



Guidelines for employers and workmates

This information sheet gives advice on how to help an employee or workmate with cancer.

What happens when a worker is diagnosed with cancer

Just as a diagnosis of cancer has a significant impact on the life of the person diagnosed, those who work with them may also be affected. The following suggestions are for managers and workmates. In any workplace workers have key roles as part of a team.

Typical reactions when hearing that an employee or a workmate has cancer are shock, disbelief, concern for the person.

Hearing the news of another's cancer diagnosis may raise questions about one's own health – "If this can happen to my workmate perhaps it could happen to me too". It may be a reminder of a past cancer experience – something they would rather not think of at work.

Workmates may worry about the absence of a team member or, perhaps, be concerned about having to take on an additional workload. Sometimes anxieties, such as worrying about saying the wrong thing makes it difficult to communicate. Workmates often avoid talking to the person diagnosed at a time when the person most needs support.

Managers may feel a sense of guilt that they failed to realise that an employee was not well.

While cancer is now much more openly discussed there is still a tendency to think of cancer as one illness. In fact, there are over 200 different types of cancer. Cancer is still seen as a death sentence although many people are now cured or live for a long time.

Guidelines for managers:

Privacy at work

1. The privacy of your employee is vital. Ask who in the workplace they want told about their diagnosis and treatment.
2. Be practical – ensure they have all the information they need regarding their rights as an employee, full details of their leave, any insurance cover that may apply or details of employee benefits they may be entitled to. If treatment for cancer results in a period of sick leave, offer to develop a return to work plan with your employee.
3. Be aware of cancer-related fatigue (extreme tiredness with fluctuating periods of tiredness and energy) – this is a common experience for many people with cancer. It may be due to the effects of cancer treatment or the cancer itself. It can interfere with the person's ability to perform their work.
4. Cancer and treatments can result in temporary difficulties with things such as memory, multi-tasking and the ability to concentrate. If these after-effects are experienced, a 'return to work plan' can put into place strategies to cope with them. Try not to say things such as, "Have you always been forgetful?" Instead, work with the employee to find ways to minimize these temporary side-effects on their work.

5. Flexibility is important in planning with your employee. For example, they may still be able to carry on their work while undergoing treatment. Perhaps they could do some work from home, or reduce their hours to fit in with treatment and other appointments. Could they work different hours to fit in with their peak energy times? Is job-sharing an option? Consult with other staff affected by these changes before instituting them.
6. Be aware that your employee may need to avoid strong smells in the workplace, such as lunchroom smells, strong perfume or aftershave, or chemical products as these may cause nausea (particularly if they are having chemotherapy).
7. Designating a car park close to the workplace for the person with cancer may be helpful while they are coping with reduced energy levels.
8. Be open and honest. This will be appreciated, and allows your employee to feel comfortable expressing their feelings. It will enable them to be honest about what duties they are able to do. Encourage them to ask for help when they need it.
9. Ensure your employee knows who they can talk to with any concerns, e.g. the local EAP (employee assistance programme) service; an industrial chaplain linked to your workplace; or other counselling services available to them, such as the Cancer Society's.
10. Ask your employee who you can contact should they be unwell at work.
11. Don't reduce the workload without consulting the employee. This can be disempowering and may add stress to other workers who have to pick up the extra work.
12. Involve the employee in delegating their workload. Assist them to reassess and reprioritize their goals.
13. It is important to manage the needs of the organisation and your own goals as manager alongside the needs of the employee.
14. With their permission, it may be helpful to arrange an education session for staff about cancer. Such a session should be general in nature and may help to dispel some myths and concerns people have. Learning more about how different cancer treatments affect people could be helpful. It can be an opportunity to introduce some concepts of healthy lifestyles within the workplace. There may be an occupational health nurse you can call on to deliver this session. Talk to your local Cancer Society for advice.
15. Be aware that the employee will be going through an emotionally traumatic time. For some this results in mood changes that can be hard to cope with and can create tension in the workplace.
16. Talk to them regularly to find out they're managing. Structuring a regular appointment for re-evaluation has worked well for some. This can be a useful part of a return to work plan.
17. Don't dwell on cancer – work can be a diversion. Some people with cancer have said they welcomed returning to work as it was a place where they didn't have to think about cancer.
18. Be aware of how other staff in the workplace are coping. Ensure they have appropriate support if they temporarily have to take on extra work.
19. Some employees attempt to return to full-time work too quickly. Some employers expect the employee to return too quickly to work. Employers, sometimes, over-protect cancer survivors. They may not recognize when they are ready to resume their responsibilities and even take on new challenges.

Guidelines for workmates

1. Check with your workmates if they wish to talk about their cancer at all. Some people prefer never to talk about their personal lives at work while others will appreciate the opportunity. Keep conversations confidential – assume you can't talk to others about things your workmate has shared with you unless they give permission.

2. Be aware of cancer-related fatigue (see point 3. on the first page).
3. Ask your workmate if they would like one person to update others on how things are going. This will ensure the person will not be interrupted by well-meaning people. This also avoids the person being over-loaded by questions.
4. Don't withdraw from your workmate if you have had a close working relationship. They will appreciate your support and presence. If their situation raises difficult issues for you, for example, a personal experience with cancer, it may help to discuss how you are feeling with your manager or another workmate.
5. Try to avoid saying "You're brave." This may add to their stress – feeling they have to perform well at work and be seen to be coping.
6. It's not your job to cheer the person up. Don't jump in and become a rescuer. Always check first if you work mate wishes to share some duties, or offer to discuss this with your manager.
7. When your colleague returns to work, don't overload them. Welcome them back (a note or 'welcome back' card is often appreciated). Acknowledge their cancer but don't dwell on it. Tell them you'd like to listen if they need you to, and try to resume your normal way of working as soon as possible.
8. The social aspect of the workplace is often what your workmate has missed if they have been in hospital or recovering at home. Remember to include them in the usual work social activities.
9. Don't necessarily expect them to return to their old selves. Surviving cancer or living with a terminal illness are both extreme experiences. Your workmate maybe changed by what they have been through. This change may not be for better or worse, but simply something different.

Websites to visit for more information

Cancer and Careers
www.cancerandcareers.org/

Backup UK
<http://www.cancerbackup.org.uk/ResourceSupport/PracticalIssues/Workcancer>

<http://www.cancerbackup.org.uk/ResourceSupport/Ifsomeoneelsehascancer/Workingwhilecaringforsomeone>