

DEVELOP AN EMPLOYEE-DRIVEN MENTAL HEALTH STRATEGY

Workplace culture has a significant impact on employee engagement and well-being. An open workplace culture that fosters feedback-seeking behaviors and promotes managerial support decreases workplace stress and enhances employee motivation. Employees also experience greater job satisfaction and organizational attachment.

Unsupportive workplaces foster psychological distress and contribute to a decline in employee engagement and well-being. People who are most stressed report that they are in organizations where it is safer to remain silent about their stressors. In addition, employees do not feel comfortable providing feedback to improve workplace culture or reporting dishonest or unfair practices to human resources or management.

Fortunately, employers can improve workplace culture by considering employee feedback and changing the policies and practices that impact mental health and well-being. If leadership dedicates the time and resources to accurately measure and assess workplace culture, meaningful and effective change can be made to improve employee engagement and well-being.¹

Before developing a mental health strategy, employers should consider the following outcomes to create a supportive workplace culture:

1. The employer values, requests, and incorporates employee feedback into proactive policies, practices, and programs.
2. Managers and employees feel comfortable and can make recommendations to improve workplace culture.
3. Managers and employees understand mental health in the context of their work and are aware of and can easily access resources offered by the employer.

Download the following materials to assess your workforce's needs and develop a responsive mental health strategy:

- **Workplace Mental Health Survey Items (Fact Sheet)**
- **Example Employee-driven Policy and Program Changes (Fact Sheet)**
- **Develop a Mental Health Strategy with Diversity, Equity, Inclusion, and Belonging (DEIB) in Mind (Fact Sheet)**
- **Mental Health Training Resources (Fact Sheet)**

Employer Spotlight: 2021-22 Bell Seal Recipients

EMPLOYER	INDUSTRY	PROGRAM
Harris Computer	Technology	To support all aspects of employees' personal, physical, emotional, and financial well-being, Harris created the bi-monthly newsletter, "The Human Resource." The newsletter promotes updates, resources, webinars, podcasts, vendor support, and organization-run "communities" to help educate employees about mental health.
Kearney	Consulting and professional services	Kearney launched a weeklong virtual Global People Care Jam to co-create ideas on building a mentally healthy workplace and fostering a well-being culture. Over 2,000 colleagues from all regions and ranks joined in, collectively submitting more than 300 workplace well-being ideas, which were refined into 10 actionable initiatives currently underway. The Jam highlighted the importance of mental health, and participation confirmed it is a priority for their people.

1. Garman, Susan Sorenson and Keri. "How to Tackle U.S. Employees' Stagnating Engagement." *Gallup.com*, Gallup, 11 May 2022, <https://news.gallup.com/businessjournal/162953/tackle-employees-stagnating-engagement.aspx>.