

Manager fact sheet:

When You Are Concerned About an Employee's Mental Health



Managers are often among the first people to notice when an employee is struggling.

You may observe changes in an employee's behaviour, communication, attendance, performance or wellbeing, but feel unsure whether it is appropriate to raise your concerns.

As a manager, your role is not to diagnose, counsel or solve the issue. Your role is to notice changes, check in respectfully, listen without judgement and connect employees with appropriate support.

A timely and supportive intervention can help an employee feel seen, reduce isolation and make it easier for them to access support early.

What you may notice

Mental health concerns can present in different ways and may look different from person to person.

You may notice changes in	What this can feel like
Mood	Anxiety, irritability, low mood, tearfulness, frustration or appearing overwhelmed.
Behaviour	Withdrawal, reduced participation, increased conflict or difficulty switching off.
Thinking	Difficulty concentrating, forgetfulness, indecision or increased mistakes.
Work Performance	Reduced productivity, missed deadlines, inconsistent performance or difficulty completing usual tasks.
Attendance	Increased sick leave, lateness, unexplained absences or changes in work patterns.
Team Connection	Reduced engagement with colleagues or seeming isolated from the team.

The key issue is often change. If an employee is behaving differently from their usual pattern, it may be worth checking in.

How to Support an Employee

Below are some strategies you can use if you are concerned about an employee's mental health or wellbeing. You can also access [PeopleSense Manager Assistance Program \(MAP\)](#) at any stage. Support from a qualified psychologist can help you prepare for a supportive conversation, understand appropriate boundaries, consider workplace supports and identify when HR or other support pathways may need to be involved.

1. Check in early

If you notice changes, you can organise a private and respectful conversation, where appropriate.

2. Focus on what you have observed

Discuss changes you have noticed rather than making assumptions about what may be causing them.

3. Listen without judgement

Give the employee an opportunity to talk and focus on understanding rather than solving the problem immediately.

4. Respect boundaries

You do not need to know personal details. Keep the conversation focused on workplace impacts, support and next steps.

5. Encourage professional support

Remind employees that support is available through PeopleSense EAP and other workplace support pathways.

6. Seek guidance when needed

If you would like support on how to have the conversation, respond to the information disclosed, or if the situation becomes more complex, support is available via the [PeopleSense Manager Assistance Program](#).

How Manager Assistance can help

The PeopleSense Manager Assistance program provides confidential guidance from a qualified psychologist to help managers respond confidently to employee wellbeing concerns.

Manager Assist can help you:

- prepare for supportive conversations
- respond appropriately to mental health concerns
- maintain professional boundaries
- consider workplace adjustments and support options
- navigate situations where wellbeing and performance overlap
- understand when additional support or escalation may be required



Reaching out early makes a real difference.
Contact [PeopleSense](#) to book a confidential appointment with a qualified psychologist.

If you are concerned about an employee's immediate safety, act without delay. Follow your organisation's emergency response procedures, call 000 in an emergency, and seek support from HR or Manager Assist as soon as possible.

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