
Mental Health Toolkit for Employers

An employer's guide to hiring and supporting persons with mental health conditions in the workplace

In support of



Let's unite against
mental health stigma.



Acknowledgements

We would like to thank all the companies that took the time to respond to our survey and participate in our focus group discussions to share their thoughts and stories. Special thanks to our social service providers and partners for their feedback and assistance.

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As business leaders and individuals, you look towards setting company goals that will inspire and motivate yourself and the people you lead. Creating an inclusive and mental health-friendly workplace not only encourages employees to perform better at work but also boosts employee well-being.

According to NCSS' recent survey of over 500 companies:

- Every \$1 invested in workplace adjustments gives an average of \$5.60 in returns, reduces average annual medical expenses by 13.3%, and increases the average yearly income per person by 6.5%.
- Mental health-friendly companies have observed improved employee morale and productivity. It reduces retraining and hiring costs, which average \$3,650 per employee in Singapore.
- The perceived costs of implementing workplace support and adjustments are 16% higher than the actual costs of doing so.

Eight in 10 employees surveyed believe that more can be done to support mental health conditions in the workplace. However, more than half also cited the lack of knowledge about hiring and supporting persons with mental health conditions as a key challenge to employing them.

With this in mind, we have developed this toolkit to provide you with information and resources to support your journey in employing and supporting persons with mental health conditions. Please join us in setting a goal to create a mental health-friendly workplace and improve the quality of life for thousands of persons with mental health conditions in Singapore.

"I tried to lend a listening ear and be sympathetic and help (employees with mental health conditions), understand them... but to what extent can I help them?"

"Even if they declare, I will still hire. If the person is really good, then (we) will keep him in the job."

– Employer remarks from the 2017 NCSS Study on Employment of Persons with Mental Health Conditions



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Journey towards being an inclusive and mental health-friendly workplace

Although we recognise that companies may vary in their readiness to adopt a mental health-friendly workplace, we recommend running through the entire process to get a better sense of where your company currently stands in the development of an inclusive workplace.



STEP 01

Committing to the Cause

Your company's clear commitment to hire and support persons with mental health conditions and promote good mental health in the organisation is vital.

This toolkit should equip you with the necessary information and resources to embark on your journey to creating an inclusive and mental health-friendly workplace.

90.6% of employers who have hired persons with mental health conditions were willing to hire them again.

What is in it for your company?



Improved working environment

- Making workplace adjustments fosters an open and flexible environment where employees are more willing to step out and request for support.
- Companies with implemented adjustments registered an average 3.3% improvement in four areas of benefits, i.e., productivity increase, drop in absenteeism, medical claims savings, and reduction in hiring costs.



Increased employee morale

- Providing a supportive environment encourages better performance in the workplace and increases commitment to employers. This can reduce the need for retraining and hiring costs, which average \$3,650 per employee in Singapore.
- 8 in 10 companies surveyed that implemented mental health-friendly initiatives saw significantly improved general worker morale.



Enhanced company image

- Having an inclusive workplace projects a positive corporate image of the company and boosts its reputation.
- 65% of companies surveyed that implemented mental health-friendly initiatives saw a significant improvement in company image.



Increased returns

- Every \$1 invested in workplace adjustments generates average returns of \$5.60, reduces average annual medical expenses by 13.3%, and increases the average yearly income per person by 6.5%.
- Monitor Deloitte's Mental Health and Employers Study 2017 also found that companies across six different countries average \$4.20 in returns for every \$1 they invested in mental health interventions.



IT'S NOT JUST YOUR COMPANY THAT GAINS BUT SOCIETY, TOO.

Making a difference to the lives of persons with mental health conditions and their families

- Re-employment has proven to be one of the most effective ways of empowering persons with mental health conditions, and associated with lowering their mental health expenditure significantly.
- Working aids in the recovery of persons with mental health conditions and enhances their self-esteem and identity. In the 2015 NCSS Quality of Life Study, persons with mental health conditions who were employed had a significantly higher quality of life than those who were not.
- Employing persons with mental health conditions improves their conditions. This reduces the burden on caregivers and allows them to rejoin the workforce.

Better quality of life for persons with mental health conditions

- Employing persons with mental health conditions increases their interactions with society, alleviates misconceptions, reduces stigmatisation, and promotes an inclusive community.
- Everyone has a part to play. Learn more about NCSS' **Beyond the Label** movement to reduce stigma attached to persons with mental health conditions.

Scan this QR code to find out more about **Beyond the Label** today!



"...in today's environment of low trust, organisations that take steps to address the social issues needs of the communities will stand out as trusted partners and are likely to receive the support of the community."

– Professor Ian Williamson in the keynote speech, 'Surviving the crisis of trust: Social impact is key', 2018 Singapore Business Leaders Gala Dinner (Victoria Business School, News Archive, May 24, 2018)

STEP 02

Planning Your Approach to a Mental Health-Friendly Workplace

This toolkit comprises several pointers and resources to start you on building a mental health-friendly workplace. The following checklist gauges how mental health-friendly your workplace is; it is not meant to be exhaustive but can give a good indication of your company's current standing and areas for improvement.



MENTAL HEALTH-FRIENDLY WORKPLACE INDICATORS

It is fine if you do not have all the boxes ticked as creating a mental health-friendly workplace is an ongoing journey.

¹An Employee Assistance Programme (EAP) is a programme providing assistance to employees with personal or work-related issues that may adversely impact their physical health, work performance, and mental and psychological well-being.

- Committed leadership supportive of hiring persons with mental health conditions.
- Has identified mental health workplace strategies and recommended processes to adopt.
- Promotes and supports employee health wellness and work-life balance practices.
- Builds awareness and encourages dialogue about mental health conditions to dispel myths.
- Trains managers and frontline supervisors on mental health workplace conditions.
- Assists managers and employees via an Employee Assistance Programme (EAP)¹ or other referral resources.
- Provides equal opportunities for all job applicants and values diversity.
- Keeps the health information of employees strictly confidential.
- Clearly states the provision of healthcare options (e.g., EAP, mental health insurance) to employees.
- Regards both mental and physical illnesses as equally urgent and important.
- Has corporate insurance coverage for mental health conditions.
- Supports employees recovering from mental health conditions, including those seeking treatment and planning to return to work.

STEP 03

Developing a Mental Health-Friendly Culture



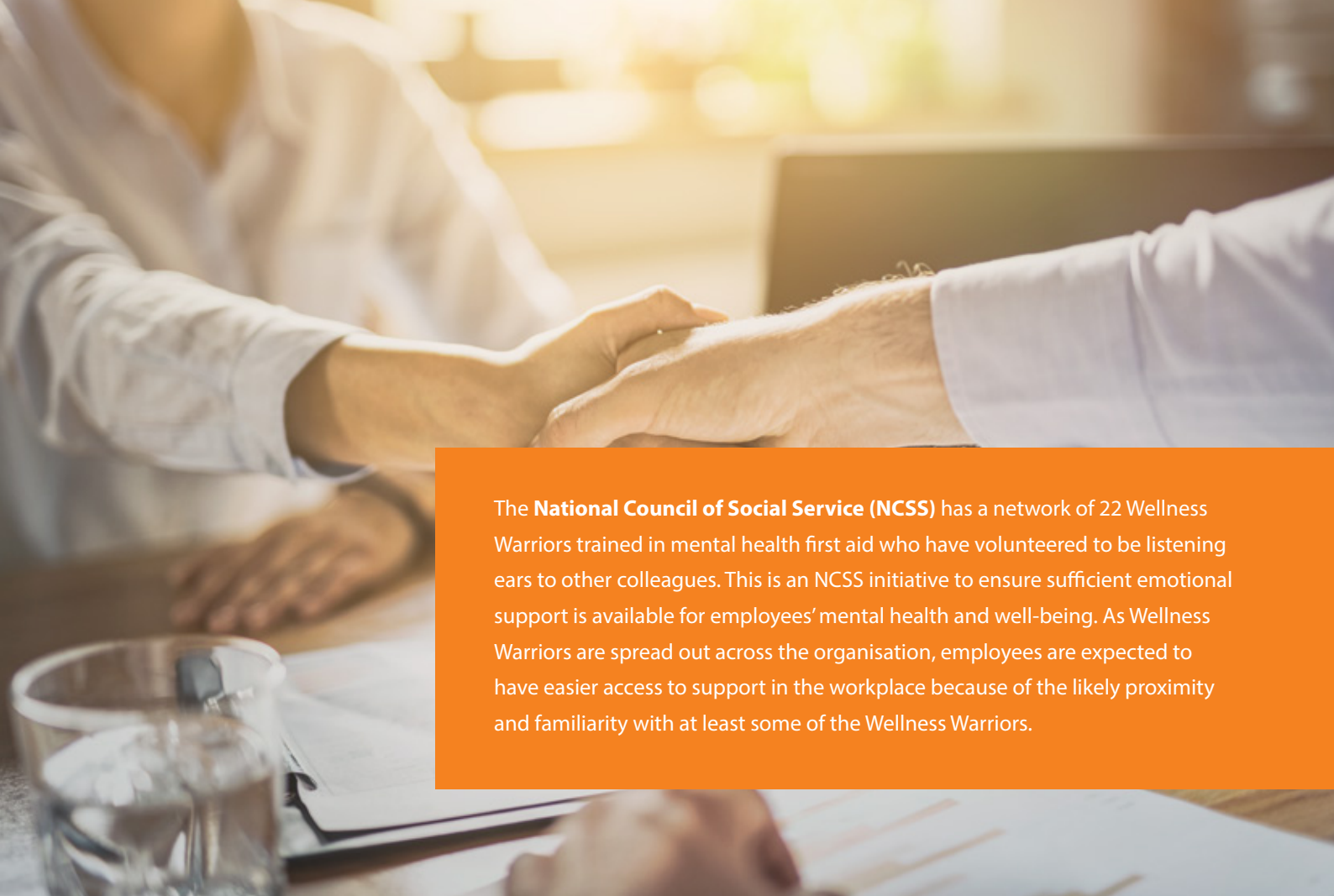
At this stage, you should start developing a conducive work environment for both persons with mental health conditions and other employees.

“Employees need to invest in mental health promotion because the mental well-being of employees has a direct impact on the workplace.”

Speaker of Parliament, Tan Chuan-Jin, at the Silver Ribbon Workplace Emotional Health and Wellness Summit 2017




What can you do?

1. Rewrite company policies to be more mental health-friendly by including confidentiality safeguards, mental health management protocols, and an Employee Assistance Programme.
2. Encourage supervisors to create a positive work culture and provide open channels of communication so that employees are comfortable disclosing mental health conditions.
3. Invite community partners to hold talks on the importance of mental wellness.
4. Set up a network of mental health champions in the workplace.
5. Implement a buddy system for all new employees to help them integrate into the workplace.



The **National Council of Social Service (NCSS)** has a network of 22 Wellness Warriors trained in mental health first aid who have volunteered to be listening ears to other colleagues. This is an NCSS initiative to ensure sufficient emotional support is available for employees' mental health and well-being. As Wellness Warriors are spread out across the organisation, employees are expected to have easier access to support in the workplace because of the likely proximity and familiarity with at least some of the Wellness Warriors.

Resources for Developing a Mental Health-Friendly Culture²

Organisation	Services	Contact
Enterprise Singapore & Health Promotion Board	Provision of the Enterprise Development Grant for projects that build sustainable strategies for employee engagement, including: 1. Supportive management styles and behaviour 2. Holistic employee psychological well-being programmes	hpb_health_at_work@hpb.gov.sg 
Singapore Anglican Community Services	Provides talks and workshops on improving mental wellness and enhancing workplace emotional wellness	6812 9605 EAP@sacs.org.sg 
Singapore Association for Mental Health	Conducts talks and workshops on mental wellness and positive living	6255 3222 comed@samhealth.org.sg 

²All resources provided are for reference only; inclusion of a programme or service provider does not imply recommendation or endorsement.

STEP 04

Increasing Mental Health Awareness in the Workplace

Encouraging open communication and dialogue on mental health conditions in your workplace can help increase awareness and dispel myths about such situations. This is particularly relevant as revealed in the 2017 NCSS Attitude Study towards Persons with Mental Health Issues.



1 in 2 people

felt that they had very little knowledge regarding mental health conditions.



Employees were unwilling to share their mental health conditions due to **perceived stigma.**









7 in 10 employees

felt that negative attitudes of colleagues were a major barrier to employing persons with mental health conditions.

What can you do?

1. Invite community partners to increase knowledge about mental health conditions through talks and workshops.
2. Encourage supervisors to start dialogues about mental health conditions in the workplace.
3. Plan company-wide initiatives or mental health-related corporate social responsibility (CSR) events to increase awareness of mental health conditions in the workplace.
4. Organise training to improve the comfort level in addressing mental health conditions in the workplace.

Resources for Increasing Mental Health Awareness in the Workplace

Organisation	Services	Contact	
Community Health Assessment Team	Gives talks and workshops on ensuring mental wellness and managing stress at work	6493 6500 6493 6501 chat@mentalhealth.sg	
ReXilience (by Changi General Hospital)	Provides consultation, counselling, and training concerning building human resilience, crisis management, and mental health education	6426 8933 tracs@cgh.com.sg	
Clarity Singapore	Conducts workshops on mental health and psychoeducation	6757 7990 ask@clarity-singapore.org	
Club HEAL	Organises workshops on schizophrenia, bipolar disorder, and depression and gives mental health talks	6899 3463 info@clubheal.org.sg	
Silver Ribbon (Singapore)	Provides mental health first aid, mental wellness workshops, and complementary counselling services	6386 1928 info@silverribbonsingapore.com	
Singapore Association for Mental Health	Gives talks and workshops on managing mental health	6255 3222 comed@samhealth.org.sg	

Mental Health Events and Activities

World Mental Health Day (October 10)

World Mental Health Day is a World Federation for Mental Health initiative aiming to increase awareness of mental health conditions and mobilise efforts supporting mental health.

Scan this QR code to find out more about World Mental Health Day today!



Social Service Navigator

The Social Service Navigator is a one-stop portal on social services in Singapore and provides information about various local social service programmes.

Visit <https://www.ncss.gov.sg/navigator> or scan this QR code to find out more about the Social Service Navigator today!



STEP 05

Managing Mental Health in the Workplace

Training supervisors on mental health literacy and handling sensitive conversations about workplace accommodation, return-to-work, performance, and conflict is necessary. Such training should also feature in your company's induction programmes.





The Aon APAC Benefits Strategy Study 2017 found that 72% of employers consider stress and mental health as issues affecting productivity. Among non-manual workers, stress is the No. 1 cause of long-term medical absence. Despite this, only about half of the employers surveyed in Singapore have emotional and psychological wellness programmes.

What can you do?




1. Train supervisors to manage mental health in the workplace.
2. Increase work support through teamwork systems and regular check-ins.
3. Encourage healthy living through on-site sports or fitness activities.
4. Devise strategies offering support to a distressed employee, e.g., referral to external counselling and redesignation of job scopes.
5. Conduct regular mental health programmes for employees to improve their well-being.
6. Contact your insurance provider to ensure coverage for mental health conditions, e.g., allowing medical claims for mental health-related episodes and providing coverage for pre-existing conditions.

Resources for Managing Mental Health in the Workplace

Training and Workshops for Managers

Organisation	Services	Contact	
Health Promotion Board	Conducts training programmes equipping managers and HR personnel on how to approach and support staff who may be in need	HPB_MHE@hpb.gov.sg	
Singapore Anglican Community Services	Offers Integrated Employment Services that provides training on creating inclusive workplaces and supporting employees with mental health conditions	6812 9600 ies@sacs.org.sg	
SkillsFuture	Administers the Skills Development Fund (SDF) that supports local workforce upgrading programmes and provides training grants to employers under the Continuing Education and Training (CET) system	Applications are administered through the SkillsConnect portal	

Support Provision

Organisation	Services	Contact	
Counselling and Care Centre	Provides support in responding to crises and traumatic incidents through its Employee Assistance Programme	6536 6366 info@counsel.org.sg	
Institute of Mental Health	Offers support and triage for mental health crises and risk assessments	6389 2222	
Job Club (at the Institute of Mental Health)	Assists individuals with mental health conditions to obtain and sustain open employment or provide support, if required, in their current workplace	6389 2678 enquiries@jobclub.sg	

STEP 06

Recruiting Persons with Mental Health Conditions

Now that you have established an inclusive workplace environment supportive of persons with mental health conditions, it is time to redesign your recruitment process to be mental health-friendly.

To ensure equal access to job opportunities, we recommend that you only collect information about disability and health post hire, and provided they are necessary and relevant to the job. To help you get started, here is a model of a mental health-friendly recruitment process.



1

Posting Job Advertisements

- State clearly the essential and non-essential requirements of the job.
- Communicate that your company is committed to providing equal opportunities for employment.
- Make known the availability of reasonable adjustments in the job advertisement.

2

Screening Applications

- We encourage you to avoid questions on physical or mental health in the application form. If it is necessary, be sure to separate any required information on physical or mental health from the application form and do not share it with the recruitment panel.
- Base recruitment decisions solely on the applicant's qualifications and competence, without assumptions about physical or mental health.



3

Interviewing



- Interview questions should seek to understand the applicant's skills and abilities instead of focusing on his/her physical and mental health.
- Interview questions should closely match the job description and be relevant to the job scope.
- State that adjustments are available and encourage the applicant to share if he/she requires any accommodations.

4

Post Hiring

- If health questionnaires are required, limit questionnaire items to open-ended health information relevant to the job scope.
- Encourage supervisors and employees to communicate their expectations to each other.
- If employees disclose their physical or mental health conditions, supervisors should communicate their support and find out about any needs and adjustments required to achieve their job functions better.

The following organisations provide funding for employers who hire individuals, including persons with mental health conditions, who might have been previously economically inactive.

Organisation	Services	Contact
Workforce Singapore (WSG)	Employers can receive salary support of maximum \$42,000 under the Career Support Programme for up to 18 months when they hire eligible unemployed Singapore Citizen PMETs.	<p>WSG 6883 5885 WSG_Programmes@wsg.gov.sg</p> <p>e2i 6474 0606 followup@e2i.com.sg</p> 
Workforce Singapore (WSG)	The Career Trial allows employers to assess jobseekers' job fit through a short-term work trial before offering employment for jobs paying \$1,500 or more to suitable Singapore Citizens.	<p>WSG 6883 5885 WSG_Programmes@wsg.gov.sg</p> <p>e2i 6474 0606 followup@e2i.com.sg</p> 

The following organisations also facilitate job matches between companies and persons with mental health conditions.

Organisation	Services	Contact
Job Club (at the Institute of Mental Health)	Works with employers prepared to hire persons with mental health conditions and connects them with suitable candidates	<p>6389 2678 enquiries@jobclub.sg</p> 
Singapore Association for Mental Health MINDSET Learning Hub	Conducts Workforce Skills Qualifications (WSQ) training and facilitates employment placements for persons with mental health conditions	<p>1800 283 7019 enquiry@samhealth.org.sg</p> 
Singapore Anglican Community Services	Provides vocational training and job matching, placement, and support services for persons with mental health conditions	<p>6586 1064 admin@sacs.org.sg</p> 
Singapore Silver Pages	Assist employers and persons with mental health conditions by providing information and linkages to Mental Health service providers for support	<p>1800 650 6060 careinmind@aic.sg</p> 

HEALTH QUESTIONNAIRE POST HIRING³

This health questionnaire sample can be useful for evaluating the physical and mental health of your employees post hire and determining if they require any adjustments or assistance to achieve their job functions better.

This questionnaire aims to evaluate your physical and mental health and determine if you have any health problems that may affect your ability to achieve your job functions. Your answers to the questionnaire will be confidential and will not be shared with anyone else without your written permission. Your answers to this questionnaire will be used to recommend adjustments or assistance, if necessary, to enable you to achieve your job functions better.

Based on your current understanding of the job scope, are you aware of any physical and/or mental health condition(s) that may impair or limit your capability to achieve your job functions to the best of your ability?

Would you like to share any past examples of physical and/or mental health condition(s) or disability caused or exacerbated by your work so we can explore any support you may require?

Do you think there are any workplace adjustments you would need to enable you to achieve your job functions better?

It is important not to ask the following questions as respondents may perceive them as intrusive or inappropriate:

- Is there any history of mental health conditions in your family? If yes, please provide details of the relevant family members and their conditions.
- Have you had or been treated for any of the following conditions? If yes, please provide details. [With an exhaustive list of mental health conditions for which respondents are to tick Yes/No]
- Are you currently taking any tablets or medication? If yes, please provide details of the condition, treatment, and dates.
- Have you, in the past two years, consulted a doctor for any physical and/or mental health condition(s) that caused you to be absent from work or school for more than a week?

³This questionnaire is adapted from *Managing and Supporting Mental Health at Work: Disclosure Tools for Managers* by the Chartered Institute of Personnel and Development (CIPD) and Mind.

STEP 07

Implementing Workplace Adjustments

Workplace adjustments are most effective when implemented in a supportive and understanding environment. Companies without workplace adjustments may encounter a mismatch between the prescribed job scopes and their employees' needs. This scenario may negatively impact company workflow and output.

The 2017 NCSS Study on Employment of Persons with Mental Health Conditions found that employers perceived the cost of workplace adjustments for persons with mental health conditions to be higher than the actual. Implementing workplace adjustments also benefits a company more than costing it, generating returns of \$5.60 on average for every \$1 invested.



What can you do?

1. Clearly communicate company policies on workplace adjustments and outline available support.
2. Encourage supervisors to provide reasonable accommodations for their employees.
3. Implement workplace adjustments that enable persons with mental health conditions to perform their job functions better.
4. Have an Employee Assistance Programme (EAP) providing counselling and consultations for employees.
5. Encourage supervisors to review the impact of workplace adjustments to ensure that they continue to be appropriate.
6. Allow medical claims for mental health-related expenses, e.g., medication and counselling sessions.

Some common categories of workplace adjustments are modifications to working arrangements, working premises, and job scopes. Here are some examples of workplace adjustments you can consider implementing for your employees.

Working Arrangements

- Flexible working hours
- Treat time off due to mental health conditions equally as sick leave due to physical health problems
- Allow regular spacing of annual leave throughout the year
- Phased return-to-work for recovering employees

Working Premises

- Minimise noise by providing room dividers or partitions
- Provide a quiet space for breaks
- Offer a reserved parking space
- Allow for increased personal space
- Move workstation as necessary

Job Scopes

- Temporary reallocation of some tasks
- Provide support in work prioritisation
- Increase frequency of supervision
- Provide a buddy or mentor
- Offer to mediate when there are difficulties between colleagues

Resources for Implementing Workplace Adjustments

Organisation	Services	Contact
Workforce Singapore (WSG)	The WorkPro Work-Life Grant (WLG) aims to provide companies with funding support to sustain the use of Flexible Work Arrangements (FWAs) and adopt job-sharing arrangements to create work-life harmony in the workplace for employees.	e2i 6474 0606 followup@e2i.com.sg SNEF 6290 7694 workpro@snef.sg
Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP)	An agency of the Tripartite Alliance Limited, TAFEP helps employers build workplaces where employees are respected, valued and able to achieve their fullest potential.	6838 0969 query-prog@tafep.sg

Employee Assistance Programmes

Organisation	Services	Contact
Counselling and Care Centre	Provides counselling for employees to deal with their personal and relational difficulties	6536 6366 info@counsel.org.sg
Singapore Anglican Community Services	Provision of preventive and proactive mental health interventions	6812 9605 EAP@sacs.org.sg
Singapore Counselling Centre	Provision of face-to-face counselling, lunchtime talks, and full-day workshops	6339 5411 counselling@scc.sg

STEP 08

Supporting Recovery and Return-to-Work

At times, employees with either physical or mental health conditions may require time off work to fully recover. You should ensure that your employees can obtain the support they need while they are off work and upon their return to work. The adoption of policies supportive of employees' recovery and return to work is likely to aid in improving their morale and retain valued employees.



Encouraging supervisors to have open conversations with employees about each others' expectations is vital. Employees should also feel comfortable in reaching out to supervisors regarding the help they may require upon their return to work.

What can you do?

1. Implement return-to-work policies and protocols to guide supervisors in supporting employees' recovery and return to work.
2. Refer employees to community partners providing support in rehabilitation and recovery.
3. Encourage supervisors to discuss and implement a Wellness Action Plan for recovering employees returning to work.
4. If necessary, discuss a redesignation of job scopes for employees returning to work.
5. Get supervisors to have frequent check-ins with recovering employees to ensure that they are coping well after their return to work.

The Wellness Action Plan



Resources for Supporting Recovery and Return-to-Work

Organisation	Services	Contact
Institute of Mental Health	Rehabilitation psychiatry services including symptoms and medication management as well as reintegration	6389 2200 imh_appt@imh.com.sg
Singapore Anglican Community Services	Structured rehabilitation programmes with practical life skills training, and social and recreational activities to achieve rehabilitation goals and recovery	6586 1064 admin@sacs.org.sg
Singapore Association for Mental Health	Rehabilitation programmes comprising therapy and psychological services to assist in recovery and reintegration	6315 6778 ah@samh.org.sg

STEP 09

Evaluating Your Journey

We recommend conducting employee surveys at regular intervals to obtain input on stress levels, work-life balance, and communication issues. You should also periodically evaluate if your company is meeting its objective of being a mental health champion, identify areas of improvement, and share progress with employees. If you find that you have not fully met your goals, feel free to refer to the previous sections of the toolkit for more information and resources to aid in your journey towards becoming a mental health advocate.



MENTAL HEALTH CHAMPION PROGRESS CHECKLIST⁴

This checklist is useful for tracking your progress towards becoming a mental health champion.

Committing to the Cause

Are your company's leaders committed to and supportive of improving mental health in the workplace?

Planning Your Approach to Mental Health in the Workplace

Has your company assessed its employees' mental health needs?

Has your company identified mental health workplace strategies and recommended processes to adopt?

Are there clear objectives for developing mental health and well-being in the workplace and a business case for doing so?

Developing a Mental Health-Friendly Culture

Do your company values take into consideration your employees' psychological and emotional well-being?

Is there regular employee morale monitoring and how is it carried out?

Are there open communication channels between supervisors and employees to discuss sensitive topics that could affect employees?

Are there channels for gathering and providing feedback throughout the organisation?

Is there a protocol for examining your organisational culture and how it could potentially impact mental wellness in your workplace?

Increasing Mental Health Awareness in the Workplace

Does your company have regular educational programmes on mental health (beyond stress and conflict resolution)?

Does your company encourage dialogues about mental health conditions to dispel myths?

Do your employees know how to access information on the company's approach to both physical and mental health?

Managing Mental Health in the Workplace

Does your company promote mental health screening days (e.g., depression, anxiety, alcohol abuse), encouraging employees to take a confidential self-assessment?

Is there training for all employees, especially supervisors, to create a workplace culture that fully understands mental health issues and values individuals with mental health conditions?

Have you contacted your company's insurance provider to determine its insurance coverage for mental health conditions?

Recruiting Persons with Mental Health Conditions

Do your recruitment advertisements indicate your company's willingness to hire persons with mental health conditions?

Are the application procedures tailored to suit the needs of persons with mental health conditions?

Does the interview focus on the interviewee's skills and capabilities?

Does your company safeguard the confidentiality of employee health information?

Implementing Workplace Adjustments

Does your company have workplace adjustments for improving employees' mental health?

Is there a central manager coordinating workplace adjustments whom individuals can turn to?

Are there protocols for implementing workplace adjustments, if required?

Supporting Recovery and Return-to-Work

Does your company have a strategy in place for reintegrating an employee who has been on leave due to a mental health condition?

Is the employee actively involved in planning his/her recovery and return-to-work?

⁴This checklist is adapted from Scanning Workplace Mental Wellness by the Working Well Together (WWT) Training and Technical Assistance Center.

Best Practices in Workplace Mental Health

Bettr Barista Bettr Barista is a home-grown speciality coffee company founded in 2011, and Singapore's first certified B-Corporation. It is a leading provider of internationally-certified speciality coffee education; it operates retail coffee bars island-wide and offers a mobile barista service for events, corporate workshops as well as freshly roasted coffees for retail, offices, and wholesale.

At the heart of Bettr Barista's business is a social mission to empower vulnerable groups in the community via a proprietary Bettr Holistic Training Programme developed around coffee. This unique 4-month vocational programme focuses on marginalised women and youth at risk, arming them with professional expertise and life management skills that help pave the way for long-term careers in the speciality coffee industry.

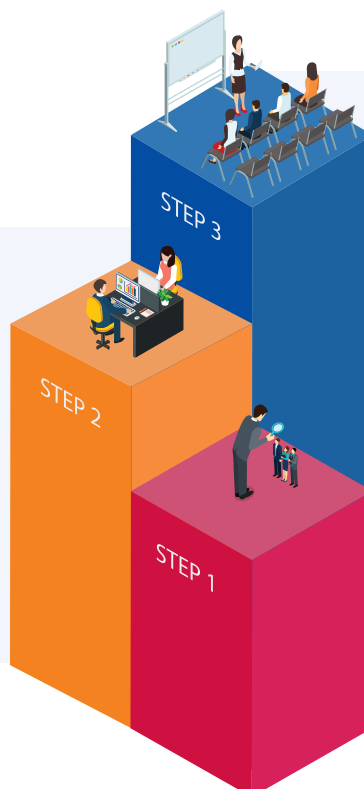
"In order to be truly inclusive, you need to be empathetic to understand needs, and creative to match the strength of the person to what is required and design the role around it."

– Ms Pamela Chng, Founder, The Bettr Group

The company designs itself around its people by following a three-step model.

Design Solutions

- Redesign job scopes and processes to complement the individual's strengths (e.g., having primary and secondary functions)
- Ensure job scope is suitable, realistic, and provides room for growth
- Establish rules of engagement and communication (e.g., medical routines, communicating triggers)
- Equip employees with relevant skills and knowledge to support and manage the individual



Monitor Continuous Improvement

- Collect feedback from the individual and other employees
- Ongoing monitoring and evaluation
- Ensure flexibility to adapt the role if necessary

Raise Awareness

- Understand the individual's condition, triggers, symptoms, and treatment
- Identify the individual's strengths and capabilities
- Establish appropriate and realistic expectations

"Our vision at Johnson & Johnson is to have the healthiest workforce, to enable longer, healthier, and happier lives. At the same time, our mission is to empower Johnson & Johnson employees everywhere to achieve their personal best in health and well-being."

*Ms Daisylyn Edades, Head,
Global Health Services Asia Pacific*

Johnson & Johnson's HealthForce 2020 mission is to have the world's healthiest workforce. The company's focus is on enabling employees to take holistic control of their health for mental, physical, and emotional well-being.

Specifically, for mental health and well-being, Johnson & Johnson offers various resources and tools for employees and their family at no charge, such as the Employee Assistance Program and Work Life Services. Recently, it launched a new Employee Resource Group in the Singapore office – Mental Health Diplomats, part of the Alliance for Diverse Abilities – to build a more inclusive culture and encourage peer-to-peer conversations about mental health and well-being. It also works with external partners to raise awareness of mental health conditions and support programs that enable community integration of people impacted by mental health conditions.

"We provide 'Quiet Rooms' in all our office sites and these rooms are where employees can spend some private time to take naps, meditate or relax in quiet contemplation during their work hours. The feedback from employees is that these rooms have been well utilised and greatly appreciated."

*Mr Paul Fong, Country Manager,
Dow Singapore and Malaysia*

Dow Chemical Pacific (Singapore) Pte Ltd employees have benefitted from the implementation of workplace adjustments. They have access to counselling services by the company's Employee Assistance Programme vendor and can request for flexible work arrangements and workplace accommodations like acquiring or modifying equipment or providing qualified readers or interpreters. These are in addition to regular sessions and communications on health and wellness topics.

"While the flexible work arrangements may not be relevant to everyone, when the time comes that people need some sort of flexibility at work, it is a huge benefit. At the end of the day, we want people to feel proud of working for the company as well, and the recognition that the company understands the challenges its employees face also contributes to a better retention rate."

*Ms Lynn Pua, Head of Human
Resources, SEA, Jardine OneSolution*

Jardine OneSolution, an integrated IT services provider with 335 employees in Singapore, has a diverse workforce and adopts fair employment practices.

During recruitment, it practises fair employment in job advertisements, applications, and interviews. For example, the company confines interview questions to those relevant to assessing an applicant's suitability. Additionally, there are policies supporting flexible work arrangements as well as employee support schemes.

Conclusion

If you would like to find out more about the WorkWell Leaders Workgroup or be part of the movement, please contact nccs_mental_health@nccs.gov.sg or scan the QR code below to visit its website.



The government and social service organisations alone cannot solve the society's most challenging problems. Given the opportunity, persons with mental health conditions can contribute substantially to the workplace. The onus will then be on employers and persons with mental health conditions to work together.

One such initiative recognising the importance of mental health in the workplace is the WorkWell Leaders Workgroup, which comprises private and public sector leaders championing workplace well-being as a leadership priority.

We also encourage companies actively contributing to the society to share their journey with others via the following platforms:



Community Chest Awards

The Community Chest Awards is an annual platform to recognise the holistic caring efforts of organisations and individuals that help empower the less fortunate to lead a life of dignity within a caring and inclusive community.



Singapore Apex Corporate Sustainability Awards

The Singapore Apex Corporate Sustainability Awards recognises companies in Singapore for corporate sustainability based on the Ten Principles of the United Nations Global Compact. It also recognises companies attaining the triple bottom line of sustainability.



Sustainable Business Awards

The Sustainable Business Awards assesses and recognises companies' sustainability performance as well as their efforts in improving the well-being of people under their employment, in their supply chain, and in their local communities.



HR Excellence Awards

The HR Excellence Awards celebrates organisations with proven track records of excelling in delivering organisational growth alongside strategic human capital. Its award categories include excellence in workplace well-being, diversity and inclusion, and fair and equitable employment practices. Human Resources (part of Lighthouse Independent Media) organises it annually.



SkillsFuture Employer Awards

The SkillsFuture Employer Awards recognises exemplary organisations that are strong advocates of SkillsFuture, which champions employees' skills development and build a lifelong learning culture in their workplace. Presented by the President of the Republic of Singapore, the awards comprise SME and non-SME categories.



Tripartite Alliance Award

The Tripartite Alliance Award celebrates companies that excel in building fair and progressive workplaces and keeping employees at the heart of their progress.

Annexe

Here are some common signs that someone may be struggling with mental health at work. Note that this list⁵ is non-exhaustive; we recommend seeking professional opinion should you think an employee has an untreated mental health issue.

*⁵This checklist is adapted from *Managing Mental Health in the Workplace* by the Mental Health Foundation.*

1 EMOTIONAL

Employee seems irritable, sensitive to criticisms, and shows uncharacteristic loss of confidence or sense of humour.

2 COGNITIVE

Employee makes unusually more mistakes, has problems making decisions or is unable to concentrate. Look for any sudden and unexplained drop in work performance.

3 BEHAVIOURAL

This can include arriving late, not taking lunch breaks, taking unofficial time off, not joining in office banter, not hitting deadlines, and becoming more introverted or extroverted, generally acting out of character.

4 PHYSICAL

Stressed employees can exhibit physical symptoms such as a constant cold, being tired at work, not making an effort with their appearance or experiencing rapid weight loss or gain.

5 BUSINESS

Increased absenteeism or staff turnover – have you noticed employees working longer hours or a general drop in motivation or productivity?

Step-by-step journey guide to welcoming persons with mental health conditions into your workplace

	What activities should I adopt?	What input do I require?	What is my output target?	What are my desired outcomes?	What are my concerns?
<i>E.g.: Planning Your Approach to Mental Health in the Workplace</i>	<i>E.g.: Complete the Mental Health-Friendly Workplace Checklist</i>	<i>E.g.: Discuss with supervisors if the indicators are currently met</i>	<i>E.g.: To achieve all 12 indicators in the checklist within 12 months</i>	<i>E.g.: To become a mental health-friendly workplace</i>	<i>E.g.: There is a lack of mental health knowledge within the workplace</i>
<i>Planning Your Approach to Mental Health in the Workplace</i>					
<i>Developing a Mental Health-Friendly Culture</i>					
<i>Increasing Mental Health Awareness in the Workplace</i>					
<i>Managing Mental Health in the Workplace</i>					
<i>Recruiting Persons with Mental Health Conditions</i>					
<i>Implementing Workplace Adjustments</i>					
<i>Supporting Recovery and Return to Work</i>					

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In support of



Let's unite against
mental health stigma.

