











# Management Practices that Promote Workplace Mental Health

HOW CAN SUPPORT BE PROVIDED IN EMOTIONALLY DEMANDING WORK SITUATIONS?

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Emotionally demanding work is defined as work that places high emotional demands on employees, the effects of which are amplified by the absence of resources required to manage these demands. Resources here refers not only to financial and human resources, but also to the tools, support and training that are available. It is particularly prevalent in sectors where workers are involved in relational work (e.g.: healthcare and social services).

Courses of action	Concrete practices	Objectives or ideas for other practices
 <p><b>1. Recognize emotionally demanding work</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> I speak openly about the high emotional demands of our work environment, and the fact that work can become emotionally demanding</li> <li><input type="checkbox"/> I talk with my team members about what gives meaning to their work</li> <li><input type="checkbox"/> I establish the conditions that enable them to carry out their relational work</li> <li><input type="checkbox"/> I make persons who collaborate with the team aware that the emotional demands are particularly high</li> <li><input type="checkbox"/> I protect and defend my employees to the extent possible</li> </ul>	
 <p><b>2. Vary the sources of support available</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> I make sure the services of an Employee Assistance Program (EAP) are available and that they are adapted to the needs and realities of my team members</li> <li><input type="checkbox"/> I develop a support network among colleagues</li> <li><input type="checkbox"/> I inform my team that I am available and my door is open to them as needed</li> <li><input type="checkbox"/> I take a moment with an employee who seems tired or has just gone through a difficult situation, and make sure they have access to a support network</li> <li><input type="checkbox"/> I make known the sources of support available and legitimize the need to use them and the benefits of doing so</li> </ul>	

Courses of action	Concrete practices	Objectives or ideas for other practices
 <p>3. Set up areas for retreat, discussion and exchange</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> I reserve a discreet, accessible room for employees who need to withdraw</li> <li><input type="checkbox"/> I schedule times for teams to discuss and exchange views on more difficult situations</li> <li><input type="checkbox"/> I establish co-development groups for practitioners or managers</li> </ul>	
 <p>4. Set aside time for restoring energy</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> I promote a healthy work-life balance</li> <li><input type="checkbox"/> I allow some flexibility of schedules, if possible</li> <li><input type="checkbox"/> I encourage staff to take breaks and go outside at mealtimes</li> <li><input type="checkbox"/> I make sure there are periods that do not involve active intervention</li> <li><input type="checkbox"/> I encourage participation in external training courses</li> <li><input type="checkbox"/> I encourage unplugging mobile devices as often as possible</li> </ul>	
 <p>5. Provide the means required to do quality work</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> I discuss the prioritization of tasks</li> <li><input type="checkbox"/> I clarify procedures while offering a degree of flexibility</li> <li><input type="checkbox"/> I provide the tools needed to perform work and ensure the safety and well-being of staff</li> <li><input type="checkbox"/> I ensure that new employees are properly trained and skills are developed throughout an employee's career</li> </ul>	

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