View of RTW
1	Employee	Female	Retail	SAD	Success
2	Employee	Female	Health	Back pain	Success
3	Employee	Male	Education	Heart	Success
4	Employee	Female	Education	Cancer	Success
5	Employee	Female	Education	SAD	Success
6	Employee	Male	Factory	Back pain	Success
7	Employee	Male	Local Government	Cancer	Success
8	Employee	Female	Factory	Cancer	Success
9	Employee	Female	Retail	Cancer	Success
10	Employee	Female	Airline	Cancer	Success
11	Employee	Male	Post office	Cancer	Success
12	Employee	Male	Post office	Heart	Success
13	Employee	Male	Marketing	Back pain	Success
14	Employee	Female	Education	Cancer	Success
15	Employee	Female	Manufacturing	Cancer	Success
16	Employee	Male	Engineering	SAD	Success
17	Employee	Male	Health/Education	Heart	Unsuccessful
18	Employee	Female	Consultancy	AD	Unsuccessful
19	Employee	Female	Clerical	Cancer	Unsuccessful
20	Employee	Female	Health	Cancer	Unsuccessful
21	Employee	Female	Charity	Heart	Unsuccessful
22	Employee	Female	Rehabilitation services	Heart	Unsuccessful
23	Employee	Male	Manufacturing	SAD	Unsuccessful
24	Employee	Male	Finance	SAD	Unsuccessful
25	Employee	Female	Government	AD	Unsuccessful
26	Employee	Male	Education	Cancer	Unsuccessful

1.2 Manager demographics for the interviews

Participant	Position	Gender	Sector of employment	Condition managed	View of RTW
1	Manager	Female	Health	Back pain	Success
2	Manager	Female	Local Government	Back pain	Success
3	Manager	Male	Charity	Heart	Success
4	Manager	Male	Marketing	Heart / AD	Success
5	Manager	Female	Airline	Cancer	Success
6	Manager	Female	Local Government	AD	Success
7	Manager	Male	Marketing	AD	Success
8	Manager	Female	Retail	Cancer	Success
9	Manager	Male	Education	Cancer / AD	Success
10	Manager	Male	Electrical company	Cancer	Success
11	Manager	Female	Education	Cancer	Success
12	Manager	Male	Engineering	Heart	Success
13	Manager	Female	Electrical company	SAD	Success
14	Manager	Male	Marketing	Cancer	Success
15	Manager	Female	Finance	SAD	Success
16	Manager	Female	HR provider	Back pain / AD	Unsuccessful
17	Manager	Female	Finance	SAD	Unsuccessful
18	Manager	Male	Education	AD	Unsuccessful
19	Manager	Female	Health	AD	Unsuccessful
20	Manager	Male	Health	Back pain	Unsuccessful

Appendix 2: Manager and employee interview pro formas

2.1 Copy of manager interview pro forma

Research questions:

- 1) What are the behaviours shown by line managers that encourage/ support the return-to-work of an employee after a period of long term sickness absence?
- 2) What are the behaviours shown by line managers that act as a barrier in the return-to-work of an employee after a period of long term sickness absence?
- 3) Who are the other professionals involved in an employee's return-to-work?
- 4) What other guidance is needed for line managers to deal effectively with employees on long term sickness absence and how is this best accessed?

My name is Ben Hicks and I am a Research Associate within the Occupational Psychology Department at Goldsmiths, University of London. Thank you for agreeing to participate in this interview, your input into the research is greatly appreciated and highly valuable.

We have been funded by the British Occupational Health Research Foundation to explore the role of line managers in the return-to-work process of employees who have suffered or who are suffering from long term sickness absence. In particular we are examining the various behaviours a line manager can exhibit that hinder or aid the return-to-work process. The research is supported by the CIPD and the HSE.

The interview will last for approximately 30-40 minutes and I will ask you a number of questions about your role in the organisation, your organisation's return-to-work process, how you manage employees during sickness absence and a number of general questions about improving the return-to-work process. We are keen to understand what works and what needs to be improved so that we can develop comprehensive guidance to support others returning to work.

There is no right or wrong answer. Please speak freely and honestly as we are interested in your opinions and experiences. All information that you provide will be anonymous and completely confidential. We are not reporting on any individual responses and no one at your organisation will be made aware of your answers. With your permission, the interview will be recorded and only the research team will have access to the tapes. If you wish, you may ask me to switch the tape recorder off at any point during the interview.

Finally, any information that is used in feedback reports or academic papers will be presented anonymously. Any personal or sensitive material that could potentially identify you or your organisation will be removed.

I am going to begin by asking you a series of questions about your role in the organisation and your return-to-work process.

Section 1: Manager's role within the organisation

Could you tell me about your role within the organisation...?

- How long have you worked for the organisation?
- How many people do you manage?
- What are your common tasks and responsibilities?

Thank you very much for that. I am now going to continue by asking you some questions relating to your return-to-work system.

Section 2: The return-to-work system

Can you tell me about your return-to-work system (Absence Management system)...?

- How did you learn of the return-to-work process?
- What is your role within this system?
- Who else is involved within the return-to-work process?
- How do you communicate with the HR, OH and GPs and how useful is the information you receive?
- Does your company use 'trigger points' when assessing an employee's absence level?
- Does the approach differ for different illnesses or different groups of employees?

Thank you. I am now going to ask you for a specific example of an employee that you have dealt with through the entire return-to-work process following a period of sickness absence.

Section 3: Critical Incident Technique for the line manager's role in the return-to-work of an employee

Now thinking of a specific employee who has been through long term sickness absence and the return-to-work process, can you tell me...?

- What were they like in their role before they went on sickness absence?
 - How many sick days did they have?
 - Were they productive in the work place?
 - How was your relationship with them? Did you trust them?
- When they first went on sickness absence what did you do?
 - How did you find out about their illness?
 - Did you contact them and at what point?
- While they were off on sickness absence what did you do?
 - How did they manage their illness and their work?
 - Did you maintain regular contact with them during their sickness absence? If no, then why not? Is it not part of your organisation's return-to-work process?
 - Were you in contact with your OH and HR department regarding their sickness absence, or any other medical professionals e.g. GPs?
 - What behaviours did you show that may have encouraged or supported the employee during this period?
 - In retrospect what do you believe you could have done to be more effective in supporting the employee during this period? *[Probe for both practical and behavioural adjustments].*
- When the employee first returned to work, what did you do?
 - What behaviours did you show that supported them through the process?
 - Did the employee require any practical adjustments? How did you help put these in place? Was there a phased or staged return?
 - Were you in contact with your OH and HR department?
 - Did the employee have any difficulties? And what did you do to lessen these? *[Probe for both practical and behavioural adjustments].*
 - How did the rest of the team respond to the returning employee? And what did you do to facilitate/ mitigate this?
 - Were any of your behaviours ineffective in this situation?
 - In retrospect what could you have done that would have been more effective in this period? *[Probe for both practical and behavioural adjustments].*

- Now the employee has fully returned to work, how do you feel they are coping with the job?
 - Do you believe they are fully rehabilitated? If they are not then what do you believe is needed?
 - Do they still perform the same job as they did before or has their role changed?
 - Do you still give them support in their rehabilitation?
 - Are you still in contact with OH and HR departments with regards to their illness?
- Thinking back to how the individual was before their sick leave, how do they compare now?
 - How are they at their job?
 - How is your relationship with them?
 - How is their absence rate now when compared to what it was before?
 - Do you think you could have done anything differently and if so, how would you do it differently next time?

Thank you very much for that. I would like to finish by asking you some questions regarding the roles within your return-to-work process and finally some general questions.

Section 4: Roles and responsibilities

- Who do you think has the primary responsibility for the return-to-work process?
- What role should/ do HR/ OH and you take in the return-to-work process?

Section 5: General

- Where people have successfully returned to work, what do you think is the main reason for this?
- Where they have not successfully returned to work, what do you think is the main reason for this?
- What additional information and support would you like in the return-to-work process?
- What form would be easiest to access this additional information?
- Do you think the current economic climate has affected your organisation's return-to-work process?

Section 6: Guidance tools

Thank you very much for that. Just to let you know, the aim of this research is to identify the behaviours required by line managers to support the effective return-to-work of employees after a period of long term sickness absence. We aim to produce quick-view advice leaflets outlining effective manager behaviours.

- Do you think these will be useful?
- How best do you think they can be implemented and accessed?
- What else would you like to see?

Thank you very much for taking part in this study. Your examples will be very helpful indeed. Do you have any questions?

I will be interviewing 19 other managers who have managed employees on long term sickness absence and 20 employees who have suffered from long term sickness absence. I will collate all of their responses with the aim of drawing out actions for a line manager that are both effective and ineffective in the return-to-work process. This data will then be used to provide guidance for line managers and organisations. If you would be interested, I can send you a summary report of our findings. If any questions come to mind at a later date and you wish to talk about your contribution or the research project in general, then please do not hesitate to contact me.

2.2 Copy of employee interview pro forma

Research questions:

- 1) What are the behaviours shown by line managers that encourage/ support the return-to-work of an employee after a period of long term sickness absence?
- 2) What are the behaviours shown by line managers that act as a barrier in the return-to-work of an employee after a period of long term sickness absence?
- 3) Who are the other professionals involved in an employee's return-to-work?
- 4) What other guidance is needed for line managers to deal effectively with employees on long term sickness absence and how is this best obtained?

My name is Ben Hicks and I am a Research Associate within the Occupational Psychology Department at Goldsmiths, University of London. Thank you for agreeing to participate in this interview, your input into the research is greatly appreciated and highly valuable.

We have been funded by the British Occupational Health Research Foundation to explore the role of a line manager in the return-to-work process of employees who have suffered or who are suffering from long term sickness absence. In particular we are examining the various behaviours a line manager can exhibit that hinder or aid the return-to-work process. The research has also been supported by the CIPD and the HSE.

The interview will last for approximately 30-40 minutes and I will ask you a number of questions about you and your condition, your absence from work, your return to work, your line manager's behaviours and a number of general questions on improving the return-to-work process. We are keen to understand what works and what needs to be improved so that we can develop comprehensive guidance to support others returning to work.

There is no right or wrong answer. Please speak freely and honestly as we are interested in your opinions and experiences. All information that you provide will be anonymous and completely confidential. We are not reporting on any individual responses and no one at your organisation will be made aware of your answers. With your permission, the interview will be recorded and only the research team will have access to the tapes. If you wish, you may ask me to switch the tape recorder off at any point during the interview.

Finally, any information that is used in feedback reports or academic papers will be presented anonymously. Any personal or sensitive material that could potentially identify you or your organisation will be removed.

I am going to begin by asking you a series of questions about your condition and how it affected your health and then explore the issues around your return-to-work and how this was dealt with by your line manager and your organisation.

Section 1: An employee's health condition

Could you tell me about your condition and how it affected your health?

- How long have you had this condition or did you have this condition for?
- How long were you absent from work due to your condition?
- When did you return to work?
- What treatment did you receive and is this ongoing?

Thank you very much for that. I am now going to ask you some questions relating to your work before your absence, during your absence and finally when you returned to work.

Section 2: The return-to-work process

[Keep this section short 5-10 minutes maximum]

Before your absence could you tell me...?

- About your job role? What were the common tasks and responsibilities you performed over the day/ week?
- Did you enjoy your job before the absence?
- How many days absence through illness had you had previously? (possible time scale)

While you were absent with your condition could you tell me...?

- What happened when you first went off?
- What happened whilst you were absent from work?
- Did anyone stay in touch with you while you were off?
- Did you receive any advice about how your condition might affect your work? If so, where did you receive this advice? Was it given to you or did you actively seek it out?

When you first returned to work could you tell me...?

- How did you decide when you were ready to return-to-work? Was this decision influenced by any other factors?
- What happened next/ what did you do?
- Has your job changed since you returned to work?
- Did you return with any work adjustments? How were these organised or put into place?
- If you were phased back in, what happened at the end of this period?
- If you had any concerns, who was the first person you approached at your organisation? Line manager/OH/HR/ work colleagues?

[The following question is optional depending on how long they have been back at work]

3-6 months after your return, could you tell me...?

- Do you feel you have been fully rehabilitated? If not then why not? What factors do you believe prevented this?
- Do you feel your illness still impacts on your work? If so, how? How is this managed and supported?

Thank you for that information. I am now going to ask you to think specifically about your line manager's role and behaviours in your return-to-work and rehabilitation.

Section 3: Critical Incident Technique for the line manager's behaviours

- Thinking of before you went off with your condition could you describe your relationship with your line manager?
- When you first went off with your condition what did your line manager do?
- While you were off with your condition what did your line manager do?
 - Did they contact you and at what point?
 - Did they maintain regular contact with you during your absence?
 - Were they in contact with your OH and HR department?
 - Were there any things that your manager did that were particularly effective/ encouraging during this period?
 - Were there any things that your manager did that were particularly ineffective/ discouraging during this period?
 - How did you respond to this?
 - What could your line manager have done that would have been more effective in this period?

- When you first returned to work what did your line manager do?
 - What actions did they take that supported you through this time?
 - Were they in contact with your OH and HR department?
 - Were any of your manager's behaviours ineffective in this situation?
 - How did you react to this?
 - What could your line manager have done that would have been more effective in this period?

[Try to probe for both the practical adjustments in facilitating the return that the line manager took (including climate, culture) and the behavioural support they gave]

- Now you have returned to work, how is your relationship with your line manager?
 - Did their behaviour change towards you after a certain period of time on your return?
 - How did you respond to this?
 - What behaviours did your line manager exhibit that were effective in your rehabilitation?
 - What behaviours were ineffective?
 - What could your line manager have done that would have been more effective in this period?

Thank you very much for that, we are now approaching the end of the interview. Finally, I would like to ask you some general questions regarding your return-to-work.

Section 4: General questions

- What were the greatest facilitators when you were returning to work?
- What were the biggest barriers/ challenges when you were returning to work?
- Do you think your line manager understood your condition and how it impacted on your work?
- What further information would they need to help them understand?
- How best do you think that they could obtain this information?

Thank you very much for taking part in this study. Your examples will be very helpful indeed. Do you have any questions?

Just to let you know, I will be interviewing 19 other employees who have also experienced long term sickness absence and 20 line managers who have worked with employees on long term sickness absence. I will collate all of their responses with the aim of drawing out all actions by a line manager that are both effective and ineffective in the return-to-work process. This data will then be used to provide guidance for line managers and organisations. If you would be interested, I can send you a summary report of our findings specifically focused on your sector.

If any questions come to mind at a later date and you wish to talk about your contribution or the research project in general, then please do not hesitate to contact me.

Appendix 3: Main findings from the workshops

Data was collected from 78 OH professionals and 64 HR professionals during a series of workshops. In total there were 57 themes identified after all the data had been collated. While this figure is high, many of the themes, although titled differently, had similarities. The most commonly reported themes are summarised below.

Themes:

Communication - Communication appeared to be the emerging dominant theme and one group stated this to be the most important factor in the return-to-work process. The participants suggested that if the manager communicates with the employee at an early stage of their sickness absence and then regularly throughout it, the return-to-work is more likely to be successful. It was agreed that there is a need for good communication between the manager and OH and HR whilst the employee is absent or returning to work.

Emotional and practical support - Participants suggested that as the employee is returning to work, the manager must show both emotional and practical support. If the manager exhibits consideration, empathy and a genuine interest in the well being of the employee, then they are more likely to feel valued and so return to work successfully. In addition to this, it was suggested that the manager should work with OH and HR to plan the return-to-work process and accommodate practical support such as a phased return-to-work, a buddy system or allowing time off to see physiotherapists and counsellors.

Flexibility - Linked closely to practical support is the need for the manager to be flexible in their approach to the returning employee. They must be willing to consider alternative roles and temporary adaptations to the employee's job during their rehabilitation into the workplace.

Manager's knowledge - The manager's knowledge of the return-to-work process and of the employee's condition was considered important. Where the manager could draw upon past experience of the return-to-work process following long term sickness absence, they were able to deal more efficiently with the returning employee. Where the return-to-work was unsuccessful, it was identified that the manager had initially failed to understand and spot the presenting symptoms of the employee's illness and then lacked the knowledge to obtain help from other professionals whilst the employee was returning to work.

Manager and employee relationship - The pre-existing relationship between the manager and the employee was highlighted as playing a role in the return-to-work process. If the manager has a good relationship with the employee before the long term sickness absence, then they are more likely to trust them and so accommodate their needs whilst they are returning to work.

Referral – Finally, the timing of the referral to OH has an impact on the success of the return-to-work process. If the employee is referred quickly to OH in the initial stages of their illness or subsequent long term absence then they are more likely to return-to-work successfully later on.

Appendix 4: Main findings from the interviews

Semi-structured interviews were carried out with 20 line managers and 26 employees, who had been through the return-to-work process following long term sickness absence. The interviews were transcribed and content analysis was used to identify important themes. Twelve themes were agreed and the behaviours were organised under the twelve themes. The themes and example behaviours are shown below:

4.1 Table of themes and example behaviours recorded from the interviews following content analysis

Theme	Examples of positive manager behaviour	Examples of negative manager behaviour
Communication while off	<ul style="list-style-type: none"> • Manager communicated with the employee by telephone or email and asked if he could come around to see them • Manager maintained regular contact from the start through text, calling and face-to-face. Also sent flowers from the company • Stopped the employee becoming isolated by keeping him in contact with work colleagues and team managers so they still felt part of the work environment • Discretely in touch with a close colleague of the employee while he was off to see how the employee was getting on • Manager could have emailed important information to employee so they still felt in touch with the company or made a home visit to update them on business • Manager took a less formal approach and a more human contact with the employee while they were off • Avoided the subject of work when talking to the employee 	<ul style="list-style-type: none"> • Manager only contacted the employee once during their absence with a work related question • Manager gave mixed messages regarding whether the employee could have time off for their condition • Manager packed all of the employee's belongings up and put them in a cabinet without telling them what was happening • The manager could have phoned one of my family members to find out how I was. Could have sent a get well card. Could have shown some interest or acknowledgement that I was critically ill • Manager came round to see the employee once but in more of a business nature rather than caring. They arranged to take the car back and negotiate a settlement package • Manager had no contact at all with the employee while they were off and would not allow them to meet
Reassurance and managing pressure	<ul style="list-style-type: none"> • Manager made clear to the employee that they had to take it at their own pace and that the company would support them • Willingness to give the employee reassurance that their job would not be lost. Made sure they knew their job was still there for them when they felt fit enough to return • Manager guided the employee and stated that if they felt they could not do a job then they were not forced to do it • Manager understood that the employee was keen to return and reined her in so she did not push herself too much • Manager reassured the employee not to feel guilty about missing work 	<ul style="list-style-type: none"> • Manager gave the employee an ultimatum to return and showed no humanity • Manager put extra pressure on the employee to finish all their work before they went for their operation. The deadline for the work was brought forward so they had to complete it earlier • Manager asked the employee to step aside in their role to allow someone else to take over. Marginalised her • Manager gave the employee no reassurance of what it would be like when she returned so she could not prepare herself mentally for her return

Managing external links	<ul style="list-style-type: none"> • Manager did all the communicating with HR and kept the employee informed • Manager sought advice from higher colleagues as to what should be done with the employee once they felt they had done everything to help her • Manager gave the employee counselling numbers to call • Manager arranged for a meeting between them, the employee, OH, HR and the higher manager to ascertain what the employee was capable of doing and what roles they could take up when they returned • Manager kept in contact with GP regarding the employee absence • Manager in touch with HR and OH during the employee's rehabilitation to check that everything was being done correctly 	<ul style="list-style-type: none"> • Manager could have linked employee earlier to other agencies that deal with depression • Manager could have asked the heart consultant if the employee could have carried out any extra hours • Manager and HR did not follow the correct procedures • Manager not contact HR or OH
Managing the team	<ul style="list-style-type: none"> • Manager kept the team informed with the employee's permission. This prevented other people from ringing the employee and hassling her while she was off • Manager respected the employee's confidentiality and did not discuss their situation with people in the work place • Manager made sure the team was aware of the employee RTW programme • Manager organised a card that was signed by the whole team while the employee was absent • Manager had to mitigate a poor team spirit towards the employee when the team believed she was not pulling her weight • Manager let a colleague swap her shifts so she could be with the employee when they went for chemotherapy 	<ul style="list-style-type: none"> • Manager could have discussed the rehabilitation plan with colleagues and let them know how long it was going to take • Manager did very little to mitigate some of the resentment that the team members felt towards the employee for taking so much time off
Managing organisational pressures	<ul style="list-style-type: none"> • Encouraging senior management to contact the employee • Brings in additional resources (such as temporary staff) when necessary • Manager reallocated employee work while they were off • Manager allowed reduction in targets for the employee when they were returning • Manager explained the company perspective to the employee regarding what had gone on during the RTW 	<ul style="list-style-type: none"> • Manager sometimes forgot about the employee health as was too concerned with the targets they had to meet
Managing the initial return	<ul style="list-style-type: none"> • Manager explained the RTW process to the employee before they returned to work • Manager had the director of the company come in and welcome the 	<ul style="list-style-type: none"> • Manager would have taken the employee to a more friendly and informal location before they returned to work

	<ul style="list-style-type: none"> employee back when they returned When the employee first returned the manager treated them as a new employee by showing her the new procedures and fire drills Manager made the employee feel like she had been missed by putting up banners and creating a party like atmosphere on her return 	
Active monitoring	<ul style="list-style-type: none"> Manager proactive in arranging regular informal meetings with the employee to see how they were coping with the work since their return and if there was anything he could help with Manager gave the employee one-to-one sessions to check that they were ok during their rehabilitation Manager checks with the employee what jobs they think they can do and then allows them to do the job if they feel capable Manager arranged a review with the employee at the end of each week to see how they were coping with the work and how their condition was 	<ul style="list-style-type: none"> Manager passed off all responsibility for the employee Manager held rush meetings with the employee which made them feel unimportant and a nuisance by adding extra work for the manager Manager asked too much how the employee was and this got on her 'wick' Manager should have monitored the employee's work load more closely in order to pick up on the fact that she was not coping with it once she had returned
Making flexible adjustments	<ul style="list-style-type: none"> Manager allows the employee to work flexy time, so they can go home early when they feel ill and then make the hours up at a later date Phased RTW allowed to go on for as long as the employee needed it Manager allowed the employee to take more breaks while they were working Allowed the employee to carry out light duties at first to gain an understanding of how the business had changed while they had been away Manager remained objective while they were discussing RTW adaptations Manager allowed employee to choose what days they would like to work and left it up to them as to when they increased hours 	<ul style="list-style-type: none"> Manager could have been more flexible with the employee when they were returning and given them different jobs Manager did not like the fact that they could not control the hours the employee worked or the treatment and how it effected them The employee had to return on a 40 hour week Manager goes against the employees requests to work in the office and makes them work at home Manager increases the stress level for the employee when she returns by giving her more hours and inexperienced people to manage
Understanding the condition	<ul style="list-style-type: none"> Manager asked if the employee wanted to keep her condition secret or whether they could let her work colleagues know Manager listened to people who knew more about the condition and situation then himself Manager accepted the situation and the lack of control the employee had over their condition Manager remained positive, upbeat and understood the anxiety the employee had regarding their condition Manager sought out information on the employee's condition so he could understand it better 	<ul style="list-style-type: none"> Now the employee is back the manager does not acknowledge the gravity of the illness and how it effects the employee's work Manager could have picked up the warning signs before the illness Manager not understand that the employee was tired despite appearing well and so failed to make work adjustments for this Manager lost patience with the employee when the RTW was difficult Manager not understand the employee wants to maintain a certain level of normality and keep her hand in some of the work Manager showed lack of understanding

		and concern of how much the employee's condition effected them both emotionally and physically
Adapting management style to the employee	<ul style="list-style-type: none"> • Manager appreciated if the employee wanted to be left alone and if they needed to speak to her then they could just go up to her anytime or phone. Left entirely up to the employee • Manager needs to understand that they may have to bend the rules at some points to help the employee. Take into account the employee's issues and not always stick to the rules if they are not beneficial for the employee • Manager aware of his body shape when addressing the employee and how he sits when he is with the employee • Manager changed his usual direct approach to a sensitive one when dealing with the employee as they were very sensitive and may have taken things the wrong way • Manager understood and took onboard the employee's personality and the job role they have in the organisation 	<ul style="list-style-type: none"> • Manager unsure what to say to the employee and so became overnice to him • Manager overcautious with the employee when they first returned to work • Manager not understand that if she built a relationship with the employee then they would give 150% effort
Approachability	<ul style="list-style-type: none"> • Manager had an open door policy so the employee could come in and tell him about their illness and any troubles they had • Encouraged an open, honest and amicable relationship with the employee • Manager quick to respond by email or phone when the employee had a concern • Manager allowed the employee to contact him on the telephone if they wanted to and to come into the office to alleviate boredom while they were off 	<ul style="list-style-type: none"> • Manager secretive and suspicious in the way they conducted themselves • Displays aggressive actions • Delivers reasonable questions in a very questioning manner • When the employee returned the manager's door was closed and they refused to talk
Showing genuine concern	<ul style="list-style-type: none"> • Manager offered the employee plenty of encouragement and contact so they were not made to feel like they were on their own • Manager encouraged employee to use staff support service 	<ul style="list-style-type: none"> • Manager and organisation seen as negligent because there was no interest, no contact, nothing. There was no response to the fact that they'd been told that I was critically ill and potentially wasn't going to survive, let alone come back to work. • Showed a lack of caring • Manager was devious and lacked any sympathy for the employee • Manager followed the culture of the organisation and did not believe the employee when they said they were ill

Appendix 5: Regression analyses for the Full Competency Measure for Managers to Support Return to Work and the return to work outcomes

*5.1 Stepwise regression analysis on **length of absence** and the total employee sample at Time 1 using the Manager Competency Measure*

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Length of absence						
Model 1						
Control:						
Education level	.172	.030	.026	8.211**	.030	.172**

*5.2 Stepwise regression analysis on **well being** and the total employee sample at Time 1 using the Manager Competency Measure*

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Well being						
Model 1						
Control:						
Gender	.188	.035	.032	9.902**	.035	
Model 2						
Control:						
Gender						
Type of org	.230	.053	.046	7.519**	.018	
Model 3						
Control:						
Gender						-.180**
Type of org						-.107 (ns)
Competency Measure	.357	.128	.118	13.072***	.075	-.275***

*5.3 Stepwise regression analysis on **psychological distress** and the total employee sample at Time 1 using the Manager Competency Measure*

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Psych Distress						
Model 1						
Control:						
Age	.156	.024	.020	6.238*	.024	
Model 2						
Control:						
Age						-.157*
Competency Measure	.237	.056	.048	7.412**	.032	-.178**

*5.4 Stepwise regression analysis on **perceived physical work limitations** and the total employee sample at Time 1 using the Manager Competency Measure*

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Physical work limitation						
Model 1						
Control:						
	.200	.040	.036	10.472**	.040	

Salary Model 2							
Salary Competency Measure	.319	.102	.095	14.159***	.062		-.184** -.249***

5.5 Stepwise regression analysis on **perceived time management limitations** and the total employee sample at Time 1 using the Manager Competency Measure

Variable: Time management limitation	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Model 1 Control:	.182	.033	.029	9.096**	.033	
Salary Model 2 Salary Competency Measure	.287	.083	.076	11.973***	.050	-.171** -.223***

5.6 Stepwise regression analysis on **perceived mental workload limitations** and the total employee sample at Time 1 using the Manager Competency Measure

Variable: Mental workload limitations	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Model 1 Control:	.179	.032	.028	8.728**	.032	
Salary Model 2 Salary Competency Measure	.244	.060	.053	8.388***	.028	-.168** -.167**

5.7 Stepwise regression analysis on **perceived output limitations** and the total employee sample at Time 1 using the Manager Competency Measure

Variable: Output limitations	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Model 1 Competency Measure	.278	.077	.074	22.758***	.077	-.278***

5.8 Stepwise regression analysis on **perceived production lost** and the total employee sample at Time 1 using the Manager Competency Measure

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Production lost						
Model 1						
Control: Salary	.200	.040	.036	10.031**	.040	
Model 2						
Salary Competency Measure	.340	.116	.108	15.779***	.076	-.178** -.277***

5.9 Stepwise regression analysis on **PA** and the total employee sample at Time 1 using the Manager Competency Measure

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
PA						
Model 1						
Control: Salary	.208	.043	.040	12.270**	.043	
Model 2						
Salary Competency Measure	.316	.100	.093	15.003***	.057	.196** .238***

5.10 Stepwise regression analysis on **NA** and the total employee sample at Time 1 using the Manager Competency Measure

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
NA						
Model 1						
Control: Gender	.189	.036	.032	10.222**	.036	
Model 2						
Gender Salary	.222	.049	.042	7.155**	.014	
Model 3						
Gender Salary Competency Measure	.373	.139	.130	14.826***	.090	-.154** -.111(ns) -.300***

5.11 Stepwise regression analysis on **job performance** and the total employee sample at Time 1 using the Manager Competency Measure

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Job performance						
Model 1						
Competency Measure	.168	.028	.025	8.125**	.028	.168**

5.12 Stepwise regression analysis on **job satisfaction** and the total employee sample at Time 1 using the Manager Competency Measure

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Job satisfaction						
Model 1						
Control: Emp in org	.178	.032	.028	9.025**	.032	
Model 2						
Emp in org	.230	.053	.046	7.667**	.021	
Salary						
Model 3						
Emp in org						
Salary	.275	.075	.065	7.451***	.023	
Gender						
Model 4						
Emp in org						-.167**
Salary						.175**
Gender	.445	.198	.187	16.876***	.123	-.155**
Competency Measure						.351***

Appendix 6: Regression analyses for the Four Competencies from the Measure for Managers to Support Return to Work and the return to work outcomes

*6.1 Stepwise regression analysis on **length of absence** and the total employee sample at Time 1 using the four manager competencies*

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Length of absence						
Model 1						
Control:						
Education	.172	.030	.026	8.211**	.030	
Model 2						
Education						
GMB	.214	.046	.039	6.398**	.016	
Model 3						
Education						.155**
GMB						-.345**
Initial RTW	.262	.069	.058	6.532***	.023	.265*

*6.2 Stepwise regression analysis on **well being** and the total employee sample at Time 1 using the four manager competencies*

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Well being						
Model 1						
Control:						
Gender	.188	.035	.032	9.902**	.035	
Model 2						
Gender						
Type of org	.230	.053	.046	7.519**	.018	
Model 3						
Gender						
Type of org						
While off	.369	.136	.126	14.052***	.083	
Model 4						
Gender						-.173**
Type of org						-.114*
While off						-.173*
Negative beh	.388	.150	.138	11.809***	.014	-.167*

*6.3 Stepwise regression analysis on **psychological distress** and the total employee sample at Time 1 using the four manager competencies*

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Psych distress						
Model 1						
Control:						
Age	.156	.024	.020	6.238*	.024	
Model 2						
Age						-.158**
Negative beh	.276	.076	.069	10.320***	.052	-.228***

6.4 Stepwise regression analysis on **perceived physical limitations** and the total employee sample at Time 1 using the four manager competencies

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Physical limitations						
Model 1						
Control:	.200	.040	.036	10.472**	.040	
Salary						
Model 2						
Salary						-.179**
While off	.329	.108	.101	15.135***	.068	-.262***

6.5 Stepwise regression analysis on **perceived time management limitations** and the total employee sample at Time 1 using the four manager competencies

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Time management limitations						
Model 1						
Control:	.182	.033	.029	9.096**	.033	
Salary						
Model 2						
Salary						-.164**
While off	.314	.099	.092	14.586***	.066	-.257***

6.6 Stepwise regression analysis on **perceived mental limitations** and the total employee sample at Time 1 using the four manager competencies

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Mental limitations						
Model 1						
Control:	.179	.032	.028	8.728**	.032	
Salary						
Model 2						
Salary						-.157**
Negative beh	.286	.082	.075	11.800***	.050	-.225***

6.7 Stepwise regression analysis on **perceived mental limitations** and the total employee sample at Time 1 using the four manager competencies without any controls added

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Mental limitations						
Model 1						
Negative beh	.246	.060	.057	17.546***	.060	
Model 2						
Negative beh						
Initial RTW	.274	.075	.068	11.002***	.014	
Model 3						
Negative beh						-.225**
Initial RTW						.267**
While off	.315	.099	.089	9.931***	.024	-.252**

6.8 Stepwise regression analysis on **perceived output limitations** and the total employee sample at Time 1 using the four manager competencies

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Output limitations						
Model 1						
Negative beh	.335	.112	.109	34.332***	.112	-.335***

6.9 Stepwise regression analysis on **perceived production lost** and the total employee sample at Time 1 using the four manager competencies

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Production lost						
Model 1						
Control:	.200	.040	.036	10.031**	.040	
Salary						
Model 2						
Salary						-.160**
Negative beh	.391	.153	.146	21.699***	.113	-.338***

6.10 Stepwise regression analysis on **PA** and the total employee sample at Time 1 using the four manager competencies

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
PA						
Model 1						
Control:	.208	.043	.040	12.270**	.043	
Salary						
Model 2						
Salary						.190**
While off	.336	.113	.107	17.272***	.070	.265***

6.11 Stepwise regression analysis on **NA** and the total employee sample at Time 1 using the four manager competencies

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
NA						
Model 1						
Control:						
Gender	.189	.036	.032	10.222**	.036	
Model 2						
Gender						
Salary	.222	.049	.042	7.155**	.014	
Model 3						
Gender						
Salary						
Negative beh	.400	.160	.151	17.475***	.111	
Model 4						
Gender						
Salary						
Negative beh						
While off	.418	.175	.163	14.486***	.014	
Model 5						

Gender							-.147**
Salary							-.085(ns)
Negative be							-.245**
While off							-.272**
Initial RTW	.433	.187	.172	12.590***	.013		.169*

6.12 Stepwise regression analysis on **job performance** and the total employee sample at Time 1 using the four manager competencies

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Job performance						
Model 1						
While off	.191	.037	.033	10.618**	.037	.191**

6.13 Stepwise regression analysis on **job satisfaction** and the total employee sample at Time 1 using the four manager competencies

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Job satisfaction						
Model 1						
Control:	.178	.032	.028	9.025**	.032	
Emp in org						
Model 2						
Emp in org						
Salary	.230	.053	.046	7.667**	.021	
Model 3						
Emp in org						
Salary						
Gender	.275	.075	.065	7.451***	.023	
Model 4						
Emp in org						-.172**
Salary						.172**
Gender						-.156**
GMB	.446	.199	.187	16.941***	.123	.352***

These regression tables correspond to Table 9 of the main report

Appendix 7: Regression analyses for the Four Competencies from the Measure for Managers to Support Return to Work (Time 1) and the return to work outcomes (Time 2)

7.1 Stepwise regression analysis on **well-being** of the employee at Time 2 and the line managers' behaviours at Time 1 using the four manager competencies

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Well-being						
Model 1						
Negative beh	.198	.039	.029	4.024*	.039	-.198*

7.2 Stepwise regression analysis on **perceived physical limitations** of the employee at Time 2 and the line managers' behaviours at Time 1 using the four manager competencies

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Physical limitations						
Model 1						
Control:	.222	.049	.039	5.112*	.049	
Emp in org						
Model 2						
Emp in org	.309	.095	.077	5.155**	.046	-.165(ns)
Negative beh						-.222*

7.3 Stepwise regression analysis on **job satisfaction** of the employee at Time 2 and the line managers' behaviours at Time 1 using the four manager competencies

Variable:	R	R2	Adjusted R2	F value	R2 change	Standardised Beta
Job satisfaction						
Model 1						
While off	.340	.115	.106	12.662**	.115	.340**

These regression tables correspond to Table 12 of the main report

Appendix 8: Summary of Line Manager responses at Time Two

Due to the low response rate at time two, it was not possible to conduct any meaningful analysis of the manager data. A summary of responses from the 31 managers is provided below:

- Managers worked in healthcare (15%), education (40%), Information Technology (40%) and local government (15%).
- The majority of managers reported managing employees returning from stress, anxiety or depression (50%), while fewer had managed employees returning from cancer (20%), backpain (20%) and heart disease (4%).
- Managers reported that the employee had returned with shorter working hours (72%) and reduced job tasks (69%), no other adjustments were noted.
- All managers reported that the employees return had been mostly or very successful.
- Only 28% of managers had received training in absence management.
- 78% of managers believed themselves to be primarily responsible for the employees return.