



Human
Resources
Professionals
Association

HRPA Practice Guideline:

Fostering Mental Health in the Workplace

Purpose of Guideline

HRPA's risk roster and the extensive research conducted on risks to the public (e.g., workers, workplaces, employers) stemming from the practice of Human Resources (HR) found that ignoring mental health issues employees are experiencing and condoning, ignoring or creating a work environment that is harmful to people's psychological wellbeing and/or mental health are among the highest risks to the public (workers, workplaces, employers).

This practice guideline intends to offer guidance and suggestions on fostering mental health and wellbeing in the workplace to help mitigate and prevent practices of HR that could be harmful to the mental health of others. **Please note that this guideline is not exhaustive and the HRPA strongly encourages members, firms and students to pursue additional education, resources and support on this topic.**

HRPA regulates its registered HR professionals in the public interest (meaning for the welfare and wellbeing of the general public and society) and holds our members, firms and students to the highest standards. Like any regulatory body, professional guidance is critical in helping to supplement the **Code of Ethics and Rules of Professional Conduct** and to provide HRPA members, firms and students with the tools to assist in the protection of the public interest by reducing/preventing risks of harm stemming from the practice of the Human Resources (HR) profession.

This practice guidelines should be read in conjunction with the HRPA's Code of Ethics and Rules of Professional Conduct (the "Rules"), which identifies the expectations of all HRPA members, registered firms, and students who perform in the human resources sector. If you are a member of the public, you should expect the HRPA members, registered firms, and students to uphold the Ethics and Rules.

DISCLAIMER: The information provided in this Practice Guideline is in respect of the law of the Province of Ontario and is intended for general information only. This Practice Guideline is not provided for the purpose of providing legal advice or a complete statement of the law on the particular topics. Every situation is unique and involves specific legal issues. HRPA members and students are advised to seek legal advice as required and when appropriate with respect to addressing workplace accommodations and compliance with human rights and occupational health and safety obligations. Further, this Practice Guideline is to be read in conjunction with the applicable employment standards and human rights legislation and does not supersede or replace the legal requirements set out in the legislation.

Target user:	HRPA members, firms and students, employers, executive leadership teams
Risk of harm to public (e.g. workers, workplaces, employers):	Failure to foster and accommodate mental health in the workplace can cause worsening stress, isolation, health and safety issues and result in claims and/or applications for damages in respect of violations of human rights and occupational health and safety obligations.
Risk of harm to profession:	Ignoring mental health issues employees are experiencing and condoning, ignoring, or creating a work environment that is harmful to people’s psychological wellbeing and mental health harms the public and the reputation of the profession.
Critical connection to Code of Ethics and Rules of Professional Conduct:	<p>The following provisions of HRPA’s Code of Ethics and Rules of Professional Conduct, which all members and students must comply with, apply:</p> <ul style="list-style-type: none"> • Section III. Respect: Rules #3-6 • Section VI. Best Interests of Others: Rule #1. <p><i>Note: This is not an exhaustive list of critical connections this guidance may have to the Code of Ethics and Rules of Professional Conduct. Please ensure you review the Code of Ethics and Rules of Professional Conduct in its entirety.</i></p>
Desired impact of guidance:	<p>Readers of this practice guideline should gain knowledge and feel more equipped to:</p> <ul style="list-style-type: none"> ○ Define and recognize symptoms of poor mental health, mental illnesses, and addictions. ○ Understand the prevalence of mental illnesses and addictions, and the importance of helping to foster mental health in the workplace. ○ Recognize the risks to mental health from certain workplace practices or policies. ○ Implement or advocate for the implementation of specific practices and policies that help foster mental health in the workplace. ○ Understand how individual actions and behaviours can help to foster mental health. ○ Be aware of free mental health, illness and addictions resources/supports in Ontario.

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Mental Health, Addictions, and Mental Illness in Canadian Workplaces

Mental illness, addiction, and poor mental health continue to be pervasive in Canadian workplaces, which statistics from the last decade at the time of writing illustrate (Fall 2021):

- An estimated **500,000 Canadians** in any given week are unable to work because of mental illness,
- **Nearly 21%** of the Canadian population (about 6 million Canadians) will have some form of addiction in their lifetime,
- The Government of Canada estimates that **one in three Canadians** will face a mental health issue or illness, and
- The Royal Bank of Canada (RBC) found that **nearly one-third** of group disability claims with RBC Insurance are related to mental health.

Despite the high prevalence of mental illness in Canada, surveys have found that many people fear speaking out about their mental health and addictions in the workplace due to the perceived stigma of doing so and how it would impact future promotions and success at their work.

Workplaces that foster positive mental health and holistic wellbeing and take a positive approach towards protecting mental health and safety have been shown to out-perform workplaces that do not in wide-ranging areas such as employee engagement, productivity, innovation, health and safety, and profit while reducing turnover, disability, absenteeism, injury rates, and grievances.

Defining Mental Health, Addictions, and Mental Illness

Mental illness and mental health are not the same. Mental illness is defined by the Government of Canada as the:

“reduced ability to function effectively over a prolonged period of time because of:

- significant levels of distress
- changes in thinking, mood or behaviour

- feelings of isolation, loneliness and sadness
- the feeling of being disconnected from people and activities

Mental illness takes many forms, including, [but not limited to]:

- mood disorders that affect how you feel, such as:
 - depression
 - bipolar disorder
- anxiety disorders, which cause intense and prolonged fear that is not based on actual threat or danger
- schizophrenia, which causes mixed-up thoughts, delusions or hallucinations
- personality disorders
 - a type of mental disorder in which someone has unhealthy patterns of thinking, functioning and behaving
- eating disorders, which influence eating behaviours and are accompanied by negative thoughts about body shape and weight, such as:
 - anorexia
 - bulimia.”

Mental health on the other hand, is described by the Government of Canada as “the state of your psychological and emotional well-being. It is a necessary resource for living a healthy life and a main factor in overall health. Good mental health allows you to feel, think and act in ways that help you enjoy life and cope with its challenges.”

The Canadian Mental Health Association (CMHA) importantly notes that a person can have a mental illness but also have good mental health, and a person without a mental illness can still have poor mental health. Mental illness and mental health can change and fluctuate over time.

It is important to recognize that workplaces can be a significant contributor to poor mental health outcomes particularly for marginalized populations, including visible minorities and members of the LGBTQ2S+ communities.

Burnout is also important to identify, as it leads to poor mental health and can lead to mental illness, such as depression. Burnout causes extreme emotional, mental, and physical exhaustion that can interfere with everyday enjoyment, including enjoyment stemming from a person’s career, friendships, and/or family. Additionally, managing stress and day-to-day tasks can become challenging. Burnout is often caused from stressful circumstances, which

includes but is not limited to, caregiving for an ill loved one or working long hours. Burnout can cause feelings of hopelessness and dread. If left untreated, serious illnesses can occur, such as depression or heart disease. Symptoms of burnout to look out for include exhaustion, isolation, escape fantasies, irritability, and frequent illnesses, such as insomnia.

Addiction is also linked to mental health. The CMHA defines addiction as a “complex process where problematic patterns of substance use or behaviours can interfere with a person’s life. Addiction can be broadly defined as a condition that leads to a compulsive engagement with stimuli, despite negative consequences. This can lead to physical and/or psychological dependence. Addictions can be either substance related (such as problematic use of alcohol or cocaine) or process-related, also known as behavioural addictions (such as gambling or internet addiction).”

Mental illness and substance addictions (including drug and alcohol) are recognized as disabilities under the Ontario *Human Rights Code*. Employers have the duty to accommodate people living with mental illnesses or addictions up to the point of undue hardship.

Guidelines

The following guidelines are suggestions that HR professionals are encouraged to consider and, if within their scope of authority, implement or advocate for in order to foster mental health in the workplace. The guidelines are informed by a number of sources, most notably the [Mental Health Commission of Canada’s National Standard for Psychological Health and Safety in the Workplace \(the “National Standard”\)](#). The National Standard provides guidelines, tools, and resources to help organizations promote mental health and prevent psychological harm at work. Members, firms and students are encouraged to read the detailed National Standard and accompanying Implementation Guide in addition to these guidelines.

1) Recognize the risks to mental health from workplace practices

It is important to recognize the types of workplace practices that can contribute to poor mental health. **The following non-exhaustive examples have been found to create risks to mental health that members, firms and students should be aware of:**

a) Job demands	Job demands that exceed skill-levels of the employee or exploit them, chronically overwork them, or where work is not distributed equally. <ul style="list-style-type: none"> ○ Alternatively, “underworking” employees and not giving them a reasonable amount of work.
b) Having a voice	Environments where employees may not feel comfortable to express their opinions or feelings, or to ask for help at work can be detrimental. Lack of engagement at work can be a sign of mental health issues.
c) Rewarding employees	When there is reasonable cause to provide an employee with recognition, praise and/or credit and this is withheld.
d) Equity	Refusing or failing to promote equity in the workplace and recognizing/accommodating reasonable needs, rights and claims of employees.
e) Support	Withholding support to employees- including in areas of planning, advice, direction, employee benefits for mental health services and resources.
f) Workplace fairness	Not providing employees with an appropriate, fair work-life balance can cause burnout and poor mental health. It is also important that employees use what they are entitled to, including breaks, lunches, and/or vacation days.
g) Respect in the workplace	Toxic work cultures where people do not respect one another and treat each other inappropriately.
h) Growth and development	Not offering reasonable opportunities for growth and development to employees.

2) Recognize symptoms of mental illness, addiction, and poor mental health

Sometimes lack of engagement at work and/or deteriorating performance can be caused by or attribute to poor mental health or a person struggling with mental illness or addiction. Members, firms and students should be able to recognize the symptoms of mental illness, addiction, and poor mental health.

It is important to check-in with colleagues and employees to see how they are doing. HR leaders and anyone in a supervising position should also, as part of a performance discussion, ask employees if there are any issues they are facing that is interfering with their work. Regularly informing employees of mental health supports available to them, such as an Employee Assistance Program or community resources, can also be helpful. It is also important to account for diversity in the workplace, including additional challenges marginalized people in the workplace may be facing that can intersect with mental health, addictions, and illness.

The following are examples of symptoms of mental illness and/or poor mental health to be aware of, however it is important to note that each individual is different, and symptoms may manifest differently:

- Difficulty concentrating
- Distracted easily
- Excessive worrying
- Difficulty with making decisions
- Lack of interest or engagement
- Low mood
- Feeling overwhelmed
- Outward sadness- such as crying
- Fatigue and trouble sleeping – or oversleeping
- Disengagement, including talking less and avoiding socializing
- Difficulty controlling emotions
- Drinking more and/or taking drugs
- Irritability
- Aggression

Additionally, symptoms of addictions to be aware of, according to the Canadian Centre for Addictions, include:

- Frequent lateness or absences at work
- Trouble focusing, especially in the morning, and making frequent errors
- Low concern for personal appearance and hygiene
- Appearance changes, including sudden weight loss, flushed skin, bloodshot eyes, or weight gain
- Overly defensive attitudes about anything related to their personal life or any sort of criticism related to work
- Drastic personality changes or shifts

3) **Implementing and/or encouraging workplace leaders to implement practices and policies to foster mental health in the workplace**

Ongoing research on fostering mental health in the workplace continues to evolve, with many effective practices uncovered already.

HR professionals should always contribute to a positive workplace environment that fosters mental health. HR professionals can also ensure the employer's compliance with human rights and health and safety requirements including, but not limited to, where relevant to their position, helping to implement positive workplace policies, practices, or changes to foster mental health and/or encouraging their leadership team to do so. The following are suggestions of effective workplace practices and/or policies that help to foster mental health in the workplace, separated into categories:

<i>Training and Resources</i>
<ul style="list-style-type: none">✓ Provide accessible and mandatory mental health training, coaching and/or education programs to employees, including leadership, in order to know what to do in the event of a mental health crisis, how to help colleagues and/or employees who may be facing mental illness or mental health concerns, etc.<ul style="list-style-type: none">○ Implementing the National Standard in Mental Health from the Mental Health Commission of Canada in the workplace is a great example of this.○ Embedded within mental health training should be education on health and safety obligations, anti-racism and anti-discrimination.
<ul style="list-style-type: none">✓ Have a specific protocol and accommodation policy in place for leaders who think an employee is experiencing issues with mental health, illness or addiction and/or for employees who approach them about a related issue.<ul style="list-style-type: none">○ The protocol in place should include asking employees if there are any issues they are facing that is interfering with their work and having regular check-ins.

<ul style="list-style-type: none"> ○ The protocol should also detail how the accommodation process works for employees who may need accommodations, including resources available to employees, such as an Employee Assistance Program and community resources.
<ul style="list-style-type: none"> ✓ Provide mental health resources and tools, including information on available mental health support services for employees. Mental health resources and tools should be tailored for employees needs, which can be identified by engaging in the accommodation process and working with the employee and their doctor to determine what, if any, accommodation may be required and provided. Raising general awareness of mental health, illness, and addictions and trying to break the stigma of these conditions can also help employees feel more supported.

Workplace Culture
<ul style="list-style-type: none"> ✓ Encourage a work-life balance or integration of a flexible work strategy that ensures compliance with all legislative requirements regarding hours of work and rest period and discourages working excessive overtime – <i>remember that this includes yourself and leaders in your organization. Modelling and being an example of these types of workplace practices is important to have a true impact.</i>
<ul style="list-style-type: none"> ✓ Learn from what other organizations are doing.
<ul style="list-style-type: none"> ✓ Be open about mental health discussions and foster a supportive, respectful, fair, and equitable working environment. Be clear about your organization’s commitment to psychological health and safety, and what it means for the organization.
<ul style="list-style-type: none"> ✓ Encourage full leadership commitment to fostering mental health in the workplace and having identified organization champions and sponsors for any mental health initiatives.
<ul style="list-style-type: none"> ✓ Support and accommodate employees and colleagues to the point of undue hardship, including when dealing with personal or family matters.
<ul style="list-style-type: none"> ✓ Seek employee and colleagues’ input and opinions and engage them where possible. Contribute to a work environment where people’s opinions and input matter and people have a reasonable say on how they work.
<ul style="list-style-type: none"> ✓ Foster growth and development of employees and colleagues.

Workplace Policies

- ✓ Work with the employer's Health and Safety Representatives and/or Joint Health and Safety Committee (as applicable) to regularly assess, identify and monitor psychological hazards in the workplace and identify how any such hazards will be prevented, eliminated, or mitigated as required by the Ontario *Occupational Health and Safety Act*.
 - Continue to reinforce the importance of a psychologically healthy and safe workplace and consult with employees regularly in this process.
 - For hazards and risks identified in the workplace, ensure these are addressed in any risk mitigation strategies and through workplace policies.
- ✓ Develop a long-term workplace mental health strategy that coincides with the overall business strategy and the employer's AODA and human rights obligations.
 - The strategy should focus on prevention, risk mitigation, and supporting employees with or recovering from mental illness(es) and addiction(s), including an accommodation policy. Timelines, objectives, targets, resource requirements, and staff responsibilities should be addressed.
- ✓ When informing or developing workplace policies and strategies, consider coinciding efforts with any diversity, equity, and inclusion planning – including addressing discrimination in the workplace, given that this can contribute to poor mental health outcomes.
 - Consult and work together with a wide range of colleagues and employees when informing or developing workplace policies.
- ✓ Help to accommodate employees living with mental illness and/or addiction(s). These types of accommodation requests could come from the employee themselves, or from the employer, if it is known or thought that an employee is experiencing mental illness or addiction and needs help.
 - Accommodation is a shared responsibility where the employer and employee should work together to come up with reasonable and appropriate solutions.

<ul style="list-style-type: none">○ Examples of accommodations, as provided by the Ontario Human Rights Commission, include flexibility in work hours or work leave, calling a support person if urgent help is needed, facilitating access to an addiction or treatment program and allowing time off for it, providing information on community resources and supports, and/or assignment to an alternative position.
<ul style="list-style-type: none">✓ Consider offering flexible work arrangements for all staff, including work from home options or flexible working hours where appropriate based on the nature of the business operations, the nature of the work performed by the employee, and subject to human rights requirements.
<ul style="list-style-type: none">✓ Provide access to mental health services and addiction treatment through benefit plans, such as psychology, psychotherapy and/or social work coverage.
<ul style="list-style-type: none">✓ Provide fair pay and appreciation as well as recognition of employee and colleague achievements.
<ul style="list-style-type: none">✓ Use data-driven approaches, including evaluating and reviewing absenteeism data, paramedical claims, prescription drug utilization, long-term disability data, and the utilization of the EAP program to help inform workplace policies and needs.<ul style="list-style-type: none">○ <i>Note: This should not be the only method to inform workplace policies and needs, as some employees struggling with mental health, illness, or addictions, may not use the above services, such as the EAP program.</i>○ <i>Collection and use of private information, including private medical information, should only be done with the employee's knowledge and informed consent. Ensure employees have been provided with notice as to how and why the data will be collected and used, what steps will be taken to meet confidentiality and privacy requirements, and when and how the information will be returned or destroyed after use.</i>

4) Walk the walk – individual actions and behaviours matter and can help foster mental health in the workplace- no matter what your position is

Fostering mental health in the workplace is a shared responsibility. HRPA members, firms and students should:

- ✓ **Treat colleagues and employees with respect, kindness, and care – including those with different ideas, values, beliefs, and backgrounds.**
- ✓ **Avoid bullying, harassment, discrimination, or acts of violence against others in the workplace. Speak out if encountering someone else doing so.**
- ✓ **Recognize and celebrate collective achievements in the workplace.**
- ✓ **Be accountable for all actions.**
- ✓ **Be aware of mental health resources and services available in the workplace and in the community.**
- ✓ **Regularly touch-base with colleagues and employees and check in on how they are doing – it's also important to check-in with yourself and how you are coping!**
- ✓ **Enforce and encourage workplace policies and practices that foster mental health, including the ones listed earlier in this guideline.**
- ✓ **Never assume what a person is going through – people's experiences with mental health, mental illness or addiction can differ widely.**
- ✓ **Remember the symptoms and signs of poor mental health, addiction or mental illness. Never jump to conclusions or assumptions and remember that poor mental health, addiction, or illness may be a cause of poor work performance.**

Mental Health, Addiction and/or Illness Resources in Ontario

Sometimes it can be hard to know what supports are available for mental health, addiction, or mental illness concerns. The Ontario branch of the Canadian Mental Health Association provides a helpful webpage on accessible supports available province-wide which can be accessed [here](#).

Specific resources and guidelines for fostering mental health in the workplace that members, firms and students are strongly encouraged to review, include:

- [Mental Health Commission of Canada's National Standard for Psychological Health and Safety in the Workplace](#)
- [Mental Health Commission of Canada's Implementation Resources](#)
- [CAMH's Mental Health Playbook for Business Leaders](#)
- [Mental Health Commission of Canada's Practical Toolkit to Help Employers Build an Inclusive Workplace](#)
- [Government of Canada's Psychological Health in the Workplace Guideline](#)
- [Psychologically Safe Leader Assessment](#)
- [Canadian Mental Health Association's Mental Health Meter](#)
- [Stress & Satisfaction Offset Score Self-Assessment](#)

Scenarios

Below please find some examples on how the policy may apply to HR practice. **Please note that these scenarios are not exhaustive or determinative and are meant for illustrative purposes only.**

Scenario 1

Background	M. is an employee who is showing signs of addiction while at work, including personality changes, chronic lateness, trouble focusing, and appearance changes. K., who works in the HR department, notices these signs but decides its not worth intervening or doing anything.
Issues	<ul style="list-style-type: none">○ K. is aware of M. showing signs of addiction but is choosing not to do anything or intervene, despite the risks this can pose to both M. and the entire workplace.

	<ul style="list-style-type: none"> ○ By not intervening, risk of injury or harm in the workplace may occur, including but not limited to the following scenarios: M. overdosing at work, M. bringing illicit substances to work, M. becoming disorderly at work while intoxicated, and more. ○ By not intervening, K is violating the Ontario Human Rights Code and exposing the employer to claims for monetary and other damages for the breach and a failure to accommodate, as well as reputational harm.
<p>Analysis</p>	<p>K. has a duty to help maintain a healthy and safe workplace, including the health and safety of M. and other employees in the workplace. By ignoring signs of M. having a potential addiction, the health and safety of the workplace and the employees is potentially jeopardized.</p> <p>Other stakeholders in this organization also carry the individual responsibility to foster a healthy and safe workplace environment. For example, colleagues who work closely with M. would be able to pick up any actions or signs where M. behaves abnormally. The supervisor of M. should make their schedule available to reach out to M. and respectfully inquire whether there are any issues or if M. requires accommodation. The awareness of mental health in a workplace should be enhanced, so all stakeholders can take action to contribute to a better environment. In addition, as part of the accommodation obligation and process, HR/the employer must attempt to help an employee who is known or perceived to be unwell and have a mental health disability or addiction. They should inquire whether the person has limitations or needs associated with a disability and offer assistance and accommodation.</p>
<p>Bottom Line</p>	<p>As soon as signs of addiction or mental illness are noticed, HR professionals should do their due diligence to ensure compliance with human rights obligations and help maintain a healthy and safe work environment. When signs are noticed, HR should, themselves or by directing others in leadership, for example:</p> <ul style="list-style-type: none"> ● Reach out to the employee to inquire if they might need help. ● Offer accommodation where possible and refer employee to resources that could help if they are willing to be provided with them.

	<ul style="list-style-type: none"> • Be open about mental health and addictions in the workplace to foster a supportive, respectful environment. • Regularly assess risks and hazards in the workplace as it relates to mental health and addictions, including if any workplace factors are contributing to such issues and how they can be addressed. • Follow their organization’s own policies and protocols as it relates to mental health and addictions. • Be aware of mental illness or issues; be kind and open to help.
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Scenario 2

Background	<p>X. has been working a lot of overtime lately that is interfering with their ability to spend time with friends and family. The overtime is leading to increased stress, lack of sleep and a general feeling of being burnt out. X. is not alone in this, as many of their other colleagues are also working overtime. They feel that because of this, they don’t want to speak out as they might look like a poor team player.</p> <p>HR is aware of many employees working overtime on a regular basis but knows that this overtime work is important in meeting key deadlines for the business and that senior management is not keen on addressing the issue. HR is not sure on what they can do, so is keeping things as is.</p>
Issues	<ul style="list-style-type: none"> ○ Staff are being overworked, working overtime, and are showing symptoms of burn out – which can lead to worsening mental health, mental illness, and other mental and physical illnesses. ○ Staff feel they don’t have a voice or are unwilling to say anything when work is impacting their personal lives greatly. ○ Work-life balance is not encouraged, and there is no open culture to address nor discuss issues. ○ HR and senior management are aware of the issues, but there is an unwillingness to correct this issue impacting staff. ○ Among the physical and mental health impacts to staff of the excessive overtime, the business might start to see increased absenteeism, turnover, lateness, and lack of morale.
Analysis	<p>In this scenario, there is a struggle to balance business priorities with people’s lives. Senior management and HR’s unwillingness to do anything</p>

	<p>about the excessive overtime and burnout in the workplace may violate hours of work, rest period and overtime requirements under employment standards legislation and jeopardizes the health and safety of the workplace. Such conduct (or inaction) has consequences to both personal mental and physical health, and also overall business.</p> <p>This contributes negatively to the business' culture – it affects the company's human assets, recruitment and growth potential and exposes them to liability for breaches of the employment standards legislation and/or condoning a poisoned work environment.</p>
<p>Bottom Line</p>	<p>Organizations, including senior management, should be educated on the hours of work and rest period requirements, as well as the detrimental impacts of excessive overtime and burnout. Workplace policies should be in place to ensure compliance with the law and avoid excessive overtime and burnout, given the dire consequences of such. While the onus of correcting this issue isn't always just on HR, if there is pushback from senior management, HR could try the following:</p> <ul style="list-style-type: none"> • Showcase to senior management key research available on the impacts to the workplace and its workers when excessive overtime is occurring. • Look into own workplace metrics/data on absenteeism, EAP use, mental health benefit use, etc. to see if there has been an upward trend or extensive use among employees since excessive overtime has occurred and share this with senior management (please see the note above regarding the confidentiality and privacy concerns which must be addressed). • Provide data and information on the impacts of burnout to senior management. • Advocate the need for a workplace policy to safeguard mental health and addictions – that will address excessive overtime and any other key risks/hazards identified in the workplace. • Provide information and resources to employees on mental health and burnout. • Advocate for an open, supportive environment that welcomes discussion on mental health.

	<ul style="list-style-type: none"> • Develop potential solutions to address the excessive overtime that complies with the employer’s legal requirements and will still optimize workplace performance, which may include hiring more staff to offload some of the work from other employees.
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Scenario 3

Background	<p>P. informs J., an HR manager, that they are experiencing mental health issues and they don’t know what to do. J. feels unequipped to help P., so says they are sorry and that they hope they feel better soon. J. tells P. that one time when they were upset over something, getting their favourite kind of ice cream helped to solve the problem and they should try doing the same.</p>
Issues	<ul style="list-style-type: none"> ○ J. is aware that their staff member is facing mental health issues but isn’t doing anything about it, which can harm the health and safety of J. ○ J. is minimizing P.’s issues by irrelevantly sharing their own story of being upset and how ice cream solved it all, without truly listening to what P. is going through and seeing if support is needed. ○ J. does not feel equipped to help P. or know what to do, indicating lack of training and workplace policies in managing mental health in the workplace. ○ P. may be in need of workplace accommodation for mental illness but is not being told about this option or offered an opportunity to expand on what they are experiencing.
Analysis	<p>In this scenario, a staff member is notifying their manager of mental health issues. HR, to the best of their abilities, should support employees experiencing such, determine if accommodation may be needed, and offer any resources or supports they are able to as part of the accommodation process.</p>
Bottom Line	<p>Employees, especially management, should feel equipped in the workplace to address staff members who might be experiencing mental health or addictions issues. Regular assessment and monitoring of psychological hazards in the workplace should be established. Additionally, identifying psychological hazards and preventing, eliminating, or mitigating psychological hazards must be a part of the responsibilities of</p>

	<p>the employer’s Health and Safety Representative or Joint Health and Safety Committee, as applicable. With this routine established, red flags could be found which allow management to address and respond to issues in a timely manner. Workplace policies that outline what the accommodation process is helpful. Additionally, health and safety and mental health training for staff can importantly equip management to know how to handle difficult situations. Resources, support and accommodation, where deemed necessary, should always be provided to employees who are experiencing issues with mental health, illness or addictions.</p>
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Evaluation Measures

For any professional guidance issued by the HRPAs, it is important to continuously assess the degree to which the guidance is having an impact to actual professional practice among HRPAs members and students. From time-to-time, the HRPAs will assess the degree of this for this particular guidance using the following evaluation measures:

- Reviewing HRPAs complaints data and discipline hearings to determine whether there has been a decrease or increase in the number of complaints or discipline hearings related to this topic,
- Anonymous surveying of HRPAs members and students to determine whether and how this professional guidance has had an impact on how you practice HR, and
- Anonymous polls and/or surveys of members of the public (the working population) to assess whether there are any notable changes in this specific area that they are noticing among registered HR professionals.

This is not an exhaustive list of evaluation measures that may be used and the evaluation measures may be updated at any time. When evaluations are complete, the HRPAs will transparently share the results.

References (and Additional Resources)

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