



WORKPLACE WELL-BEING PRACTICES REVIEW: CHECKLISTS

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These Workplace Well-Being (WW) Checklists will help guide a review of your law firm’s practices that affect members’ well-being. The term “member” refers to everyone working for the firm—all lawyers and support staff roles. The checklists cover a broad range of practices, including the most common and the ideal. No firm is near the “ideal,” so don’t worry if you see a number of practices that are not yet implemented at your firm! This review is a way to get started and prioritize where the firm would like to go next to promote workplace well-being.

PART 1: Health Promotion

Major Workplace Health Concerns in the U.S.			
Mental Health (esp. Depression)	Stress	Alcohol & Other Substance Use	Inadequate Physical Activity
Inadequate Sleep & Fatigue	Low-Quality Nutrition	Weight Management	Occupational Health & Safety
Musculoskeletal Disorders	Tobacco Use	Heart Attack & Stroke	Vaccine-Preventable Diseases
High Cholesterol	High Blood Pressure	Diabetes	Cancer

Health Promotion Practices Checklist

Programs & Policies for WW
1. Provide regular WW-related screenings and anonymous self-screening tools (e.g., physical health, mental health, alcohol and other substance use) and individual feedback plus resources for follow-up action.
2. Provide an employee assistance program (EAP) that offers services addressing a full range of WW-related topics (e.g., depression, stress management, grief counseling, substance use, and other mental and emotional health issues, financial health).
3. Provide clear information and reminders about how members can connect with services related to WW (e.g., referral to EAPs or other service providers).

4. Provide educational programming to improve healthcare consumerism (e.g., written or interactive guidance on improving doctor-patient relationships, promoting patient-centered care, appropriate use of medical resources).
5. Provide education and training to raise awareness about mental health and substance use disorders and combat stigmatization that deters help-seeking.
6. Educate members about preventive services and benefits covered by their health insurance plan on an ongoing basis, above and beyond what occurs during annual health insurance enrollment (e.g., communicate information about benefits through emails or newsletters that are distributed across the calendar year).
7. Make some or all health promotion programs available to family members (e.g., allow members' family members to access health promotion resources and programming, above and beyond what is provided by the health insurance plan, e.g., fitness facilities, on site medical clinics, health fairs, wellness competitions).
8. Provide health insurance coverage to full-range of workplace health concerns, including tele-health availability.
Education, Training, & Coaching/Counseling for WW
9. Provide educational materials on WW topics (e.g., brochures, videos, posters, newsletters, intranet-based information hub).
10. Provide and promote interactive educational programs on WW topics relating to, e.g., awareness, skills development, behavior change (e.g., seminars, workshops, online platforms).
11. Offer phone app(s) and tele-health options that support WW.
12. Provide and promote free or subsidized lifestyle coaching, counseling, or self-management programs to support members in meeting their WW goals.
13. Provide supervisor training that improves their ability to protect and promote WW for themselves and firm members.
Additional Policies & Practices Specific to Support for Psychological Wellness
14. Training (especially of supervisors) to identify and support distressed members.
15. A clearly-communicated and easily-accessible way for members under psychological distress to confidentially ask for help.
16. Provide access to psychologists or other regulated mental health professionals.

17. Member benefits that include: (i) adequate access to counseling and therapy, (ii) massage, acupuncture, (iii) physiotherapy, chiropractic, naturopathic, (iv) prescription drugs, (v) short-term and long-term disability.
18. Policies/practices to assist members who remain at work while dealing with stressful health or life situations.
19. Regular, supportive communication with off-work members.
20. Formal return-to-work policies and programs.
21. Formal and effective accommodation processes for members with mental and physical impairments.
22. Clear processes for reporting stress-inducing incidents at work without fear of negative consequences.
Workplace Environment (Including Built Environment) That Protects/Promotes WW
23. Work environment that uses healthy building design principles (e.g., workspaces have access to natural light, exposure to plants and nature, communal spaces, good ventilation and air quality, comfortable temperature, no excessive noise).
24. Provide an onsite exercise facility and/or subsidize or discount the cost of off-site exercise facilities.
25. Provide or promote additional environmental supports for recreation or physical activity (e.g., provide trails or a track for walking/ jogging, maps of suitable walking routes, a basketball court, treadmill workstations, sit-stand workstations, lockers, a shower, changing facility).
26. Encourage stair use by posting signs and making stairwells more inviting to use (e.g., signs encouraging stair use are posted at elevators, stairwells, and other key locations; enhancements such as artwork or music are available; and stairwells are kept clean and well-lit).
27. Provide dedicated space that is quiet where members can engage in relaxation activities.
28. Make healthier food and beverage choices available in cafeterias, vending machines, snack bars, or other purchase points.
29. Provide visible nutritional information (beyond standard food labels) and identify healthier (or less healthy) food and beverage choices with signs or symbols.
30. Subsidize or provide discounts on healthy food and beverage choices available at the office.
31. Provide food preparation and storage facilities (e.g., microwave, sink, refrigerator) and a place to eat.
32. Discourage or limit access to alcohol or use of firm funds for alcohol at work-sponsored events (e.g., tickets to limit consumption of alcohol at meetings and events).

PART 2: Psychologically Healthy Workplace Factors

Psychosocial workplace factors powerfully influence members' well-being. These are elements within the firm's influence and responsibility that can impact psychological well-being and optimal functioning—both positively and negatively. Examples of major psychosocial workplace factors are listed below. Many of these factors are not independent and often overlap.

Major Psychosocial Workplace Factors That Impact Workplace Well-Being			
Balance	Workload Management	High-Quality Relationships, Civility, & Respect	Culture of Trust, Transparency, & Fairness
Involvement & Influence	Growth & Development	Engagement	Recognition & Reward
Effective Leadership	Clear Communications & Expectations	Psychologically Safe Climate	Physical Safety
Psychological Support & Protection			

Psychologically Healthy Workplace Factors Checklist

BALANCE

Our culture supports members' ability to maintain good health and functioning while feeling fully engaged in and satisfied with their contributions to their work, their families, and themselves without perceiving too much conflict among these roles.

1. All members feel that they're reasonably able to balance the demands of work and personal life and feel supported when they're dealing with personal issues.
2. Encourage members to speak with supervisors when they are having trouble maintaining work-life balance and ensure that supervisors are skillful and supportive during such conversations.
3. Provide flexible work scheduling policies (e.g., policies allow for flextime or part-time schedules, the option to work at home, allowing time during the day to engage in health promotion activities) and eliminate stigmatization of use of such policies.
4. Support access to daycare, elder care, financial counseling, concierge-type services, and other services to support members' management of their personal lives.

5. Paid time off for days or hours absent due to illness, vacation, or other personal reasons (including family illness or bereavement).
6. Positive work-life balance is modelled by senior members.
7. Encourage or require members to take time off from work for brief and extended periods (lunchtime and other daily breaks, personal days, vacation time, sick days, etc.).
8. Ensure (through, e.g., training, education, modeling, communication, feedback) that supervisors positively support members' work-life balance efforts.
9. Adopt explicit guardrails on expectations of 24/7 responsiveness (e.g., limit sending emails or texts between certain hours except in cases of emergencies).
10. Ensure that supervisors explicitly communicate to members their expectations for turn-around time on work requests (in person or via email) and collaborate with team members when setting/revising work deadlines and establishing responsiveness expectations.
<ul style="list-style-type: none"> ▪ Review Questions: ▪ Do issues related to balance present a greater risk to particular members? ▪ What are the firm's strengths/weaknesses on this topic? What currently gets in the way of members' creating work-life balance? How can this be addressed? ▪ Are there any patterns of "bright spots" (i.e., examples of excellent) or sub-optimal areas for work-life balance management—e.g., practice groups, project teams, offices, demographics, etc.
11. Potential Data Types: What evidence is there of these practices? Examples: Documentation reflecting relevant benefits (e.g., daycare, elder care, leave); documents/data relating to, for example, flexible schedule options, leave, vacation, telecommuting, supervisors' role in supporting members' balance, use of policies (e.g., vacation days taken, use of part-time schedules, etc.), supervisor support for balance and uninterrupted time off work.
<p>QUALITY RELATIONSHIPS, CIVILITY, & RESPECT</p> <p>Our work environment prioritizes high-quality relationships, and all members are respectful and considerate in their interactions with one another, clients, and the public.</p>
12. Ensure that all members treat each other with respect and consideration and show sincere respect for others' ideas, values, and beliefs in all forms of communication.
13. Ensure that members from all backgrounds are treated fairly, participate in formal and informal decision-making that affects them, and feel valued for their individuality while also experiencing a sense of belonging and acceptance.
14. Members' decisions to speak up or pursue growth opportunities are not constrained by their fear of negative consequences to self-image, status, or career.

15. Minimize unnecessary conflict. Timely address necessary conflict directly and effectively—it is neither avoided nor rushed into unskillfully.
16. Effective processes are available for complaints about inappropriate behavior and to resolve interpersonal conflicts. Immediate and effective response is taken to inappropriate workplace behavior.
17. A code of conduct that is well-communicated and modeled by senior members.
18. Provide manager and member training and resources on conflict management, team building, emotional intelligence, interpersonal influence and effectiveness, dealing with difficult people (including clients), and the like.
<ul style="list-style-type: none"> ▪ Review Questions: ▪ Do issues related to development of high-quality relationships, civility, and respect present a greater risk to particular members? ▪ What are the firm’s strengths/weaknesses on this topic? ▪ Are there any patterns of either “bright spots” or sub-optimal areas of quality relationships, civility and respect—e.g., practice groups, teams, offices, demographics, etc.
19. Potential Data Types: What evidence reflects these practices? Examples: Policies, procedures, and training pertaining to, e.g., interpersonal effectiveness, conflict resolution, respectful workplace, bullying, harassment, fair treatment of members, diversity and inclusion.
<p>EFFECTIVE LEADERSHIP</p> <p>Our work environment has effective leaders in whom members have confidence and trust. Our leaders positively impact organizational members’ well-being through their leadership style, creation of a psychologically healthy work culture, management of mental health matters in the workplace, and support for workplace well-being programs.</p>
20. Written expectations and regular feedback and performance reviews for senior members, including measurement and accountability for leadership skills.
21. Development and training aimed at cultivating effective supervisory and leadership skills (e.g., respectfully and effectively helping members to improve performance, team-building, interpersonal and emotional competencies, etc.).
22. Consideration of leadership/supervisory competencies in hiring, promotion, and compensation decisions.
23. Members generally view senior members as competent in their roles, as acting in the best interest of the firm and its people, and as acting with integrity (“walking the talk” of personal and firm values).
24. The work environment (incentive structure, feedback, resources, time priorities, management and peer support, etc.) supports senior members’ motivation and ability to develop as effective leaders who care for their own and members’ WW.
<ul style="list-style-type: none"> ▪ Review Questions:

- Do issues related to ineffective leadership present a greater risk to particular members?
- What are the firm’s strengths/weaknesses on this topic?
- Are there any patterns of either “bright spots” or sub-optimal areas of effective leadership—e.g., practice groups, project teams, offices, demographics, etc.

25. **Potential Data Types:** What evidence reflects these practices? Examples: Criteria or expectations for senior members, performance review forms, 360-degree feedback forms or other types of member feedback, training and development program materials.

CLEAR COMMUNICATIONS & EXPECTATIONS

Members know what they need to do to be successful and know about and understand significant matters or impending changes.

26. Provide timely, clear, and effective communications about matters that significantly impact members’ lives.

27. Minimize members’ experience of uncertainty relating to their jobs, work relationships, firm status, and other matters that may significantly impact their sense of well-being.

28. Ensure that members understand what is expected of them, know how to do their jobs successfully, and regularly receive clear feedback about how they’re doing and how to develop.

29. Inform members in a timely manner about important changes—on a firm level and in day-to-day work.

- **Review Questions:**
- Do issues related to uncertainty, lack of clarity, and poor communication present a greater risk to particular members?
- What are the firm’s strengths/weaknesses on this topic?
- Are there any patterns of either “bright spots” or sub-optimal areas for clear communication and expectations—e.g., practice groups, project teams, offices, demographics, etc.

30. **Potential Data Types:** What evidence reflects these practices?

ENGAGEMENT

Members feel a sense of mutual investment at work and feel motivated to contribute and do their jobs well.

31. Work conditions enable members to enjoy their work, feel proud of their work and that it’s important and meaningful, feel committed to the firm and their teams, and feel motivated to do their best and invest extra effort.

32. Members believe that the firm invests in their career development and cares about them as people.

33. Members feel a sense of pride in being members of the firm, practice group, project team, etc.

34. Make explicit the significance or positive impact of members’ work.

35. Support members’ sense of fit between their jobs and their skills, talents, preferences, and values by, for example, aiding their self-knowledge and identification of their strengths and designing and framing work to bring out their best.
36. Aim to fully utilize members’ collection of skills, fostering their experience of feeling worthwhile, useful, and valuable.
37. Core values extend beyond a narrow focus on profitability—by, for example, focusing on client care, community contribution, and member well-being.
38. Encourage rest and rejuvenation to protect positive mood, focus, and energy.
39. Make work and the workplace fun as often as possible.
40. Support all other psychosocial workplace factors, which also contribute to engagement.
<ul style="list-style-type: none"> ▪ Review Questions: ▪ Do issues related to engagement present a greater risk to particular members? ▪ What are the firm’s strengths/weaknesses on this topic? ▪ Are there any patterns of either “bright spots” or sub-optimal areas for engagement—e.g., practice groups, project teams, offices, demographics, etc.
41. Potential Data Types: What evidence reflects these practices? Examples: Turnover rates, surveys on engagement or related subjects, member feedback, exit interviews, measures of quality or productivity (e.g., performance reviews, billable/non-billable hours, client satisfaction), participation in firm citizenship activities (e.g., committees, volunteer opportunities, willingness to help others).
GROWTH & DEVELOPMENT Members are continually challenged to grow and receive encouragement and appropriate support in their development of their interpersonal, emotional, and job skills.
42. Members receive regular, timely feedback that helps them grow and develop.
43. Members are provided with “hard” and “soft” skills training and development to grow and perform well in their jobs and dedicated time and funds for doing so.
44. Members are enabled/encouraged to take on new opportunities and challenges that foster their experiences of growth and effectiveness.
45. Performance evaluations include development plans.
46. Clarity about necessary criteria, training, and development for advancement or promotion.

47. Members have opportunities for promotion or advancement and receive transparent communication about those opportunities.
<p>48. Review Questions:</p> <ul style="list-style-type: none"> ▪ Do issues related to growth and development present a greater risk to particular members? ▪ What are the firm’s strengths/weaknesses on this topic? ▪ Are there any patterns relating either to “bright spots” or sub-optimal areas of support for growth and development—e.g., practice groups, project teams, offices, demographics, etc.
49. Potential Data Types: What evidence reflects these practices? Examples: Training/development policies; training budget per member; list of internal/external opportunities for training and development; participation rates and feedback from past training; processes for promotion (e.g., clarity, fairness, support, etc.).
<p>INVOLVEMENT, INFLUENCE, & AUTONOMY</p> <p>Members are included in discussions about their work, have input into decisions that impact them, and have a sense of control over their choices and activities at work.</p>
50. Members engage in ongoing, two-way discussions with managers about how they will do their work (e.g., regular team or one-on-one meetings to discuss work progress, goals, concerns, well-being).
51. Member input is encouraged and listened to at all levels of management.
52. Members feel a sense of volition, control, and choice rather than feeling pressured, coerced, or micromanaged. Their motivation stems from an internal desire to do their best as opposed to external pressures and fear.
53. Members are invited into discussions about potential changes in their own work or the larger organization.
54. Members have appropriate control over how their work tasks are organized and carried out.
<p>▪ Review Questions:</p> <ul style="list-style-type: none"> ▪ Do issues related to involvement, influence, and autonomy present a greater risk to particular members? ▪ What are the firm’s strengths/weaknesses on this topic? ▪ Are there any patterns of either “bright spots” or sub-optimal areas for involvement, influence, and autonomy—e.g., practice groups, project teams, offices, demographics, etc.
55. Potential Data Types: What evidence reflects these practices? Examples: Member feedback, suggestions, exit interviews; description of firm processes designed to seek consultation with members; training and development related to influence and emotional and social competencies.

CULTURE OF TRUST, TRANSPARENCY, & FAIRNESS

Our work environment is characterized by the shared values of trust, honesty, and fairness.

56. The firm adheres to principles of distributive fairness—which is fairness of outcomes (e.g., compensation, promotion, credit for business acquisition, work assignments, business development opportunities, committee memberships, leader appointments, etc.) and in the type and quantity of contributions expected from each member (e.g., “office housework,” firm citizenship contributions, work hour distribution, etc.).

57. The firm adheres to principles of procedural fairness—which is fairness in the manner that outcomes are achieved (e.g., transparency, being given a voice, consistency, lack of bias, accuracy, opportunity for correction, ethical).

58. The firm adheres to principles of interactional fairness—which is treating members with dignity and giving clear and thorough explanations for decisions.

59. There is mutual trust between members and management.

60. Members demonstrate organizational values (“walk the talk”) and are recognized for doing so or are held accountable for failing to do so.

61. Proactive steps are taken to ensure inclusivity of members with diverse backgrounds and points of view.

62. The work environment is characterized by trust, honesty, acceptance, and fairness.

63. Interpersonal conflicts are dealt with quickly and effectively.

64. A clear complaint and appeal process is available for important decisions that impact members (e.g., promotion, compensation, assignment of business acquisition credit, disciplinary decisions, etc.).

65. The norm is transparency rather than secrecy.

66. Discrimination is discussed and prevented, especially in processes relating to opportunities, rewards, and discipline.

▪ **Review Questions:**

- Do issues related to trust, transparency, and fairness present a greater risk to particular members?
- What are the firm’s strengths/weaknesses on this topic?
- Are there any patterns of either “bright spots” or sub-optimal areas for trust, transparency, and fairness—e.g., impactful job-related processes (e.g., compensation, promotion, performance evaluations, work or client assignments), practice groups, project teams, offices, demographics, etc.

67. **Potential Data Types:** What evidence reflects these practices? Examples: Member feedback, suggestions, exit interviews; member survey data related to firm culture; turnover data; client feedback; policies and practices related to inclusion and preventing discrimination; documentation of formal decision-making and

appeal processes for important job-related decisions; data reflecting distributive fairness in opportunities and rewards and in divvying out extra duties like office housework.

PRIORITIZING PSYCHOLOGICAL HEALTH

Members' mental health is as important as productivity and business outcomes, the organization responds quickly to known problems, and it takes preventive action to curb causes of poor mental health.

68. Policies, practices, and manager behavior confirms that the firm clearly prioritizes safeguarding members psychological health as high as business or productivity demands.

69. Members feel able to raise concerns about stress and their psychological health and know how to do so.

70. The firm makes efforts to prevent harm from inappropriate behaviors from members, clients, or others outside the firm and deals promptly and effectively with situations that have the potential to be psychologically harmful (e.g., incivility, abusive or neglectful supervisors, harassment, discrimination, bullying, violence).

71. The firm regularly reviews the impact of firm policies, procedures, and practices on members' stress or psychological health.

72. The firm provides and supports training relating to eliminating, reducing, and coping with stress; detecting member distress; and promoting workplace well-being.

73. Review Questions:

- Do issues related to psychological safety climate present a greater risk to particular members?
- What are the firm's strengths/weaknesses on this topic?
- Are there any patterns of either "bright spots" or sub-optimal areas for psychological safety climate —e.g., practice groups, project teams, offices, demographics, etc.

74. **Potential Data Types:** What evidence reflects these practices?

RECOGNITION & REWARDS

There is appropriate acknowledgement and appreciation of members' efforts in a fair and timely manner.

75. Members feel that they are paid fairly, and they receive regular reviews and appropriate salary adjustments.

76. Non-monetary rewards are given regularly to recognize work, good performance, and firm citizenship—e.g., esteem and social rewards (shout-outs at meetings, preferred assignments, hand-written thank you notes, attention and support, appreciation, etc.) and efforts to foster members' intrinsic rewards (explaining why members' contribution is important, helping them feel pride in their accomplishments).

77. Extra effort never goes unnoticed.

78. Members share credit for joint accomplishments.

79. Review Questions:

- Do issues related to recognition and reward present a greater risk to particular members?
- What are the firm’s strengths/weaknesses on this topic?
- Are there any patterns relating either to “bright spots” or sub-optimal areas for recognition and reward — e.g., practice groups, project teams, offices, demographics, etc.

80. Potential Data Types: What evidence reflects these practices? Examples: Particular examples of common non-monetary rewards, formal recognition/rewards programs, manager training about ways to provide recognition, communications about sharing credit for accomplishments.

WORKLOAD MANAGEMENT

Our organization supports members’ ability to have enough time to accomplish their tasks successfully, to manage work conflicts, have breaks from prolonged periods of intense work, and to regularly disconnect from work and rejuvenate.

81. The firm has adopted and monitors explicit and reasonable workload and productivity expectations—which are accepted and supported by all members.

82. The firm’s goal in workload division is that members will have adequate time and resources to handle a reasonable amount of work that does not cause unreasonable strain.

83. Workload is assigned equitably.

84. Members are encouraged to voice concerns to supervisors or others about work hours and work conflicts that they are unable to manage themselves and are not stigmatized for doing so.

85. The firm has effective processes to help members manage workload challenges, such as designated persons to monitor members’ workload and hours and meaningfully assist with getting help and resolving work conflicts.

86. Deadlines are set collaboratively and are modifiable when necessary.

87. Equipment, support, and resource needs are dealt with in a timely fashion.

88. Systems are in place to cover staffing shortages due to, for example, workload surges, vacations, leaves, unfilled positions, etc.

89. Review Questions:

- Do issues related to workload management present a greater risk to particular members?
- What are the firm’s strengths/weaknesses on this topic?
- Are there any patterns of “bright spots” or sub-optimal areas for workload management—e.g., practice groups, project teams, offices, demographics, etc.

90. **Potential Data Types:** What evidence reflects these practices? Examples: Records of average hours worked weekly/monthly, records reflecting whether work hours are distributed equally, communications about productivity expectations, processes for task and project assignment, metrics used to determine assignment of work, process for handling work conflicts, data reflecting maintenance of quality standards, member feedback about workload and work pace, data on job-related errors; absenteeism or leave data, turnover data and exit interviews.

PART 3: Framework for Success for Workplace Well-Being Initiatives

To be successful, workplace well-being initiatives must be embedded in a supportive framework. Environmental barriers (e.g., lack of encouragement to use new skills, lack of leader support and role modeling, misaligned incentives) most often are responsible for the failure of new initiatives. People can best do what’s expected of them when expectations are clear and environmental supports are strong. To optimize the chance of success of the firm’s workplace well-being initiative, it will want to identify ways to mitigate barriers and increase supports for adopting new behaviors and attitudes and practically applying new knowledge and skills.

Framework for Success Checklist

Organizational Supports for Workplace Well-Being (WW)
1. Visible support for WW by senior members—e.g., visible participation in WW activities and programs, communications about WW, performance objectives related to WW, role modelling healthy lifestyles, and openly practicing good WW behaviors that support their own and members’ WW.
2. A statement of firm core values that includes WW.
3. A WW committee that includes and targets members from all levels of the firm.
4. The WW committee has: articulated a compelling vision; prepared a strategic plan with goals, priorities, and a timeline for implementation; an annual budget; defined roles and responsibilities; regular meetings; regular communications with senior management.
5. A paid coordinator position to manage and promote WW programming (as part of their job description and/or performance expectations).
6. Guidance from experts relating to enhancing WW at the firm.

Strategic Communication About WW Program
7. Promote and market WW programs (e.g., program has a brand name or logo, uses multiple channels of communication to inspire and connect employees to WW resources, sharing WW-related “success stories”).
Participation in Programming
8. Designate respected firm members as WW champions who actively promote WW programs.
9. Use incentives to increase participation in WW programs (e.g., gift certificates, cash, paid time off, product or service discounts, reduced health insurance premiums, recognition, prizes).
10. Use individual or team competitions or challenges to support members making behavior changes.
11. Promote and support members’ volunteerism (e.g., encourage participation in volunteer activities, allow members the flexibility to participate during typical work hours, including, e.g., time organizing food drives or participating in corporate walks or community clean-up days).
12. Extend access to key components of the WW program to all members at all levels.
Measurement & Evaluation of WW Programs
13. Conduct member interest survey to help gauge what types of WW programs members are interested in.
14. Ongoing measurement and evaluations of WW programming to assess the quality of the content, quality of the implementation, and impact. Use multiple data sources to inform decision-making.
15. <i>Types of potential data for program evaluation:</i> Program participation data; focus group feedback; health care claims and utilization, absenteeism and turnover rates, disability and workers’ compensation claims, member satisfaction with WW programming, member job attitudes (e.g., job satisfaction, engagement, supervisor satisfaction) and subjective well-being, behavioral change surveys, organizational-related surveys (e.g., psychological safety climate, fairness perceptions, leadership trust and effectiveness, organizational support perceptions, etc.).

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Select Publications For Your Workplace Well-Being Library

- **Handbook.** Workplace Well-Being Handbook for Law Firms, 2021. Available on the [Resources page](#) of the Well-Being Week in Law website (proceeds donated to Well-Being Week in Law).
- **Book.** [Positive Professionals: Creating High-Performing, Profitable Firms Through the Science of Engagement](#). American Bar Association, 2017.
- **Article.** [3 Ways to Motivate Your Team Through an Extended Crisis](#) (co-author), *Harvard Business Review*, 2020.
- **Article.** [Effective Leaders: They Lynchpin of Workplace Well-Being](#), 2021.
- **Article.** Enabling Lawyer Well-Being Through Diversity and Inclusion Practices, ABA's Law Practice Magazine, 2020 (a longer version is available on the Well-Being Week [website here](#)).
- **Report.** [Law Firm Well-Being Program Benchmarking Report](#), 2021.
- **Policy.** [Alcohol Use Policy Template for Legal Employers](#), 2021.
- **Book Chapter.** Transform Lawyer Well-Being into a Team Sport in [The Best Lawyer You Can Be](#), an anthology of chapters related to lawyer well-being. American Bar Association, 2018.
- **Book Chapter.** Positive Institutions: Organizations, Laws, & Policies (co-author) in [The Oxford Handbook of Positive Psychology](#), 2020.
- **National Report.** Editor-in-Chief & co-author of [The Path to Lawyer Well-Being: Practical Recommendations for Positive Change](#), the 2017 report of the National Task Force on Lawyer Well-Being.
- **Toolkit.** [Well-Being Toolkit for Lawyers and Legal Employers](#), sponsored by the American Bar Association, 2018.
- **Article.** [Judge's Well-Being and the Importance of Meaningful Work](#) (co-author), *Court Review*, 2018.
- **Article.** [Five Ways to Foster Meaningful Work and Boost Lawyer Well-Being](#), *Texas Bar Journal*, 2018.
- **Research Paper.** [Engaging & Retaining Women Lawyers: Examining the Role of High-Quality Leader-Member Exchange & Gender Differences in Need-Satisfaction](#), 2017, Master's Thesis, Claremont Graduate University.

FOSTER PSYCHOLOGICALLY HEALTHY WORKPLACES

Psychologically healthy workplaces seek to **achieve financial success while, at the same time, actively protecting and promoting organizational members' mental and physical well-being.** In such workplaces, members believe that mental health is prioritized at least as highly as productivity and business objectives.

PSYCHOSOCIAL WORKPLACE FACTORS

Employers influence workplace factors that have a powerful impact on employees' well-being and optimal functioning—both positively and negatively—such as those below:



BALANCE

Our culture supports members to maintain good health and functioning while feeling satisfied with their contributions to their work and families and themselves.



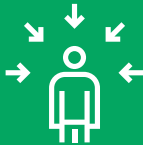
CLEAR COMMUNICATIONS & EXPECTATIONS

Members know what they need to do to be successful and know about and understand significant matters or impending changes in the workplace.



CULTURE OF TRUST, TRANSPARENCY, & FAIRNESS

Our workplace is characterized by shared values of trust, honesty, transparency, and fairness.



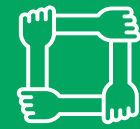
ENGAGEMENT

Members feel a sense of mutual investment and feel motivated to contribute and do their jobs well.



GROWTH & DEVELOPMENT

Members are continually challenged to grow and receive encouragement and appropriate support in development of their interpersonal, emotional, and job skills.



INCLUSION

Members are valued for their individuality; feel a sense of belonging; and have access to and feel fairly treated by the organization's processes.



PRIORITIZING PSYCHOLOGICAL HEALTH

Members' mental health is as important as productivity and business outcomes, the organization responds quickly to known problems, and it takes preventive action to curb causes of poor mental health.



QUALITY RELATIONSHIPS, CIVILITY & RESPECT

Our workplace prioritizes high-quality relationships, and all members are respectful in their interactions with one another, clients, and the public.



RECOGNITION & REWARD

There is appropriate acknowledgment and appreciation of members' efforts and contributions in a fair and timely manner.



EFFECTIVE LEADERSHIP

Our leaders positively impact members' well-being through their leadership style, creation of a psychologically healthy work culture, management of mental health matters in the workplace, and support for workplace well-being programs.



INVOLVEMENT, INFLUENCE, & AUTONOMY

Members are included in discussions about their work, have input into decisions that impact them, and have a sense of control over their choices and activities at work.



WORKLOAD MANAGEMENT

Our organization supports members' ability to have enough time to accomplish their tasks successfully, to manage work conflicts, have breaks from prolonged periods of intense work, and to regularly disconnect from work and rejuvenate.