A Field Guide for
MENTAL HEALTH IN YOUR WORKPLACE:
FROM EVALUATION TO ACTION

SHRM® Foundation

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"If I had an hour to solve a problem and my life depended on the solution, I would spend the first 55 minutes determining the proper question to ask. Once I know the proper question, I could solve the problem in less than five minutes."

- Albert Einstein

"I don't need another toolkit. I'm drowning in toolkits. I need to know where to start."

- HR Professional on Mental Health

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A Note from the SHRM Foundation

Founded in 1966, the SHRM Foundation serves as the philanthropic arm of the largest professional society for HR professionals in the world. Every day, the SHRM Foundation works to leverage the experience and reach of more than 300,000 professionals worldwide to enact social change among 115 million workers and their families, impacting their lives in ways both large and small.

Workplace mental health is a vital element of our mission and one that is only gaining urgency. Workplace mental health has become a foremost priority among HR professionals, people managers, small business owners, and C-suite executives. It is a question of productivity and inclusivity; of attracting and retaining talent; of succeeding in a post-COVID-19 world. The drive for better workplace mental health is no passing phenomenon. It is a long-simmering challenge that has reached a boiling point.

HR must step up.

However, the task is complex. HR leaders tell us, time and again, that they've been asked to "fix" workplace mental health — and then left to find and implement solutions on their own. This will not do. We applaud the wealth of toolkits, white papers, case studies, and surveys on workplace mental health. We embrace the growing volume of the conversation. Yet we also think a key piece is missing.

This Field Guide is designed to equip HR leaders — as well as people managers, business owners, and executives — with a powerful, practical place to start. It is designed not to give you all the answers, but to help you ask the right questions. It is meant to help you assess your unique needs, opportunities, and first steps in developing a mental health strategy for your workplace.

We hope that you will share your insights and experiences with us and others as you undertake this journey. The SHRM Foundation would be honored to be your partner as we work together to advance mental health in the workplace.

Wendi Safstrom
President, SHRM Foundation

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- **Sara Enright, MBA,** Director, Business for Social Responsibility

- **Seth Feuerstein, M.D., J.D.,** Yale School of Medicine

- **Barbara Jeffery, MBA,** McKinsey Health Institute, Employee Mental Health and Well-being Initiative

- **Linea Johnson,** Workplace Mental Health Advocate and Speaker

- **Karen Larsen,** LMFT, Chief Executive Officer, Steinberg Institute

- **Stephen Parker,** CHRO, Kearney

- **Misty Rallis,** Global Director, People Care, Kearney

Additionally, you can find a full, annotated resource list we referenced to create the Field Guide in the Appendix.

Introduction:
Asking the Right Questions to Guide Your Strategy

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The need is clear. In a recent SHRM Foundation survey, **one-in-three** workers said they would sacrifice higher pay for a workplace that provides increased mental health benefits.[1] In the same survey, **86 percent** of HR professionals in the U.S. indicated that employee retention can be improved by offering mental health resources.[2]

1 in 3

86%

There are abundant resources focused on this need: program options, benefits consultants, educational programs, toolkits, and messaging guides. There seems to be a seminar, roundtable, or conference on workplace mental health every week.

Yet despite this abundance – and perhaps in part because of it – HR professionals often struggle to get started. In a 2022 survey, more than 20 percent of HR professionals reported feeling unsure about which mental health benefits to provide.[3]

Why, in this active environment, do HR professionals feel stuck, confused, and even disoriented?

The collective learning opportunities on workplace mental health are overwhelming. The sheer quantity of material – of inconsistent quality – is paralyzing HR. The more we create, the more we seem to end up stuck.

With this Field Guide, we hope to offer a remedy by prioritizing not checklists or fact sheets, but questions. While each workplace is unique and needs a unique approach, we believe every HR leader will be able to shape an effective strategy by engaging with the questions on the following pages.

This Field Guide is designed to help HR leaders assess, strategize, and act. It can be referenced in all phases of developing and implementing a mental health strategy, from the first days of planning to the latter days of evaluation.

By following this guide, HR professionals will have guidance to get started immediately – and an ongoing reference going forward.

We hope these questions and guidelines help you navigate your journey to a workplace where mental health is a top priority.

[1] SHRM. 2022, June 15. Improving mental health means working at it every day. SHRM.

[2] SHRM. 2022, May. Mental Health in America: A 2022 Workplace Report. SHRM.

[3] SHRM. 2022, May. Mental Health in America: A 2022 Workplace Report. SHRM.

Mental Health in Your Workplace

Introduction: Getting Started with Mental Health in Your Workplace

We created this Field Guide with your busy schedule in mind. As you use it, here are some suggestions that may help you advance efficiently and productively:

Pick what matters most:

Not everything in the pages that follow will apply to you and your workplace. Pick what matters most to the team you serve. Use the sections and sub-sections to focus your energy and time.

Some is better than none:

Some progress is better than no progress. Can't work through the entire Field Guide? That's okay! Do what you can. Progress is progress.

Start where you are:

The Field Guide can work as a comprehensive resource from start to finish – or you can jump to the middle to address your current priorities. Use your expertise to determine your starting point.

Don't do it alone:

The Field Guide is built around asking the right questions – some to yourself, but many to your colleagues, leadership, and employees. Use these questions to create collaboration, consensus, and community.

The annotated resource list is your friend:

If you Google "workplace mental health solutions," you will see nearly 80,000,000 results. What's good? What's not? The annotated resource list highlights resources endorsed by the SHRM Foundation's expert collaborators. As you work through the questions in this Field Guide, trust these resources to shape solutions.

Make the journey right for you:

This Field Guide is for you and your workplace. Make it fit your needs.

We welcome your thoughts and feedback as you begin with evaluation and move to action.

How to Use The Field Guide

The Field Guide is divided into six parts – starting with how you define goals and ending with how you measure results. Each part includes a set of questions. Some are finite or technical. Others are large and philosophical.

In each part, you should begin with the first tier of **Core Questions**. These are intended to jump-start high-level discussions and brainstorming. They are divided into two sections: **Questions for HR Professionals** for key topics; and **Corresponding Considerations** for additional context. This includes take-home points with suggested approaches and steps.

As you progress towards implementation, the second tier of **Supporting Questions**, as well as their **Corresponding Considerations**, provide insight to guide more detailed discussions, decisions, and action items.

Keep in mind: Some questions may be for you alone to consider; others may be best discussed with colleagues. Some will be especially relevant, while others may not apply to you and your workplace.

Use the questions to support yourself and your team as you design solutions that fit your organization's unique needs. Answer them to the best of your ability and note where you need more information or more time to think.

Mental Health in Your Workplace

Part 1:
Defining Goals, Roles, & Players

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> " It is increasingly difficult to discern where mental health may sit within an organization, depending on its size and structure. Although HR is responsible for a large portion of employee well-being, in collaboration with many internal and external stakeholders, to effect real change you need everyone, at every level, throughout the organization, on board. "
>
> *- Stephen Parker, CHRO, Kearney*

Any successful workplace mental health initiative includes defining goals, finding champions, and building consensus. Your team can only succeed if you have support from leaders and people in complimentary roles to help drive the work forward, with clear responsibilities.

Even though HR is, and should be, the lead on employee wellness, new mental health efforts can provoke questions or even a healthy dose of skepticism. Some may believe that HR is venturing into undefined or even risky territory. An effective mental health strategy must include plans for how to empower allies, avoid roadblocks, and mobilize support for meaningful change.

Mental Health in Your Workplace

Part 1: Defining Goals, Roles, & Players

Tier 1: Core Questions
What is the specific problem you are trying to solve – and who can solve it?

Use these questions to guide high-level discussions and brainstorming:

Questions for HR Professionals
• Why does your organization need a mental health strategy? What is the specific situation in your workplace prompting this effort now?
• How well-known and accepted is the specific impetus for developing this mental health strategy?
• Who knows and accepts the need? Who does not?
• How do HR professionals in your organization currently approach mental health? What responsibilities do you and your team hold? What work has your team done already?

Corresponding Considerations
• **Mapping the Agents of Change:**
Who are the stakeholders in your organization – people managers, business leaders, health care payers, benefits consultants, employee advocates, etc. – that support your work? Conversely, who are the people or teams showing resistance, which may require you to win them over or work around them?
Take-home Point: Begin with the established people, programs, and policies that you may need on your journey. Do not start with a blank sheet of paper or "blue sky" thinking. Start with the reality of your organization. Map the barriers and agents of change. Define the specific problem in your organization that the initiative will solve. Make sure these key stakeholders align on the problem you're solving and the goals you're driving towards.

Part 1: Defining Goals, Roles, & Players

Tier 2: Supporting Questions
What is your strategy to recruit champions, assign roles, and avoid roadblocks?

Use these questions as you progress towards more detailed discussions, decisions, and action items:

Questions for HR Professionals

- How supportive is your Chef Human Resources Officer CHRO (or equivalent) of mental health in the workplace? What about the other members of your organization's leadership team?

- What are strategies for improving that support?

- How can you and your HR team connect to the rest of the organization in support of mental health?

- Who *is not* currently a key ally or advocate, but would be crucial to your success?

Corresponding Considerations

- **Assigning Responsibility and Accountability:**

  What can – and can't – HR do? What actions and changes fall within and outside HR's scope of responsibility? Who are your allies? Will you need your CHRO, people managers, or peers to take action?

  Take-home Point: Assess your stakeholders. Identify your champions and your potential roadblocks. Assign responsibilities based on who is uniquely positioned to accomplish specific parts of the strategy.

- **Assessing HR's Remit & Influence:**

  What is HR's role in your organization? Is it administrative or advisory? Are you able to influence company policy – or host conversations with employees? Where does your remit end – and where is it strongest?

  Take-home Point: There is no "right" or "wrong" answer to HR's boundaries. But successful strategies will honestly assess where HR can influence change – and it will double-down in these areas, while avoiding over-reach in others.

Mental Health in Your Workplace

Part 2:

Understanding & Planning for the Needs of *Your* Organization

Part 2: Understanding & Planning for the Needs of *Your* Organization

" There is no single intervention for mental health support. Employee needs are complex and diverse. Organizations that will be successful in supporting the mental health needs of their employees are those that adopt a learning mindset, and make monitoring, evaluation, and iterative updates core to their approach. "

- Sara Enright, MBA, Director, Business for Social Responsibility

HR has a unique vantage point, with insights across the organization and a nuanced understanding of the overall work environment. No other team engages employees from their first day to the last, and no other team collaborates with employees more deeply on personal issues of compensation, health care, benefits, and more.

You need to lean on your unique position to create custom-fit mental health solutions. Only HR knows the challenges and opportunities across the workforce.

Part 2: Understanding & Planning for the Needs of *Your* Organization

Tier 1: Core Questions
Where are you now?

Use these questions to guide high-level discussions and brainstorming:

Questions for HR Professionals

- How would you assess the current environment for mental health in your organization?
  - How has it changed over the past 3, 6, 12, and 24 months?
- How are you currently responding to the mental health needs of your employees?
  - What has worked?
  - What has not?

Corresponding Considerations

- **Starting at the Source – Employees:**

  What tools, benefits, or support do employees want and need? What gaps in resources do employees encounter? Do employees face professional risks in accessing these resources? What unique needs exist among at-risk or under-represented employee populations?

  Take-home Point: Action without assessment creates gaps in resources, communication, and engagement. It may be tempting to start quickly, but an early, thorough employee assessment is the essential foundation for success.

Part 2: Understanding & Planning for the Needs of *Your* Organization

Tier 2: Supporting Questions
How can you best serve your team?

Use these questions as you progress towards more detailed discussions, decisions, and action items:

Questions for HR Professionals

- Based on existing data and screening, which employee segments have the most urgent needs? Why?

- What do your employees know about your workplace mental health resources?

  - Are they aware of what is currently offered? If not, why not?
  - How can awareness be improved?

Corresponding Considerations

- **Setting Goals and Milestones:**

  Based on your employee assessment, what is your overall goal for your workplace mental health strategy? What are the realistic milestones you'll need to achieve to get there? How can you set clear measures that demonstrate progress over time to your organization?

  Take-home Point: Lofty goals can inspire, but they ring hollow if concrete, incremental milestones are not clearly articulated and assessed. HR leaders must also create plans that accommodate changing needs, both inside and outside the organization. A successful mental health strategy will have clear, measurable near- and long-term goals — and it will be accountable for reaching them.

Mental Health in Your Workplace

Part 3:
Assessing & Building on Your Existing Resources

Part 3: Assessing & Building on Your Existing Resources

" **Mental health care for employees is a priority. Effective and proactive mental health care will build better businesses that can simultaneously lend credibility to their leadership while fostering trust with a talented workforce over time.** "

- Dr. Tamarah Duperval-Brownlee, M.D., MPH, MBA, FAAFP, Chief Health Officer, Accenture

Your workplace is unique. Your mental health solutions must be, too. To get started, identify existing resources, capabilities, and mental health efforts. Assess them for strengths and weaknesses. Check with employees to understand what is working – and what is not.

Mental Health in Your Workplace

Part 3: Assessing & Building on Your Existing Resources

Tier 1: Core Questions
Where can you build upon?

Use these questions to guide high-level discussions and brainstorming:

Questions for HR Professionals

- What data or information does your organization have related to mental health? What does it say about previous workplace mental health initiatives?

- Can benefits managers provide additional insights?

- How have issues like cost, privacy, and efficacy been considered with previous mental health support strategies?

  - Have employees given feedback that these factors are barriers to access?

Corresponding Considerations

- **Taking Stock of Useful Tools:**

  What materials, data, tools, or survey platforms may be available for re-use? What metrics can establish a baseline mental health measurement within your organization? What has been done before that can be repurposed in the next phase of your work?

  Take-home Point: Don't start from scratch. Assess what was done, what worked, what failed, and what you can learn from previous initiatives. Consider gaps, barriers, data needs, and other factors that have helped or hindered previous work.

- **Understanding Employee Engagement:**

  How would employees assess current or previous mental health strategies? What technology platforms, messaging, and communications did they find helpful? How do employees characterize previous initiatives – and how do these responses affect your strategy?

  Take-home Point: Listen to your employees. Even if you are breaking new ground, there will be lessons to learn from those you serve and your organization's history.

Mental Health in Your Workplace

Part 3: Assessing & Building on Your Existing Resources

Tier 2: Supporting Questions
How can you leverage and extend existing capabilities, while improving and measuring engagement?

Use these questions as you progress towards more detailed discussions, decisions, and action items:

Questions for HR Professionals	Corresponding Considerations
• Are current programs and services accessible to employees at all levels of the organization? Why or why not? • Who is or is not able to access them? • How are employee preferences integrated into mental health planning? How could this be improved?	• **Working with Expert Validators:** How will you consult external parties like benefits consultants and workplace mental health vendors to identify data collection tools or other resources to support the initiative? Are there experts within your organization that you can consult? **Take-home Point:** You don't have to go it alone. And you shouldn't. HR can – and often must – lead the charge. But expert validators add supplemental credibility, expertise, and durability to your work. • **Developing Key Metrics & Milestones:** As you develop and implement assessment tools, what will they measure? And how will they measure it? What measures take priority? **Take-home Point:** A focused, prioritized, data-driven mental health strategy that accounts for your organization's history will have a strong chance of success. A broad, undefined, and over-reaching one is bound to fail.

Mental Health in Your Workplace

Part 4:
Shaping Organizational Culture

Part 4: Shaping Organizational Culture

" Workplace mental health is a two-fold approach: the first portion of this approach regards understanding that some groups within an organization may need more comprehensive resources, yet for privacy or safety reasons may not reach out or disclose. The second half is about assessing how company policy and culture may be able to reduce workplace stigma and connect these groups to resources without requiring self-identification. "

- Linea Johnson, Workplace Mental Health Advocate and Speaker

Workplace mental health is inseparable from your organization's culture. Arianna Huffington, Founder and CEO of Thrive, notes that "mental health is what happens in the every day, and, as HR teams, you should be aware of that; it's not just something someone can handle by having a really good therapy session with a counselor." [4]

[4] *SHRM. 2022, June 15. Improving mental health means working at it every day. SHRM.*

Part 4: Shaping Organizational Culture

Tier 1: Core Questions

How does your culture create opportunities and barriers for mental health and the adoption of mental health resources?

Use these questions to guide high-level discussions and brainstorming:

Questions for HR Professionals

- How would you describe your organization's culture?
    - How does your culture help, hurt, or complicate employee mental health?

- What is HR's ability to influence the organization's culture?
    - How can HR's influence be strengthened?

- What performance measures and/or incentive structures may harm employee mental health? What may improve it?

- How does your culture encourage or discourage the usage of mental health resources?

Corresponding Considerations

- **Addressing Workplace Stigma:**

  How does stigma in your workplace deter employees from discussing mental health or seeking solutions? What are the origins of this stigma?

  Take-home Point: Stigma is real – and powerful. Confronting stigma is the hard work of HR and leadership. Even the most robust strategy is bound to fail if extensive stigma persists. Leaders can and should model vulnerability, as well as demonstrate the value of mental health support.

- **Framing Benefits Communications:**

  How do current benefits – like health care plans, extended time off, or supplemental mental health tools – shape employee perception of your organizations culture? How are these benefits framed in employee communications?

  Take-home Point: Even if your organization offers mental health benefits, stigma may hinder employees from taking advantage of these benefits. Communicate benefits in a way that avoids creating stigma around them.

Mental Health in Your Workplace

Part 4: Shaping Organizational Culture

Tier 2: Supporting Questions

How do you influence culture and create a supportive environment?

Use these questions as you progress towards more detailed discussions, decisions, and action items:

Questions for HR Professionals

- What challenges does your organization face in attracting and retaining talent?

    - How do these challenges affect your culture?

- Does the leadership team champion systemic change in support of mental health?
If so, how? If not, how could they?

Corresponding Considerations

- **Building Inclusive Frameworks:**

    How does your organization's culture vary across demographics, teams, geographies, levels, etc.? How might your organization's culture be more inclusive to some people than others? Might certain employee groups experience more advantages from current benefits than others? How might this affect their responses to a new initiative on workplace mental health?

    Take-home Point: Your organization is not homogenous. An effective workplace mental health strategy will be inclusive across age, gender, race, position, title, geography, etc.

Part 5:
Implementation and Communicating with Employees

Part 5: Implementation and Communicating with Employees

"Workplace mental health can be looked at from three levels: company-wide, peer-to-peer, and individually. If there is a misalignment in any of these three areas, organizations will likely see the impacts in their employee mental health outcomes, despite existing benefits or individual advocacy efforts."

- Jacqueline Brassey, Ph.D., MAfN, McKinsey Health Institute, Employee Mental Health and Well-being Initiative

The success of a workplace mental health strategy will hinge on how it is launched, framed, and communicated. You will need a clear strategy for how your team rolls it out, how you position the work to employees, and how you follow-through with communications to support adoption.

Part 5: Implementation and Communicating with Employees

Tier 1: Core Questions
How will you communicate about new mental health initiatives?

Use these questions to guide high-level discussions and brainstorming:

Questions for HR Professionals	Corresponding Considerations

• What are the goals of your communications strategy around mental health efforts?
 	
    • What are you trying to achieve?
 	
    • What are you trying to avoid?
 	
    • What will your communications strategy do – and not do?
 	
• What is the plan for communicating about the granular benefits of support? How will you provide specifics to answer employee questions?
	• **Assessing How Your Workforce Communicates:**
	
	How do employees engage with communication platforms? Which platforms and tools are most used? What is the optimal strategy for disseminating content – and soliciting engagement?
	
	Take-home Point: HR professionals must become skilled communicators for a mental health strategy to be embraced by employees. Employees need to be met "where they are."
	
	• **Developing a Communications Toolkit:**
	
	What are the key messages you want to prioritize? What is the core value proposition you want to advance? What resources do you want to lead with? What content pieces need to be developed?
	
	Take-home Point: Build it before you launch it. A communications toolkit that is created, vetted, and revised before launch will help ensure a smooth rollout – and it'll help your partners advance the key messages. A communications toolkit will answer: why this work is a priority; how it advances the organization's values; how it builds from your culture; and what employees can do to take advantage of it.

Mental Health in Your Workplace

Part 5: Implementation and Communicating with Employees

Tier 2: Supporting Questions
How will you make sure your messages resonate – at launch and over time?

Use these questions as you progress towards more detailed discussions, decisions, and action items:

Questions for HR Professionals	Corresponding Considerations
• How can you ensure that resources are available to employees at each level of the organization? • How can you ensure costs won't prove prohibitive for some groups of employees? • How can you improve employee understanding of privacy policies that can protect their confidentiality? • How can you adapt communications for different employee audiences by demographic or employment level?	• **Quantifying and Improving Employee Engagement:** How are employees engaging with your strategy? Do you need to make adjustments? Does your engagement data – or qualitative feedback – support your current strategy or suggest a new one? **Take-home Point:** Successful communications strategies are dynamic. They evolve based on employee response. What worked yesterday might not work tomorrow; what worked with one group of employees may not work for another. Be vigilant to understand what it will take to succeed. • **Choosing Strategic Communications Partners:** Who in the organization can serve as a collaborator to reinforce core messages? Can you collaborate with internal stakeholders to ensure communications are shared across all levels of your organization? Can external partners – like benefits consultants, mental health experts, and communications vendors – help ensure that HR is crafting well-informed, consistent educational and launch materials? **Take-home Point:** It takes a village to inform a village. Collaborate with internal and external partners to make sure your messages are shared across all levels of your organization.

Mental Health in Your Workplace

Part 6:
Measuring, Reporting, and Evolving

Part 6: Measuring, Reporting, and Evolving

" Perfection can oftentimes be the enemy of effective change. By measuring incremental progress, identifying key pain points, and working in constant contact with external stakeholders, leaders at organizations will be able to deliver a long-term solution with high levels of success and engagements. "

- Seth Feuerstein, M.D., J.D., Yale School of Medicine

No strategy can succeed if it fails to evolve as needs change.
A workplace mental health initiative is no exception. Your team must be vigilant to gauge, understand, and assess employee feedback and usage.

Part 6: Measuring, Reporting, and Evolving

Tier 1: Core Questions
How will you measure progress and act on your findings?

Use these questions to guide high-level discussions and brainstorming:

Questions for HR Professionals

- **What is your plan for collecting employee feedback and responding to employee preferences?**
    - As you collect insights, how are you ensuring you can maintain privacy?
- **How will HR measure the impact of the mental health strategy?**
    - How can you assess if some employee segments are benefitting more – or less – from the mental health strategy? How can benefits be broadened to include all employee populations equally?

Corresponding Considerations

- **Establishing a Baseline and Building Upwards:**

    What measures will track progress over time? What is your baseline starting point? What are your goals relative to the baseline?

    Take-home Point: A workplace mental health strategy must be measured to assess its value. These metrics can be shared with the organization to map progress – or serve as a call to action. It is also valuable to assess proxy measures, like turnover, productivity, absenteeism, etc.

- **Comparing Data to Goals:**

    How does the data you are collecting compare to the goals you established at the outset? What do these comparisons suggest? How are you communicating and acting on these insights?

    Take-home Point: Be consistent and robust in assessing progress. It is not a pass-fail proposition. It's a continuous improvement mindset – with a strategy that evolves as needs and capabilities change.

Mental Health in Your Workplace

Conclusion:
The Path Ahead

Conclusion: The Path Ahead

" Moving forward, mental health will not be a standalone benefit, but rather an integral framework at the core of a companys operations. It is what will separate a successful, trustworthy company from one losing the battle of recruitment, retention, and lost productivity. Defining and addressing mental health in the workplace should not be a quick, reactive exercise, but rather a methodical, proactive, and inclusive network of practices sustained over time. "

- Karen Larsen, LMFT, Chief Executive Officer, Steinberg Institute

In a post-COVID-19 world, organizations are quickly learning that the workplace status quo must change. Employees are burnt out and anxious. Many employees have one foot out the door. The mental health challenges they coped with for years have erupted.

There is no turning back. Only a path forward.

The difference between organizations that succeed and those that don't will be determined, in large part, by how they support workplace mental health.

This guide is designed to give you the foremost questions and considerations you need to ask as you create a workplace mental health strategy designed for your workplace. We hope it provides useful considerations as you navigate the path ahead.

Appendix:

Appendix: Mental Health in *Your* Workplace: An Annotated Bibliography

This bibliography can serve as a resource for HR professionals who would like to know more about the ideas mentioned in the Field Guide, as well as for those looking for action-oriented suggestions.

The Mental Health Landscape– A Bird's Eye View from HR:

Mental Health in America: A 2022 Workplace Report. SHRM.

In 2022, SHRM Foundation released a survey of more than 3,400 US professionals in HR, as well as their employees. It generated insights about the state of workplace mental health and the availability of resources from professionals across industries, sizes, and regions. Developed in collaboration with Otsuka America Pharmaceutical Inc., the survey and accompanying report shows the substantial need for HR to expand benefits, reduce stigma, and foster workplaces with sustainable cultures.

Asking the Right Questions- Evaluating Present and Future Resources

Employee Mental Health and Wellbeing. McKinsey Health Institute

This assessment tool was developed by the McKinsey Health Institute. It is designed to help HR professionals benchmark their mental health strategies and understand where their organization sits within the larger mental health landscape. This resource can help HR professionals connect with peers who are developing workplace mental health solutions.

What Questions Should We Ask Our Benefits Broker? Mental Health America.

This assessment tool was developed by the McKinsey Health Institute. It is designed to help HR professionals benchmark their mental health strategies and understand where their organization sits within the larger mental health landscape. This resource can help HR professionals connect with peers who are developing workplace mental health solutions.

Pointers on Culture, New Programs, and Rollout

How Can We Create Supportive Workplace Culture? Mental Health America.

This resource, created by MHA, equips HR and other professionals to assess their workplace cultures. It provides a way to measure strengths and areas for improvement in an organization in order to determine the most appropriate, effective path forward.

Mental Health At Work. The World Health Organization.

In 2022, the World Health Organization released a call to action for employers to address workplace mental health. Of the WHO's many resources for business leaders, this one provides HR professionals with key action items to consider while developing a mental health strategy. It also includes preventative measures that may increase the longevity and efficiency of existing mental health resources.

The Mental Health Movement in the Workplace. National Alliance on Mental Illness.

This NAMI resource provides useful suggestions of policies and practices to implement throughout an organization. From supervisor education to company policy, to benefits suggestions, NAMI's resource can provide a useful foundation for HR professionals looking to understand what changes they may be able to implement.

Collecting Feedback From Employees:

Quality of Worklife Questionnaire. Centers for Disease Control and Prevention.

Developed by the CDC, the Quality of Work Life survey covers multiple aspects of employee feelings of satisfaction, wellness, and belonging in the workplace. HR professionals may find the survey questions helpful as they design tools to collect feedback from employees to inform their mental health strategy.

About Us:

About Us: About SHRM & SHRM Foundation

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SHRM, the Society for Human Resource Management, creates better workplaces where employers and employees thrive together. As the voice of all things work, workers and the workplace, SHRM is the foremost expert, convener and thought leader on issues impacting today's evolving workplaces. More than 95% of Fortune 500 companies rely on SHRM to be their go-to resource for all things work and their business partner in creating next-generation workplaces. With 300,000+ HR and business executive members in 165 countries, SHRM impacts the lives of more than 115 million workers and families globally.

Learn more at *workplacementalhealth.shrm.org*

SHRM® Foundation

Founded in 1966, the SHRM Foundation is the 501(c)(3) philanthropic arm of the world's largest HR professional society, SHRM. SHRM represents more than 300,000 HR professionals across the globe, impacting 115 million workers and their families.

The SHRM Foundation mobilizes the power of HR for positive social change in the workplace. Its robust resources, meaningful partnerships and evidence-based programming educate and empower HR professionals to hire diverse talent, build inclusive workplaces, prioritize workplace mental health and wellness, develop, and support the next generation of HR professionals, and help employees find purpose at work and beyond.

Learn more at *shrmfoundation.org*