

Annex II

Indicators and scorecard

The challenging work that United Nations personnel undertake, often under high pressure and in dangerous locations, makes it imperative that the workplace be a safe place.

This means that action must be taken to create a healthy workplace culture, policies and practices must be in place to support this, managers must be trained to understand mental health and well-being, individuals must be provided with the tools that they need to stay healthy and support must be provided to those in need.

Organizations are encouraged to take action in as many of the domains as possible. However, not all indicators are appropriate for all organizations. It is understood that different organizations will have different structures, goals and personnel profiles, and priorities will therefore be established accordingly.

Drawing from the WHO/ILO model of prevent, promote and support, individuals, managers and organizations are asked to take action under each of the headings to positively affect organizational culture. The actions will be laid out in action plans developed by organizations in accordance with their specific conditions and available resources. An example of an action plan can be found in the Implementation Guide that accompanies the scorecard.

PREVENT	PROMOTE	SUPPORT
1. Risk assessment (prevention and mitigation)	3. Manager training	7. Enabling dignified work
2. Policy and practice mainstreaming	4. Stigma reduction activities	8. Access to psychosocial support
	5. Mental health literacy training	9. Quality control for psychosocial support
	6. Implementation of well-being initiatives	
Cross-cutting		
	10. Leadership	
	11. Reporting	
	12. Participation	

Prevent

Indicator 1: risk assessment

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Current risk assessment activities include a psychosocial section	Current risk assessment activities include a psychosocial section	Current risk assessment activities include a psychosocial section
A review of psychosocial risks* has been undertaken*	A review of psychosocial risks* has been undertaken*	A review of psychosocial risks* has been undertaken*
	A psychosocial risk assessment mitigation action plan has been created and implemented**	A psychosocial risk assessment mitigation action plan has been created and implemented**
		Review and improvement process in place for psychosocial risk mitigation
		Evaluation of risk mitigation strategies included in managers' performance appraisals

* Psychosocial risks include workload management, work-life harmony, job control, working hours and interpersonal relationships.

** May be a pilot programme at one or more duty stations.

Prevent

Indicator 2: policy and practice mainstreaming

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
<p>Mental health and well-being review of existing policies* and practices related to people management across the employee lifespan**</p>	<p>Mental health and well-being review of existing policies* and practices related to people management across the employee lifespan**</p> <p>Based on the mental health and well-being review, policies flagged as related to people management are edited or authored to ensure inclusion of mental health and well-being considerations</p>	<p>Mental health and well-being review of existing policies* and practices related to people management across the employee lifespan**</p> <p>Based on the mental health and well-being review, policies flagged as related to people management are edited or authored to ensure inclusion of mental health and well-being considerations</p> <p>All policies related to people management are regularly reviewed, and accountability mechanisms are implemented</p>

* Examples may include the areas of pre- and post-deployment, recruitment, workload management, workforce planning, flexible working arrangements, work-life harmony, return to work, sick leave policy, reasonable accommodation, policy on mobility, prevention of harassment, occupational health and safety, performance management, values and behaviour framework, people/human resources strategy, diversity, equity and inclusion, disability, lesbian, gay, bisexual, transgender and intersex persons, and staff safety and security.

** Recruitment, onboarding, reassignment and retirement/termination.

Promote

Indicator 3: manager education and training

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Training* for new managers on workplace mental health and well-being is included in induction	Training* for new managers on workplace mental health and well-being is included in induction	Training* for new managers on workplace mental health and well-being is included in induction
Training* for all managers on workplace mental health and well-being is integrated into managers' development and learning initiatives	Training* for all managers on workplace mental health and well-being is integrated into managers' development and learning initiatives	Training* for all managers on workplace mental health and well-being is integrated into managers' development and learning initiatives
Managers have access to coaching and guidance related to mental health and well-being in the workplace	Managers have access to coaching and guidance related to mental health and well-being in the workplace	Manager education and training initiatives are evaluated , and results are integrated to ensure continuous improvement

* Modifying the “Lead & Learn” programme or similar courses according to organizational needs.

Promote

Indicator 4: stigma reduction activities

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
<p>Data are gathered to understand stigma within the organization</p>	<p>Data are gathered to understand stigma within the organization</p>	<p>Data are gathered to understand stigma within the organization</p>
<p>An interdisciplinary stigma working group is established to agree on appropriate evidence-based actions</p>	<p>An interdisciplinary stigma working group is established to agree on appropriate evidence-based actions</p>	<p>An interdisciplinary stigma working group is established to agree on appropriate evidence-based actions</p>
	<p>Stigma reduction interventions, informed by evidence-based research and persons with lived experience, are enacted</p>	<p>Stigma reduction interventions, informed by evidence-based research and persons with lived experience, are enacted</p>
		<p>A stigma reduction campaign is mainstreamed, and data are collected to measure impact</p>

Promote

Indicator 5: mental health literacy

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Mental health literacy training is included in onboarding learning programmes	Mental health literacy training is included in onboarding learning programmes	Mental health literacy training is included in onboarding learning programmes
	Mental health literacy training is available to all existing personnel in learning programmes	Mental health literacy training is available to all existing personnel in learning programmes
		Targeted training , such as suicide prevention, for specific roles (e.g. human resources, security and front-line workers) is provided

Promote

Indicator 6: implementation of well-being initiatives

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
A process for implementing evidence-informed well-being activities is developed (e.g. interdisciplinary well-being* working group)	A process for implementing evidence-informed well-being activities is developed (e.g. interdisciplinary well-being* working group)	A process for implementing evidence-informed well-being activities is developed (e.g. interdisciplinary well-being* working group)
	Personnel can gain access to evidence-informed training programmes and well-being tools online	Staff can gain access to evidence-informed training programmes and well-being tools online
	Well-being initiatives are accessible organization-wide	Well-being initiatives are accessible organization-wide
		Well-being initiatives are monitored for uptake and utility and are assessed regularly

* Well-being topics may include but are not limited to stress management, sleep hygiene, mindfulness, yoga and healthy eating.

Support

Indicator 7: enabling dignified work (reasonable accommodation and return to work)

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Ad hoc implementation of reasonable accommodation and return to work	Ad hoc implementation of reasonable accommodation and return to work, without formal guidelines	Ad hoc implementation of reasonable accommodation and return to work
	Reasonable accommodation policy exists and is implemented consistently through a multidisciplinary approach	Reasonable accommodation policy exists and is implemented consistently through a multidisciplinary approach
	Clients can provide feedback on the practice and policy	Clients can provide feedback on the practice and policy
		Case management is provided for personnel

Support

Indicator 8: access to psychosocial support

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
<p>Information available to all personnel on support services (in-house and external)</p>	<p>Information available to all personnel on support services (in-house and external)</p>	<p>Information available to all personnel on support services (in-house and external)</p>
<p>Assess/review current insurance carriers for mental health coverage. Mapping of clients for insurance coverage*</p>	<p>Assess/review current insurance carriers for mental health coverage. Mapping of clients for insurance coverage*</p>	<p>Assess/review current insurance carriers for mental health coverage. Mapping of clients for insurance coverage*</p>
<p>From the onset of a United Nations contract, all personnel and their dependants have insurance coverage, including for mental health needs</p>	<p>From the onset of a United Nations contract, all personnel and their dependants have insurance coverage, including for mental health needs</p>	<p>From the onset of a United Nations contract, all personnel and their dependants have insurance coverage, including for mental health needs</p>
<p>Support within 72 hours, regardless of duty station</p>	<p>Support within 72 hours, regardless of duty station</p>	<p>Support within 72 hours, regardless of duty station</p>
<p>Support in cases of critical incident and crisis management</p>	<p>Support in cases of critical incident and crisis management</p>	<p>Support in cases of critical incident and crisis management</p>
<p>Support for conflict resolution (reconciliation, conflict coaching and mediation)</p>	<p>Support for conflict resolution (reconciliation, conflict coaching and mediation)</p>	<p>Support for conflict resolution (reconciliation, conflict coaching and mediation)</p>
<p>Predeployment counselling Post-deployment counselling</p>	<p>Predeployment counselling Post-deployment counselling</p>	<p>Predeployment counselling Post-deployment counselling</p>
<p>Proactive counselling support for staff in an unstable/high-risk environment</p>	<p>Proactive counselling support for staff in an unstable/high-risk environment</p>	<p>Proactive counselling support for staff in an unstable/high-risk environment</p>
	<p>Family Liaison Officer available to address the well-being needs of the families of staff</p>	<p>Ensure that appropriate** insurance coverage includes coverage for the mental health needs of all United Nations personnel and their dependants</p>

* Including dependants and non-staff (long-term consultants).

** Ensure that reimbursement is client-friendly, involves an easy one-step process and direct to recognized mental health services without a prescription/referral.

Support

Indicator 9: quality control for psychosocial support

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Complete mapping of currently available psychosocial services (in-house and external)	Complete mapping of currently available psychosocial services (in-house and external)	Complete mapping of currently available psychosocial services (in-house and external)
Establishment of lead for psychosocial support with responsibility for oversight of the psychosocial programme	Establishment of lead for psychosocial support with responsibility for oversight of the psychosocial programme	Establishment of lead for psychosocial support with responsibility for oversight of the psychosocial programme
Provide clinical supervision to staff counsellors	Provide clinical supervision to staff counsellors	Provide clinical supervision to staff counsellors
	Support within 72 hours, regardless of duty station	Support within 72 hours, regardless of duty station
	Ensure that providers are licensed/accredited and that those who are not have a plan in place to achieve in accordance with United Nations Staff/Stress Counsellors Special Interest Group guidelines	Ensure that providers are licensed/accredited and that those who are not have a plan in place to achieve in accordance with United Nations Staff/Stress Counsellors Special Interest Group guidelines
	Ensure that a feedback mechanism exists for client input and review	
	A minimum of 20 hours per year for continuing education is available	

Cross-cutting

Indicator 10: leadership

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Leadership focal point is assigned to assume overall responsibility for mental health programming	Leadership focal point is assigned to assume overall responsibility for mental health programming	Leadership focal point is assigned to assume overall responsibility for mental health programming
Leadership regularly* communicates with staff about the importance of mental health and well-being	Leadership regularly* communicates with staff about the importance of mental health and well-being	Leadership regularly* communicates with staff about the importance of mental health and well-being
	Leadership assigns or assumes responsibility for key actions in a highly visible manner to demonstrate action being taken	Leadership assigns or assumes responsibility for key actions in a highly visible manner to demonstrate action being taken
	Mental health and well-being** is included as an assessment criterion for leaders' performance	Mental health and well-being** is included as an assessment criterion for leaders' performance**
	Ensure that providers are licensed/accredited and that those who are not have a plan in place to achieve in accordance with United Nations Staff/Stress Counsellors Special Interest Group guidelines	Ensure that providers are licensed/accredited and that those who are not have a plan in place to achieve in accordance with United Nations Staff/Stress Counsellors Special Interest Group guidelines
	Leadership takes an active role in securing funding for implementation of the Mental Health and Well-being Strategy	

* Three or more times per year.

** Should include recruitment criteria, performance planning, and inclusion in 360-degree assessments. Should be focused on the manager's behaviour in supporting good mental health and reducing psychosocial risks in the workplace.

Cross-cutting

Indicator 11: reporting

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Organization takes part in United Nations Health Intelligence survey a minimum of every two years	Organization takes part in United Nations Health Intelligence survey a minimum of every two years	Organization takes part in United Nations Health Intelligence survey a minimum of every two years
Yearly completion of the Mental Health and Well-being scorecard	Yearly completion of the Mental Health and Well-being scorecard	Yearly completion of the Mental Health and Well-being scorecard
	Mental Health and Well-being action plan created, and progress reported* to personnel	Mental Health and Well-being action plan created, and progress reported* to personnel

* Includes a report on action taken, developed yearly and shared with staff.

Cross-cutting

Indicator 12: participation

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
All relevant mental health and well-being committees, working groups and/or task forces seek membership and/or input from those with lived experience *	All relevant mental health and well-being committees, working groups and/or task forces seek membership and/or input from those with lived experience *	All relevant mental health and well-being committees, working groups and/or task forces seek membership and/or input from those with lived experience *
	Organization has either a representative or a focal point for the implementation board	Organization has either a representative or a focal point for the implementation board
		Organization has dedicated resources to the system-wide implementation effort, either financially or in-kind

* The process for including the voices of personnel with a lived experience of poor mental health is established.