

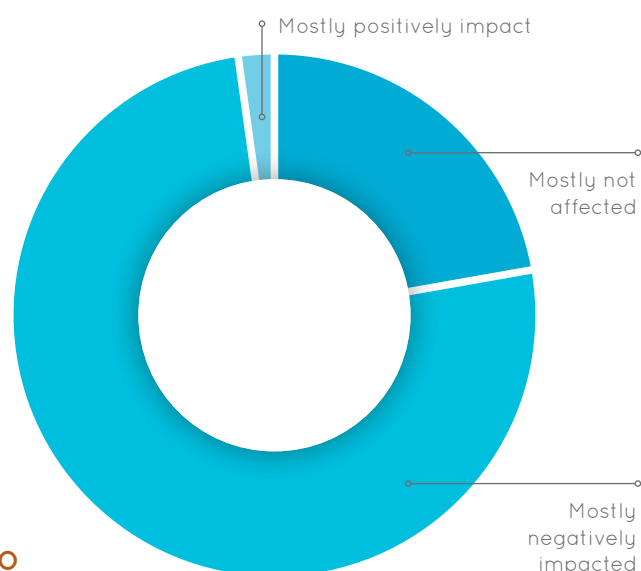
MENTAL HEALTH & WELLBEING

BEST PRACTICE REPORT



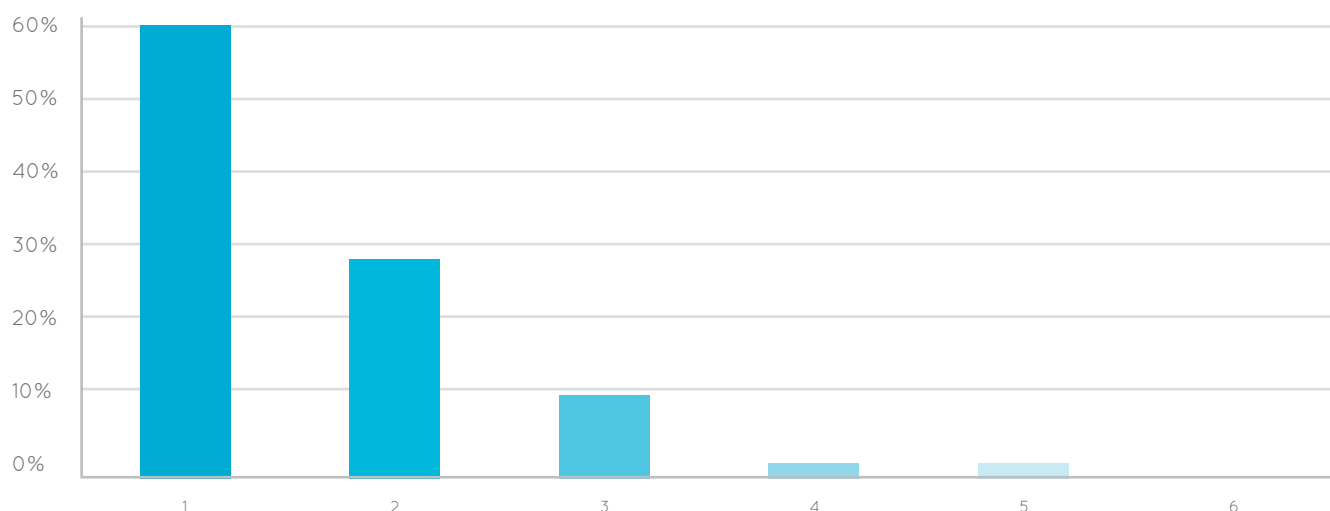
LEVELS OF MENTAL HEALTH AND WELLBEING IN OUR ORGANISATION HAVE BEEN:

ANSWER CHOICES	RESPONSE
Mostly not affected by Covid	22%
Mostly negatively impacted by Covid	76%
Mostly positively impacted by Covid	2%



IN OUR CONTACT CENTRE, MATTERS RELEVANT TO PSYCHOLOGICAL SAFETY AND MENTAL HEALTH ARE APPROACHED WITH THE SAME LEVELS OF ATTENTION AND CARE AS MATTERS RELEVANT TO PHYSICAL SAFETY

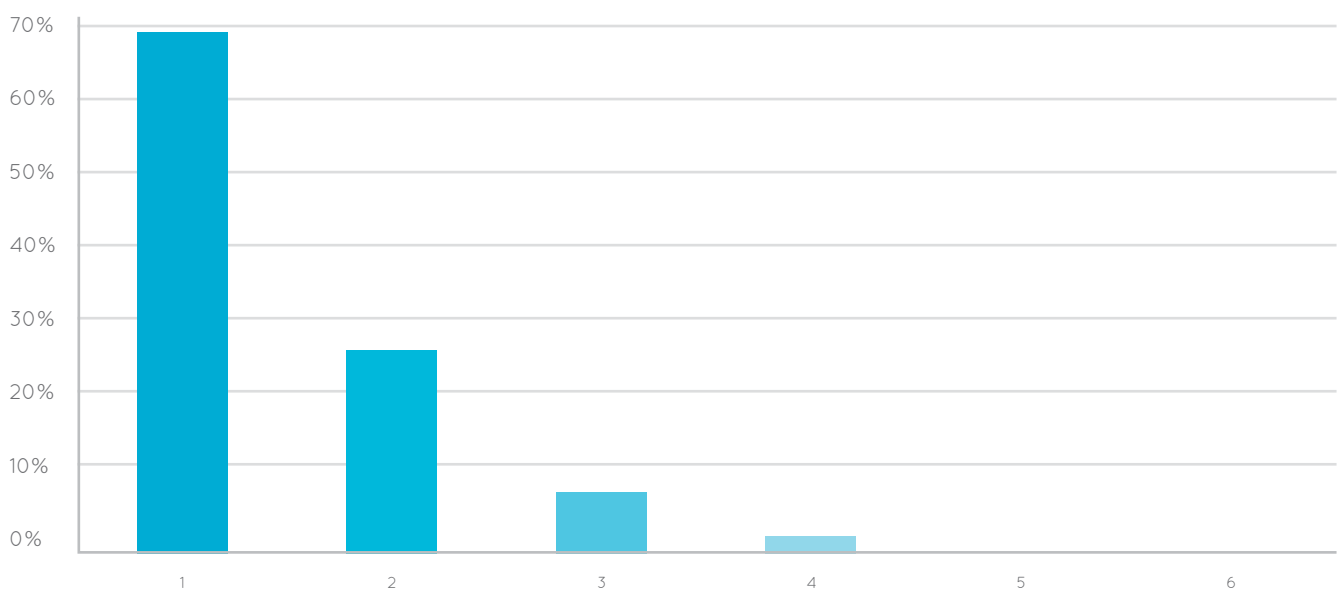
ANSWER CHOICES	#	RESPONSE
Strongly agree	1	60%
Agree	2	29%
Slightly agree	3	8%
Slightly disagree	4	1%
Disagree	5	1%
Strongly disagree	6	0%



MENTAL HEALTH & WELLBEING

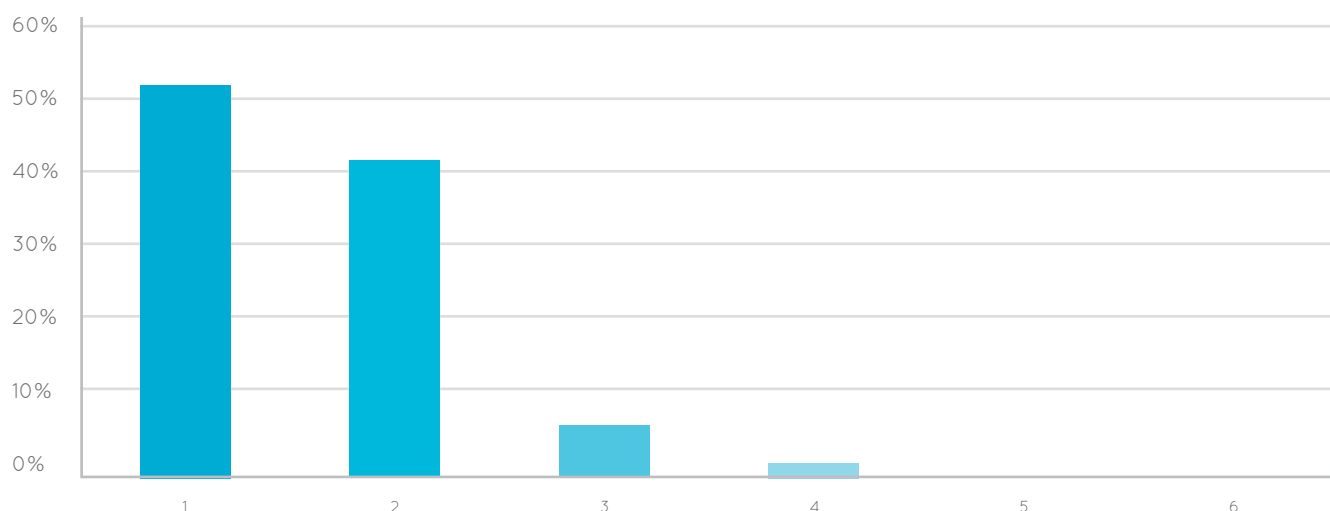
IN OUR CONTACT CENTRE THERE IS A FULL AND IMMEDIATE RESPONSE WHEN PEOPLE RAISE CONCERNS RELATED TO MATTERS THAT MAY IMPACT PSYCHOLOGICAL SAFETY AND/OR MENTAL HEALTH (E.G. VERBAL ABUSE BY CALLER, DISCRIMINATION, BULLYING, HARASSMENT, WORKPLACE AGGRESSION AND VIOLENCE)

ANSWER CHOICES	#	RESPONSE
Strongly agree	1	69%
Agree	2	24%
Slightly agree	3	6%
Slightly disagree	4	1%
Disagree	5	0%
Strongly disagree	6	0%



IN OUR CONTACT CENTRE MISTAKES ARE VIEWED AS AN OPPORTUNITY FOR LEARNING AND IMPROVEMENT

ANSWER CHOICES	#	RESPONSE
Strongly agree	1	51%
Agree	2	41%
Slightly agree	3	6%
Slightly disagree	4	1%
Disagree	5	0%
Strongly disagree	6	0%



IN GENERAL, PEOPLE IN OUR CONTACT CENTRE TRUST EACH OTHER

ANSWER CHOICES	RESPONSE
Strongly agree	29%
Agree	54%
Slightly agree	15%
Slightly disagree	1%
Disagree	0%
Strongly disagree	0%



STRONGLY
AGREE



AGREE



SLIGHTLY
AGREE



SLIGHTLY
DISAGREE



DISAGREE &
STRONGLY DISAGREE

MENTAL HEALTH & WELLBEING

PEOPLE IN OUR CONTACT CENTRE FEEL SAFE TO TRULY SPEAK THEIR MIND
WITHOUT FEAR OF POTENTIAL NEGATIVE CONSEQUENCES FOR DOING SO

ANSWER CHOICES	RESPONSE
Strongly agree	28%
Agree	55%
Slightly agree	15%
Slightly disagree	3%
Disagree	0%
Strongly disagree	0%



STRONGLY
AGREE



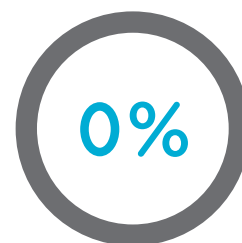
AGREE



SLIGHTLY
AGREE



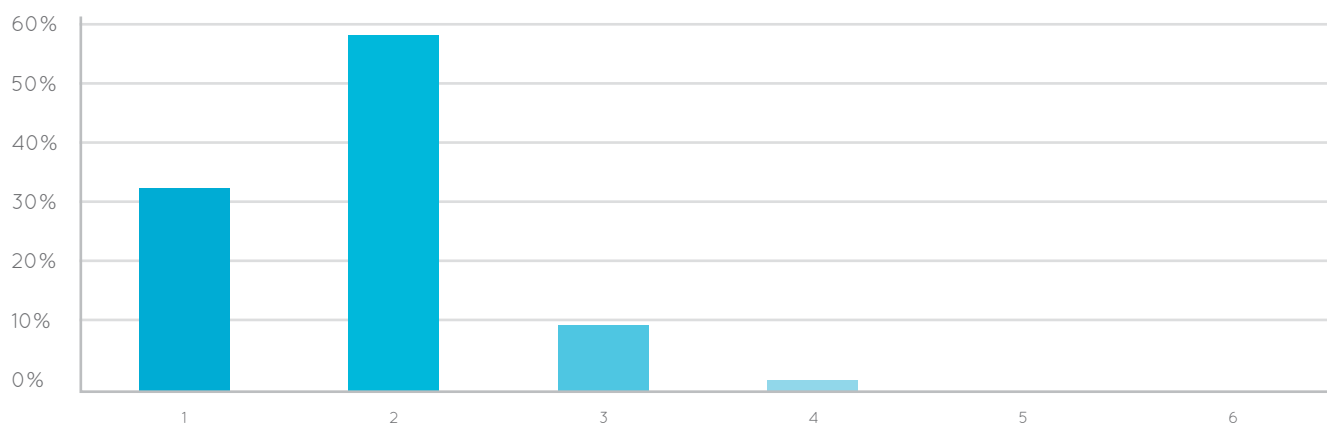
SLIGHTLY
DISAGREE



DISAGREE &
STRONGLY DISAGREE

I KNOW WHAT THE MAIN WORK RELATED RISK FACTORS ARE THAT IMPACT ON PSYCHOLOGICAL
SAFETY AND MENTAL HEALTH IN OUR CONTACT CENTRE

ANSWER CHOICES	#	RESPONSE
Strongly agree	1	31%
Agree	2	58%
Slightly agree	3	9%
Slightly disagree	4	2%
Disagree	5	0%
Strongly disagree	6	0%



**I FEEL CONFIDENT ABOUT HOW I CAN POSITIVELY IMPACT
PSYCHOLOGICAL SAFETY AND MENTAL HEALTH IN THE WORKPLACE**

ANSWER CHOICES	RESPONSE
Strongly agree	33%
Agree	58%
Slightly agree	8%
Slightly disagree	0%
Disagree	0%
Strongly disagree	0%



STRONGLY
AGREE



AGREE



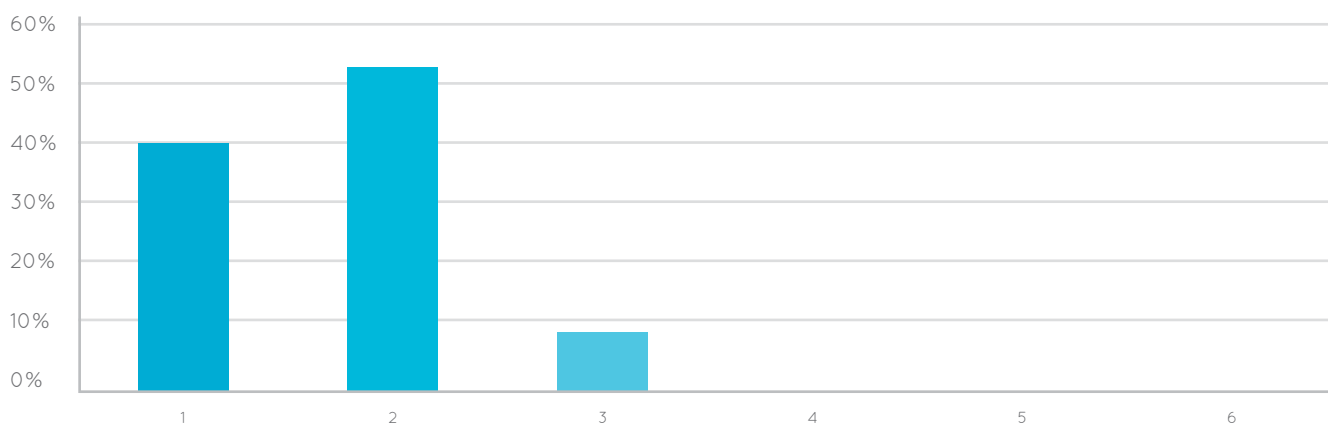
SLIGHTLY
AGREE



SLIGHTLY DISAGREE
DISAGREE
STRONGLY DISAGREE

I HAVE A GOOD UNDERSTANDING OF WHAT DEFINES MENTAL HEALTH AND MENTAL ILL HEALTH

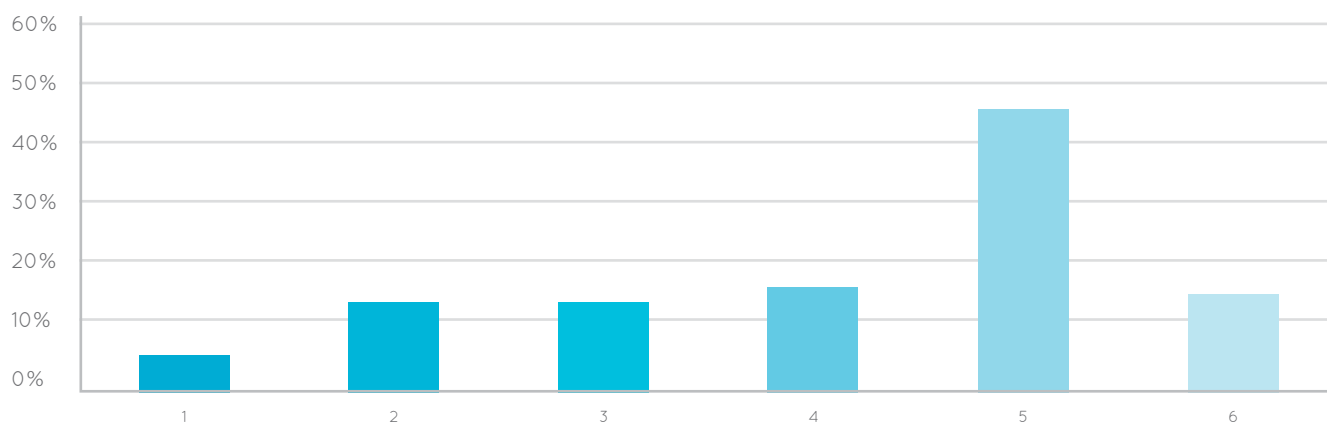
ANSWER CHOICES	#	RESPONSE
Strongly agree	1	40%
Agree	2	51%
Slightly agree	3	8%
Slightly disagree	4	0%
Disagree	5	0%
Strongly disagree	6	0%



MENTAL HEALTH & WELLBEING

IN OUR CONTACT CENTRE THERE IS STILL A STIGMA SURROUNDING THE TOPIC OF MENTAL HEALTH

ANSWER CHOICES	#	RESPONSE
Strongly agree	1	4%
Agree	2	11%
Slightly agree	3	11%
Slightly disagree	4	15%
Disagree	5	46%
Strongly disagree	6	13%



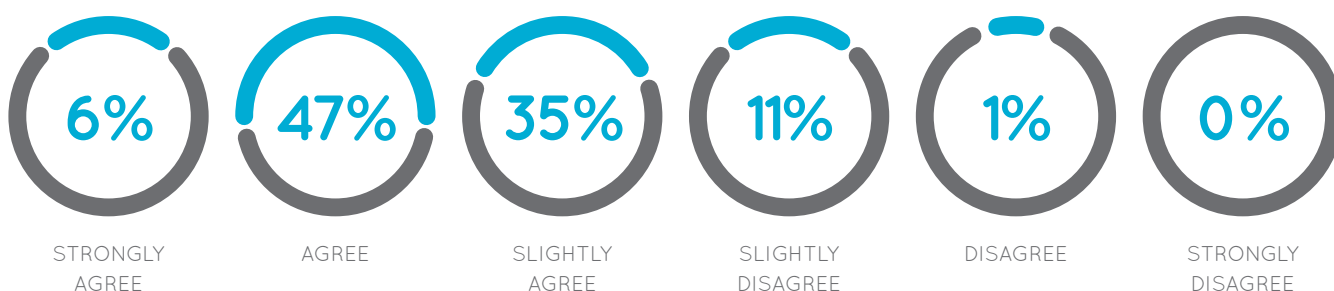
IN GENERAL, WORKLOAD HAS INCREASED DUE TO COVID

ANSWER CHOICES	#	RESPONSE
Strongly agree	1	26%
Agree	2	24%
Slightly agree	3	21%
Slightly disagree	4	10%
Disagree	5	17%
Strongly disagree	6	3%



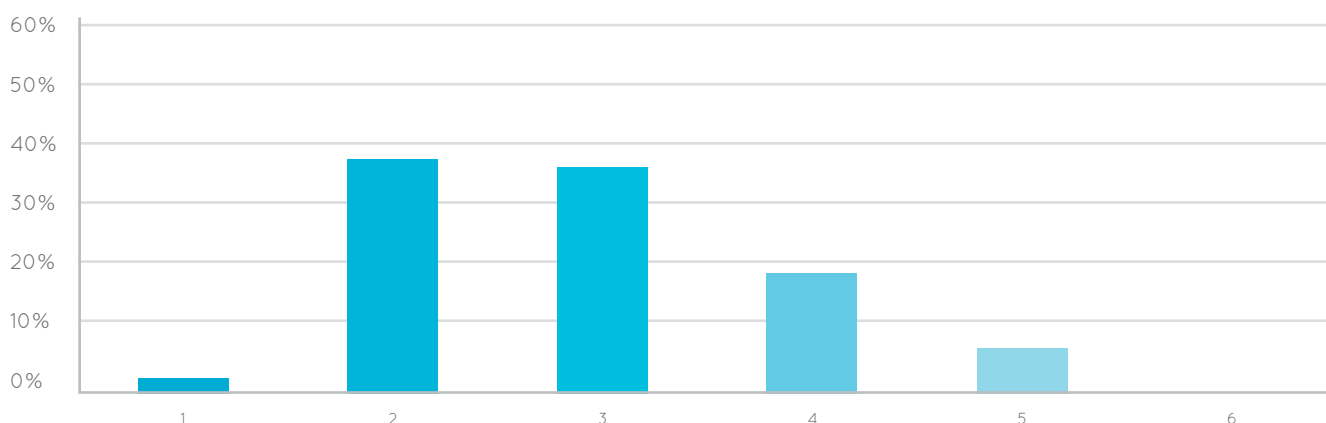
IN OUR ORGANISATION PEOPLE HAVE A SAY IN DECISIONS THAT AFFECT THEIR WORK

ANSWER CHOICES	RESPONSE
Strongly agree	6%
Agree	47%
Slightly agree	35%
Slightly disagree	11%
Disagree	1%
Strongly disagree	0%



IN OUR ORGANISATION PEOPLE HAVE CONTROL OVER HOW THEY CARRY OUT THEIR WORK

ANSWER CHOICES	#	RESPONSE
Strongly agree	1	1%
Agree	2	38%
Slightly agree	3	37%
Slightly disagree	4	19%
Disagree	5	6%
Strongly disagree	6	0%

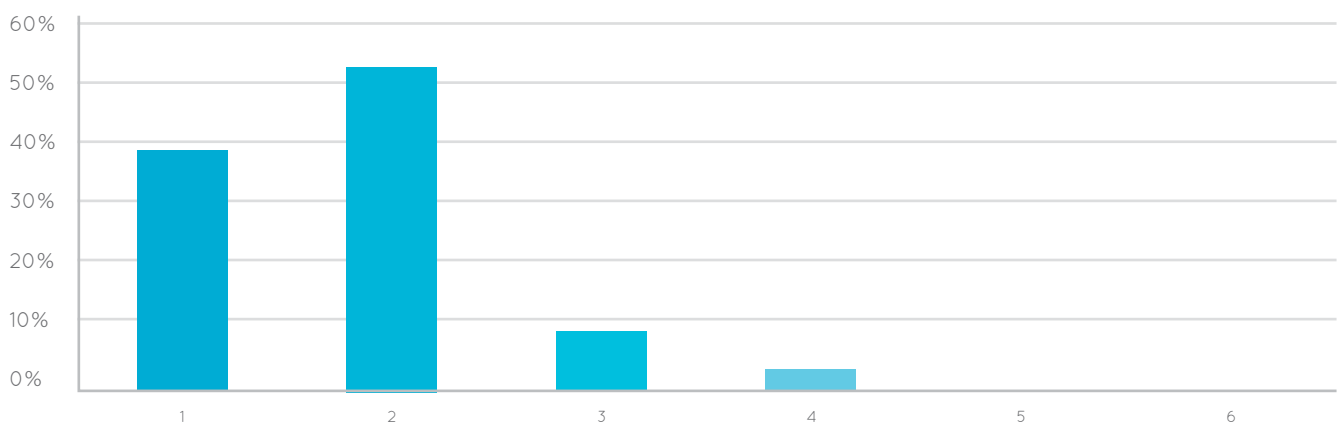


MENTAL HEALTH & WELLBEING



IN OUR ORGANISATION PEOPLE TREAT EACH OTHER WITH RESPECT

ANSWER CHOICES	#	RESPONSE
Strongly agree	1	39%
Agree	2	51%
Slightly agree	3	8%
Slightly disagree	4	2%
Disagree	5	0%
Strongly disagree	6	0%



MY BIGGEST CONCERN WITH REGARDS TO PSYCHOLOGICAL
SAFETY AND MENTAL HEALTH AT OUR ORGANISATION IS:



MENTAL HEALTH & WELLBEING SUMMARY

Tom Ruijs

Senior Consultant

AP Psychology & Consulting Services



It's not just 'ok to not be ok', it's 'normal to not be ok'...

As we face into a brave new world ahead of us, we all do so a little more aware of what it is like to experience thoughts and feelings associated with stress, uncertainty, anxiety and depression. When we look in our rear-view mirrors, we probably all see the road behind us littered with 'moments' and 'times' where we did it tough and struggled. Or, let's face it... we may just see a really big and long moment, one that hasn't necessarily ended yet either!

For a lot of us it's not that we necessarily are now suffering from burnout or tick the boxes for a diagnosis of depression. It's more that when we get asked how we are, we may respond with a shrug of the shoulders followed by a 'Meh'. Languishing, a sense of stagnation and emptiness or feeling somewhat joyless and aimless, is the word that has surfaced as a rather accurate description for these types of sentiments. It doesn't quite qualify as a serious mental health concern but we are definitely not thriving either!

At the time of writing – December 2021 – we probably still feel, and will continue to feel, the impacts that the pandemic has made on us as a person, and on the way in which we live and work. Quite a few of your people may indeed have been, and may continue to languish or indeed have experienced other, more acute, forms of poor mental health.

Our expanded awareness and lived understanding of how being 'not ok' or having significant stressors in our life will impact us on so many levels, in both our personal and our work life.

My guess is that most of us no longer just appreciate that it's 'ok to not be ok' for others. We now also better recognise and accept that we ourselves may have our moments where we are not 'ok'. In fact it is indeed 'normal to not be ok'.

This expanded awareness and lived understanding in and of itself is a major step in the right direction. It is probably more powerful and impactful than any RUOK campaign could aspire to! Organisations, its leaders and employees alike have all had to face the reality that (poor) mental health is something we can, and given certain circumstances will, all struggle with.

Encouragingly this report shows that close to 75% of the participating contact centres report that they believe the stigma surrounding mental health is starting to lose its impact. It also reports high levels of trust between people (85%). A general perception that people feel safe to speak their mind (81%) and treat each other with respect (90%). These are some of the key ingredients for a psychologically safe and mentally healthy workplace.

It has been no surprise that in the last 2 years mental health awareness and workplace maturity on how to create psychologically safe teams and working environments has increased.

We see 90% of participating contact centres reporting to have a good understanding of what defines mental health and poor mental health as well as feeling confident (91%) about being able to positively impact psychological safety and mental health in the workplace. An overwhelming 90% of call centres also reports that psychological safety and mental health concerns receive the same level of attention and care as matters related to physical safety. This data point suggest that participating call centres acknowledge that the concept of psychological safety is just as real, and important, as physical safety.

The comments section from the report does suggest that participating contact centres still see significant and ongoing challenges with 'identifying signs and symptoms of mental health concerns in people' and 'how to start a conversation and support somebody effectively'. Challenges that are expected to be further complicated by compromised visibility of, and connection with, people who WFH, by people wanting, or not wanting, to return the workplace and of course by the fact that we will continue to operate against a backdrop of ongoing COVID fuelled change and uncertainty.

The growing understanding and maturity in mental health and psychological safety has seen workplaces shift their thinking from a more individual support and recovery focus towards a more pro-active and systemic early intervention and prevention focus at the organisational and leadership level. This is where a systemic and evidence-based approach to workplace psychological safety comes in. It is an approach focussed on supporting the creation, and subsequent sustainability, of work environments and teams that are psychologically safe and conducive to positive mental health by design. In other words, it's an approach where the workplace is consciously designed to address and mitigate psychosocial risk factors (prevention) and to pro-actively leverage and bolster protective factors (protection).

With the earlier mentioned uncertainty and change being something workplaces can't directly control, the focus will have to be on what is within control. Designing and creating a work environment that is conducive to people feeling safe, empowered, supported and resilient enough to still thrive (and not languish) despite the challenges they will continue to face.

Taking a systemic approach to workplace psychological safety and mental health will be key to successfully deliver on this. How well organisations are able to design and ongoingly evolve their cultures, build leadership capability, adjust and refine work design, review job roles and responsibilities and apply policies, procedures and supports to name a few examples will have a big influence on whether people once again thrive in the workplace or continue to languish and/or at risk of developing more serious mental health concerns.

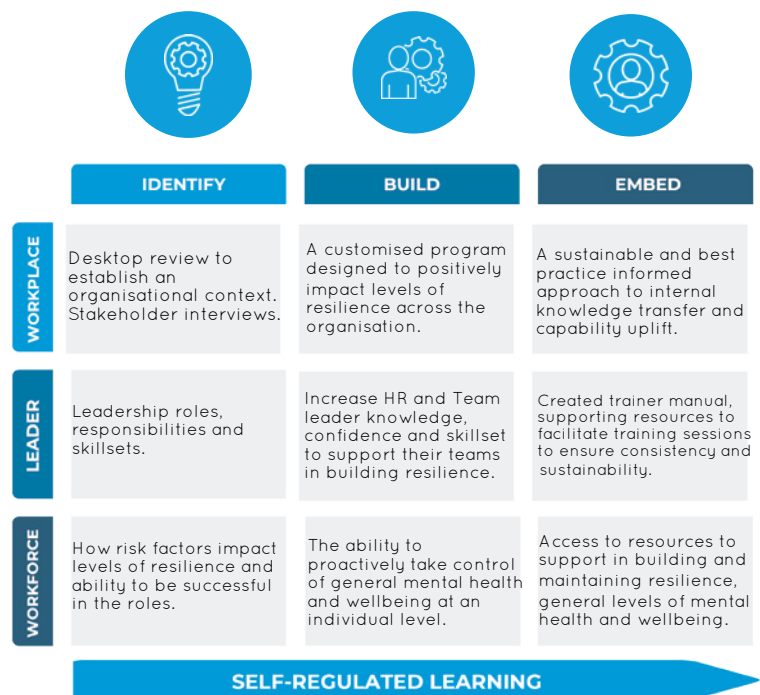
In closing it is encouraging to see most participating call centres have been able to establish an environment where the fundamentals to deliver on a systemic approach are in place. Delivering on this will be an ongoing and no doubt at times challenging journey. We will have to remind ourselves from time to time that we will make the most positive impact if we focus on those things that are within our control. Be that as an organisation, as a call centre manager, as a team leader, as an agent or in general as a human being.

MENTAL HEALTH & WELLBEING CASE STUDY

Train the trainer program to build resilience

Sustainable solution to build and maintain workforce resilience and support general mental health and wellbeing.

AP Psychology & Consulting Services (APPCS) helped identify the need to develop a sustainable and affordable solution for building and maintaining team/individual levels of resilience. The nature of the call centre environment meant there were certain job demands and job design elements that have innate risk factors. We work together with call centres towards a solution that would help their team establish better ownership of, and control over, the innate risk factors present in their jobs and roles. We focussed on uplifting organisational and leadership capability as well as individual empowerment and awareness.



The diagram on the right captures the systemic approach taken to ensure the workplace, the leadership team and the workforce were all considered and connected in the design of the solution.

DELIVERABLES



91%

Participants gained skills and knowledge to enhance the ability to build resilience, support mental health and wellbeing



92%

Participants were confident about implementing the new learnings



85%

Very high likely to apply the skill sets and tools in their day to day activities



100% REACH

Capacity to reach 100% of the workforce



"The engagement was quite tricky at the start, but has well improved"



"It has been AMAZING. We have received overwhelmingly positive feedback"