

# MANAGING A RETURN TO WORK AFTER LONG-TERM ABSENCE

Guidance for line  
managers

**Guide**  
June 2021

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The CIPD is the professional body for HR and people development. The registered charity champions better work and working lives and has been setting the benchmark for excellence in people and organisation development for more than 100 years. It has more than 150,000 members across the world, provides thought leadership through independent research on the world of work, and offers professional training and accreditation for those working in HR and learning and development.



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## Introduction to the line manager support materials

Managers play a vital role in determining the health, wellbeing and engagement of their team. They also play an essential part in managing particular people management issues that arise in their team, such as bereavement, conflict, sickness absence and mental health problems, which can have a negative impact on employee health, wellbeing and engagement if not well managed.

CIPD research identified five key behavioural areas that are important for line managers to support the health, wellbeing and engagement of those who work for them:



Being open, fair and consistent



Handling conflict and people management issues



Providing knowledge, clarity and guidance



Building and sustaining relationships



Supporting development

A line manager's behaviour and the culture they create in their team is the biggest influence on an employee's work experience. Capability in these five behavioural areas, underpinned by an attitude of care, respect, compassion, wisdom and kindness, is vital for line managers to manage the health, wellbeing and engagement of their team. Such capability will also provide the foundation for line managers to manage particular people management issues and will enable managers to take a positive approach, recognise employee needs in these situations and manage them in ways that are sensitive, supportive and inclusive.

The CIPD has created a range of support materials to help you adopt a management approach that supports good health, wellbeing and engagement in your team by helping you explore and develop your management capability. Designed for anyone who manages people, the guidance and exercises are quick and easy to use. They can help you save time and get better results by managing people well – all of which is good for your own wellbeing as well as that of your team.

To build on these resources, the CIPD has also created a series of guides focusing on specific areas of people management that aim to support managers in dealing with particular people management issues. Each of these guides provides practical information and advice relevant to that particular people management issue, as well as linking it to the approach covered in the support materials. The intention is that managers use the five key behavioural areas as the basis for managing all the issues, and draw on specific relevant behaviours from within the framework to help with the particular issue in question. Look out for the icons to understand which of the behaviours is particularly relevant to the issues being discussed. You can then refer back to the exercises to develop these behaviours further.



## 1 Bupa viewpoint

### **Line managers are key to a successful and sustained return to work after sickness absence**

Line manager support and engagement with the return-to-work process has consistently been found to be the most effective way of reducing both long- and short-term sickness absence. [Studies](#) over recent years have consistently demonstrated this.

For long-term sickness absence, line managers have a crucial role to play in maintaining regular contact with the employee concerned, and to initiate any intervention and support options that would expedite the employee's return to work. As a line manager knows and works closely with the employee, they are in a unique position to provide support.

An employee's relationship with their line manager is probably the most important relationship in the workplace. A supportive relationship between employees and their line manager fosters better health and wellbeing outcomes following periods of long-term absence.

It is key that a line manager is able to show empathy, understanding, concern and consideration for all employees in their team and maintain these relationships while the employee is out of the business with long-term absence. Once the employee returns to work, it's vitally important that the line manager is able to support their needs and help the employee adjust to being back at work.

The most common reasons why employees take a long-term leave of absence include mental ill health, musculoskeletal conditions and stress. Line managers have a role to play in supporting a return to work from any type of absence, but must be mindful of the considerations required for these specific types of absence.

The role of line managers in employees' mental health support is being recognised by more and more employers. According to [employee wellbeing research](#) carried out by REBA in 2020, 61% of employers offered mental health training for line managers in 2020, compared with 48% in 2019. Line managers are employers' main support base, and equipping them with tools and knowledge to assist with mental health forms a first line of defence to foster early intervention.

This support, however, needs to go beyond mental health. The other main causes for long-term absences need to be tackled in the same way. For employees who have long-term absence due to musculoskeletal conditions, line manager support is essential, making sure the employee has the right equipment and making the necessary adjustments to help them feel comfortable returning to work.

Stress has a huge impact on the workplace; in particular over the last year we've seen levels of stress rise. It's the line manager's role, as the employee returns from long-term absence, to support with their workload and reduce pressures.

Line managers are employers' main support base, and equipping them with tools and knowledge to assist with mental health forms a first line of defence to foster early intervention.

As we move out of the COVID-19 pandemic and understand the impact it has had on our workforce, it is important that line managers are able to identify and support employees where they may be struggling. The role of the line manager is crucial in supporting an effective return to work, benefiting the employee, their team and the organisation.



**Alaana Woods,**  
Bupa Health Clinics



## 2 Introduction to this guide

Managing sickness absence is an inevitable part of a line manager's role. Hopefully, most of the absences you encounter will be short term; however, you may also have to manage long-term absences in your team. Research shows that employees are more likely to return to work safely and productively following long-term sickness absence if they are well supported during their absence and on their return, so how you manage these situations will make a difference to whether the individual returns effectively and sustainably to work.

Long-term absence is typically defined as four weeks or more of continuous absence. According to the CIPD's 2021 *Health and Wellbeing at Work* report, the most prevalent conditions responsible for long-term absence are:

- mental ill health (such as clinical depression and anxiety)
- musculoskeletal conditions (such as neck strain and repetitive strain injury, including back pain)
- stress
- acute medical conditions.

Since the advent of the COVID-19 pandemic, there has been an increased focus on long-term absence, including the impact of the condition 'long COVID' (see more below).

This guide is designed to support you, as a line manager, to manage instances of long-term absence in your team, drawing on the line manager behaviours identified by CIPD research as important to support team health, wellbeing and engagement. In particular, the key behavioural areas which will assist you in managing this issue are:



**Building and sustaining relationships**, including showing empathy, concern and consideration for all employees, taking an interest in them as individuals and offering opportunities for people to speak to you one-to-one. Having good relationships with all your team members prior to any absence, maintaining that during an absence and continuing it when someone returns is important for managing absence in a way that is constructive for the absent/returning person and the rest of the team.



**Providing knowledge, clarity and guidance**, including giving advice and guidance if an absent/returning employee needs it – for example, around a phased return-to-work process and adjustments that can be made to their work – and following through on any action you agree to take. This behavioural area also includes providing clarity about your own and the returning employee's roles and your expectations of them on their return.



**Being open, fair and consistent**, which will help you bring respect and openness, consistency, kindness and fairness to managing both the person who is absent and the rest of the team, even when you are under pressure yourself. This also includes being positive and appreciative of team members.

Exercises 1, 2, 4 and 5 in the line manager support materials offer advice on how to develop these behaviours.



## 3 Why we need to tackle long-term sickness absence

Absence is a persistent problem for organisations and presents a major public health and economic concern. The following statistics illustrate the problem at a national level:

- In 2020, 118.6 million working days were lost due to sickness or injury in the UK.
- New cases of ill health alone were estimated to cost Britain £10.6 billion in 2020, the equivalent of £19,000 per case.
- 16,400 workers permanently withdraw from the labour market each year as a result of a workplace injury or work-related ill health, many of whom may have stayed in work with better support. This is a significant loss of talent, skills, knowledge and training investment to organisations.

Within your team, long-term absence of one team member can have a knock-on impact on other team members, affecting their workload, motivation, engagement and wellbeing. As the line manager, you can help an employee have a fair and supported return to work and ensure that they stay in work after their return. A well-managed return to work also decreases the likelihood of the returning team member claiming unfair dismissal or discrimination, which often causes distress, cost and an increased workload for all involved.

Work is good for health and can help individuals have a sense of meaning and purpose as well as meeting their financial needs. For someone who has been off sick for a long period, returning to work represents a return to a sense of normality and restores an individual's identity, which can lead to an increase in self-respect, self-esteem, mental wellbeing and social inclusion. A poorly managed return to work can contribute to relapse, further absence and, in some cases, that person stopping work altogether. Thus, a timely, well-supported and well-managed return-to-work process can be the difference between someone staying in and thriving at work, and exiting work. The impact extends beyond the individual to their colleagues, family and friends.

### The impact of long COVID

The COVID-19 pandemic has had a significant impact on absence management, not least in the emergence of what has been dubbed 'long COVID'. NICE defines post-COVID syndrome or long COVID as '*signs and symptoms that develop during or following an infection consistent with COVID-19 which continue for more than 12 weeks and are not explained by an alternative diagnosis*'.

We are still learning about the impact of long COVID, but we have learned that:

- One in five people experience symptoms lasting between 5 and 12 weeks.
- One in ten people experience symptoms after 12 weeks or longer.
- Symptoms vary between individuals, are overlapping and affect multiple systems in the body. The most common symptoms include fatigue, breathlessness, muscle and joint pain, chest pain and mental health concerns, among others.
- Symptoms are unpredictable and fluctuate over time, characterised by periods of recovery and sudden relapse (sometimes with new or different symptoms).
- Recovery can be slow and the fluctuation of symptoms means that employees often need to increase their activity and work slowly over time. This means some employees may need work adjustments or job modifications (including reduced hours or flexible work) over many months.



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Sadly, more and more people are facing a long recovery from this new syndrome, meaning there is more need than ever before to ensure that those who need work adjustments or job modifications (including reduced hours or flexible work) are able to access them to facilitate a return to work.

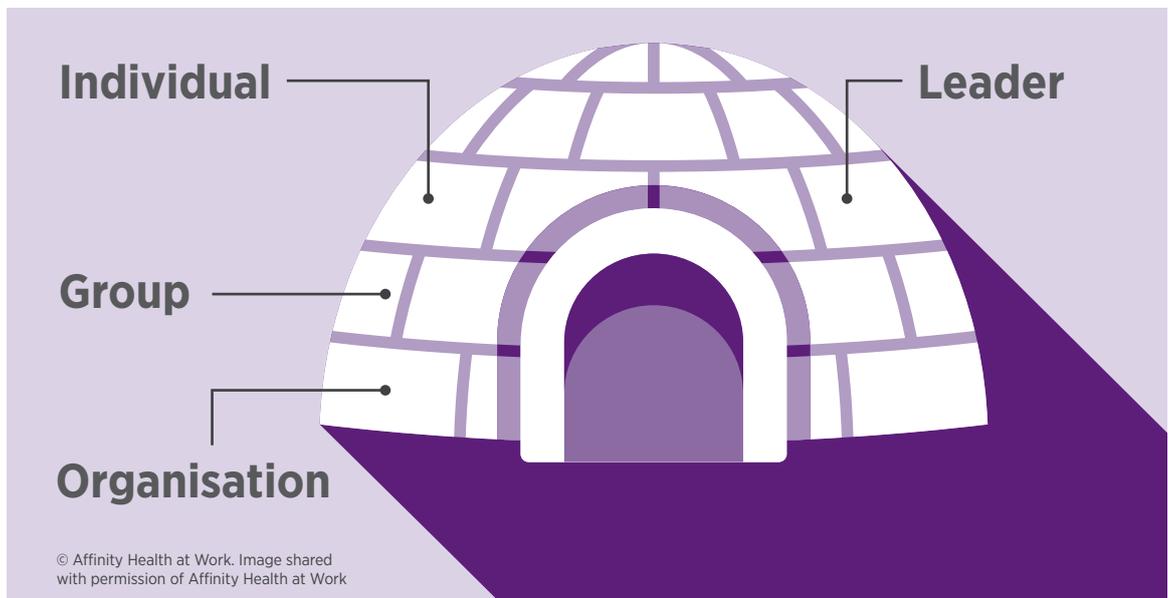


As with any fluctuating long-term condition, it will be important when managing someone who is suffering from long COVID to take a flexible, individualised and compassionate approach. This relates closely to the behavioural area **Building and sustaining relationships**. [Exercise 5](#) in the line manager support materials offers advice on how to develop these behaviours.

## 4 Shared responsibility for supporting returning employees

Everyone has a role to play in managing long-term absence. When we are unwell, we need other people to help us recover and return to work. No one can do it on their own. The [IGLOo framework for sustainable return to work](#), developed by the University of Sheffield and Affinity Health at Work, outlines the different resources that can support a return to work at individual, group, line manager and organisation levels. As a line manager, you can play a role in ensuring that resources at all these levels are mobilised to support a member of your team who is returning to work.

### IGLOo framework for sustainable return to work



#### Individuals

- It is important that a returning employee prioritises self-care and takes appropriate responsibility to manage their condition. This includes developing an understanding of their condition and how best to manage the symptoms.
- Returning employees may need support to develop their ability to manage their condition effectively, for example in areas of self-management strategies, resilience and confidence in their ability to manage their work and health.



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As their line manager, you may be in a position to help a team member develop relevant abilities. This relates to the behaviour area **Supporting development**, though the focus in this case is likely to be on individual capacity development, rather than career development. Look at [Exercise 6](#) for advice on how to develop this area.

### Groups

- Friends, family and colleagues play a vital role in supporting absent and returning employees. They help them to stay connected, retain their identity and feel valued by offering non-judgemental support and understanding.
- Returning employees are best able to stay in and thrive at work when their colleagues support them through providing feedback on tasks, helping when completing challenging tasks and treating them as the person they were before their absence.
- As the returning employee's line manager, you will need to agree with them what information about their absence and condition they would like to be shared, how their return-to-work plan will be communicated and how they would like the team to support them. This helps to avoid unnecessary misunderstandings and uncertainty for the returning employee and their colleagues.



As a line manager, you have a role in enabling this group-level support to happen, wherever possible, in the workplace. This relates to the behaviour area **Providing knowledge, clarity and guidance**. Look at [Exercise 4](#) for advice on how to develop this area.

### Line managers

- Evidence shows that line managers have a significant impact on successful return to work: what you do and how you behave can affect whether the returner is able to return to and stay in work.
- As a line manager, you are:
  - often the employee's first contact point
  - responsible for the day-to-day management of the employee on their return
  - key to providing access to work adjustments and the implementation of job modifications on return and in the long term.
- In addition, as a line manager, your behaviour will have an important impact on the working environment to which your team member returns: for example, you can:
  - influence employees' exposure to factors in the workplace that can increase or decrease the pressure on team members (for example work demands, control, and so on) and these are likely to be felt more keenly by those returning following a period away from the workplace
  - (often unintentionally) behave in ways that cause the employee stress or anxiety, particularly in those who are vulnerable returning after a period of sickness absence.

It is important to recognise that you do not necessarily need to be knowledgeable about the person's health condition. It is more important to show good people management skills, including sensitivity, empathy and understanding for the individual.



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All the line manager behaviours identified by the [CIPD research](#) mentioned above will help you manage return to work and prevent and reduce stress for returning team members. The behavioural areas that are particularly important in this context are:



**Building and sustaining relationships.** [Exercise 5](#) in the line manager support materials offers advice on how to develop these behaviours.



**Being open, fair and consistent.** [Exercise 1](#) and [Exercise 2](#) in the line manager support materials offer advice on how to develop these behaviours.



**Providing knowledge, clarity and guidance.** [Exercise 4](#) in the line manager support materials offers advice on how to develop these behaviours.

### Organisations

- Organisational policies can help or hinder a return to work in the way that they are designed and implemented. Advice and guidance from HR professionals within the organisation can help make sure that processes and procedures are fair and are designed to prevent discrimination.
- Work-focused counselling has been found to improve employees' ability to return to and stay in work following absence. While counselling is typically seen as relevant for people with mental ill health, it can be useful for people with other conditions. Mental health can often deteriorate as a result of the symptoms or impact of illness, for instance when there are changes in someone's capacity and sense of identity, or when they are faced with the uncertainty of living with a new or fluctuating illness.
- Organisations may also provide access to services from other specialist professionals such as occupational health (medical professionals who specialise in health and work), who can generate an individualised recovery and rehabilitation plan and ensure relevant medical investigations have been performed. Other professionals such as vocational rehabilitation practitioners and occupational therapists can provide specialist support depending on the condition and employee's needs.

As a line manager, it is important that you understand your organisation's policies and processes so that you can navigate them and help your team members do so too. Make sure that you understand the approach your organisation takes to long-term sickness absence and any adjustments that have been made to policies and processes in light of the COVID-19 pandemic and long COVID.

The Society of Occupational Medicine, with input from the CIPD and other organisations, has produced [a guide for employees recovering from COVID-19, as well as a guide for employees \(with information on long COVID\)](#).



You also need to ensure that you and your team members access the relevant organisational support. This relates closely to the element of seeking support for yourself and your team within the behaviour area **Handling conflict and people management issues**. Look at [Exercise 3](#) for advice on how to develop this area.



## 5 Navigating the key steps on the return-to-work journey

Return to work is often managed as if it is a one-off event, but in reality it is a (sometimes long and unpredictable) journey. How employees felt about their work before their absence, and how they are communicated with and whether they feel valued during their absence, all play a role in their return. How employees are managed during their initial return and supported on an ongoing basis has a direct impact on their ability to stay in work.

The following are the key steps to managing an effective return to work:

### 1 Maintain communication while the person is absent

Every situation is different, but maintaining contact can help the absent employee feel valued and help you plan ahead. Furthermore, contact at this stage may help relieve the employee's anxiety about returning to work, thereby addressing one of the barriers to return.

- Agree how and when you will keep in touch. For example, 'We would like to keep in touch while you are absent from work. *Please let us know who you would like to be your point of contact (HR, manager, trusted colleague), how often (bi-weekly, monthly) and what mode (phone, email, text, letter) you prefer.*'
- Remind the employee of any support available from the organisation (for example employee assistance provider or occupational health service).
- Focus on them as an individual, not the work that they have left open. For example, 'How are you? We are missing you/thinking of you,' rather than, 'We wondered where you had put x?' or 'This project has really been left in the lurch. We are struggling without you.'
- Give them permission to rest and recover. Guilt is a common experience and it can prevent people from focusing on their recovery. Make sure your employee knows they can do what they need to do to get better – this may be a walk in the park, lunch with a friend, a swim.
- Keep them in the loop about work issues if/when appropriate.

### 2 Prepare for a return to work

Taking time to prepare for the return to work can help to anticipate challenges and avoid unnecessary struggle.

- Put yourself in the employee's shoes: how would you feel if you had been seriously unwell and absent from the daily routines of work?
- Consider the possible adjustments and job modifications that could be accommodated to help the employee. While there are some things we cannot change about work, there are some things that can be easily adjusted, at least in the short term, to help employees. Most adjustments cost little or nothing to implement; they just require some time to make a change in a process or task. (See the [resources section](#) for sources of further information.)
- Explore how to provide the employee with a phased return to work, not expecting them to return to doing the entirety of the job from day one of their return. Think about how both the hours and the content of their job can be reduced on their initial return and then gradually increased over time as they adjust to being back in work.
- Consider the impact on the team: how has the employee's absence impacted the team and their workload? How can the requirements of the returning employee and the needs of the team be balanced?
- Reflect on whether your behaviour will provide a supportive environment for the returning employee. To gain insight into your management capability, you can complete



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the [quiz](#) and then use the [step-by-step guidance](#) that are part of the CIPD support materials to help you develop your capability.

- Seek help, guidance and training for yourself if you do not feel confident in managing the return-to-work process.
- Support your team member in their planning of a phased and flexible return. Help them to:
  - Reflect on how their health might impact their ability to do their job, including considering the commute and breaks. Encourage them to walk through the day in their mind and identify any concerns that need further discussion or clarification.
  - Write down what they feel able to do now, and what tasks or roles they may need to build confidence in (for example, a teacher may feel ready to teach a class and mark work, but may not feel ready to lead an assembly or manage playground duties).
  - Let you know of any adjustments or job modifications that might be helpful in their initial return.
  - Think about whether they would benefit from developing or refreshing any skills to equip them to do their job after having been away from work.
- Consider whether the individual requires medical clearance before returning to work, for example where work involves high exertion or stress or is a safety-critical role. Connect them to occupational health services or other allied health professionals to gain advice on appropriate work adjustments and job modifications.

When the employee is almost ready to return, you will need to arrange a return-to-work conversation and work together to agree a return-to-work plan:

- A return-to-work conversation provides the opportunity for you and the employee to explore together how the return to work can best be managed. Information on holding a return-to-work conversation is available on the [Mental Health at Work](#) website. Another approach, known as WARM, is detailed in the box below.
- Prepare in advance for this conversation and support the absent employee to do so too. You will have more productive conversations when you and your team member are prepared and have a clear framework for the discussion, so you both know what to cover and what to expect.
- Ensure that expert advice has been sought where necessary before the return-to-work conversation (such as from an occupational health professional).
- There is no set time for the conversation to happen. The best time will depend on the reason for absence. Sometimes it is held before the return (where equipment or adjustments may be required) and other times it is during the first week once the employee is back in work.
- During the conversation it is important to agree a return-to-work plan, including roles, responsibilities and timeframes for the phased return and a process for monitoring and review.
- Remember, for employees returning from long-term absence, particularly those with fluctuating conditions, plans may need to change. It is important all involved are encouraged to keep an open mind, and to remain flexible and patient.

#### **WARM process for return-to-work interviews**

Return-to-work interviews are an important part of managing absence. Employees returning from long-term absence are likely to be nervous about returning to work and any potential change that may have taken place that may affect them or their role.

A return-to-work interview is an opportunity to discuss any further treatment or adaptations to their work, working environment or working time.



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It is important that you keep the purpose of the interview focused on support to help the employee back to work.

To help you focus your mind on the tone of the return-to-work interview, the acronym 'WARM' is a good reminder of the approach to take, and it also helps you to follow a structured interview approach, enabling you to make notes as the interview progresses.

Below, you will find a simple diagram to reflect the WARM process.



- **WELCOME** the employee back to work.
- **ACQUIRE** information about their illness and how they're feeling about their return. If an employee does not want to share details of their illness, reiterate that the interview is to establish whether the employee is fit to return to work and if any adaptations need to take place, but respect their right to privacy, should they insist, while confirming your duty of care for their health and safety and that of others. Ask if they visited a doctor and check if they are taking medication which might affect their work (such as making them feel drowsy).
- **RESPONSIBILITY:** remind the employee it is their responsibility to attend work regularly and to discuss how they're feeling. Go through the sickness record if it is causing concern, but be careful not to turn the interview into a performance or disciplinary meeting. Keep your tone and pitch WARM but firm.
- **MOVE** the conversation on to catching up with what the employee missed out on, and refocusing them on their work.

The return-to-work interview should end in a positive and affirmative manner. Remember to keep the notes of the return-to-work interview, as you will also need these for your records.

### 3 Support the employee during the initial stage of their return

- Welcome the employee back to work and ensure you or someone else are there to greet them on their first day.
- Gradually increase the quantity and complexity of the work over time. Giving an employee too much work too soon can lead to relapse.
- Monitor and review how the returner is managing their health and work. Consider if further adjustments are required.
- Monitor and review the impact of any work adjustments or modifications on the team.



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#### 4 Support the employee on an ongoing basis after their return

- There can be a tendency to return to business as usual following an employee's return, but continuing to provide support and care is important. Someone returning from long-term sickness absence may need ongoing support for some months following their return.
- Discussions to review how the returner is managing their work and health may become less frequent over time, but it is important to check in on an ongoing basis. This will allow you to take early action to prevent work impacting on the employee's health; or the employee's health impacting on their own work or that of the team.
- Some people return to full health and are able to return to full capacity at work. Some may have a fluctuating condition that means there are ongoing periods where their health and ability to work is compromised. There is increasing evidence that this is the case with long COVID, so employees and managers should be prepared to adjust plans accordingly.
- Other people may never fully recover from long-term absence and their condition may be classified as a disability. Open communication and regular check-ins will help to prevent further absence, ensure that appropriate support is provided and, where necessary, address capability and work ability issues early.
- Remain flexible and seek expert advice from HR, occupational health or other allied health professionals where needed. They can potentially provide useful information about organisational processes, health conditions, work adjustments, and sources of support; they can also help you discuss any concerns you may have.

While these four steps seem quite simple, they are often overlooked. Too often absent employees report that there is no communication from anyone in the organisation, except for the policy and sick pay terms; and many return to their full workload only to struggle and relapse. Following these steps will give returning employees the best chance of returning to work safely and confidently.



To help you with all of these steps, you can draw on the behaviour areas **Being open, fair and consistent**, **Providing knowledge, clarity and guidance**, **Building and sustaining relationships**, and the element of seeking support for yourself and your team within the behaviour area **Handling conflict and people management issues**. Look at Exercises [1](#), [2](#), [3](#), [4](#) and [5](#) for advice on how to develop these areas.

## 6 Legal obligations

Employers have a legal obligation to absent and returning employees. Responsibility for fulfilling this obligation will often fall on you as a line manager. An awareness of relevant legislation is important to avoid discrimination and ensure fair treatment of absent/returning employees.

In particular, you need to be aware of:

- The Equality Act 2010, which covers a number of different types of discrimination and applies to protected characteristics, such as disability. This includes not treating someone less favourably because of something connected to their disability and the responsibility to make reasonable adjustments to accommodate the needs of a person with disability.



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- The Health at Safety at Work Act 1974, which places a duty on employers to ensure, as far as is reasonably practicable, the health, safety and welfare of employees.
- The Employment Rights Act 1996, which covers areas related to the employee's contract and includes areas such as unfair dismissal and the termination of employment on ill-health grounds.
- Fit notes and proof of absence: employees are required to give employers a fit note (this replaced the sick note) if they are off for more than seven days in a row (including non-working days). Fit notes are provided by a GP or, where employers agree, an allied health professional (such as a physiotherapist or occupational therapist).

You should seek advice from HR if you have any questions about what you're expected to do with regards to these obligations.

## 7 Useful resources

### **Sickness absence management and return to work**

[NICE guidance](#) on workplace health: long-term sickness absence and capability to work

[Acas guide](#) on managing staff absence

[Access to Work](#)

[IGLOo guide](#) to sustainable return to work

[CIPD resources](#)

### **Fit note guidance**

[www.gov.uk](http://www.gov.uk)

### **Menopause**

[CIPD guide](#)

### **Work adjustments and job modifications**

For useful information and case studies on work adjustments: [Rethink](#) and [Acas](#).

[Access to Work](#) is a government organisation that provides free advice and support regarding work adjustments (including the provision of technology and equipment) to keep employees in work

### **Mental health conditions**

[Mind](#)

[Samaritans](#)

[Mental Health at Work](#)

[Good Thinking](#)

[Every Mind Matters](#)

[HSE guidance](#) for work stress

[Rethink](#)

CIPD and Mind: [People manager's guide to mental health](#)

### **Respiratory conditions**

[Asthma UK](#)

[British Lung Foundation](#)

### **Musculoskeletal conditions (muscle and joint pain)**

[Arthritis and Musculoskeletal Alliance](#)

[Versus Arthritis](#)

[BackCare](#)



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### Cancer

[Macmillan Cancer Support](#)

[Cancer Research UK](#)

### COVID-19 resources

Society of Occupational Medicine [COVID-19 return-to-work guide for recovering workers](#)

Society of Occupational Medicine [COVID-19 return to work in the roadmap out of lockdown guide for workers, employers and health practitioners](#)

NICE [COVID-19 rapid guideline: managing the effects of COVID-19](#)

NIHR [Living with COVID19: A dynamic review of the evidence around ongoing COVID19 symptoms](#)

NHS [Your COVID Recovery](#)

CIPD [COVID-19 Hub](#)

### Consider using the full range of support materials if you haven't already done so

If reading this guide has highlighted areas of people management capability that you would like to develop, why not use the full range of support materials to help you adopt a management approach that supports good health, wellbeing and engagement in your team?

You can get insight into your management capability across all five behavioural areas by completing the [quiz](#) and then use the [step-by-step guidance](#) to help you get feedback, identify strengths and areas to develop, and plan the action you will take. There is also an [action plan sheet](#), which can be used to note down and track your actions; a [quiz](#) to help you identify potential barriers and develop strategies to overcome them; and a [series of exercises](#) to provide ideas and inspiration relevant to each of the behavioural areas, some of which have already been highlighted above.





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