

Total Organizational Health Guide for UTC Leaders

(adapted from the US Surgeon General’s 2022 guidance on workplace mental health and well-being, <https://tinyurl.com/USSGworkerwellbeing>)

Our personal and shared experiences at work and in work environments have a major impact on our lives, the lives of our families and friends, and the vitality of our overall community. Ensuring workers have healthy and safe work that contributes to (rather than diminishes) their well-being needs to be a goal for every organization, not just for moral and ethical reasons, but also because healthy and resilient workforces support healthy and resilient organizations. The University of Tennessee at Chattanooga (UTC) is committed to building and sustaining a culture for Total Organizational Health (TOH) by using data-driven and evidence-based practices to understand and respond to the health, safety, and well-being needs of all its employees. This document provides a concise guide to TOH-enhancing actions for leaders to reference when engaging with employees in day-to-day work. *Questions about this guide or the TOH@UTC initiative can be sent to Dr. Chris Cunningham (chris-cunningham@utc.edu, toh@utc.edu, or 425-4264).*

	TOH-Enhancing Factor	Questions to consider	Daily strategies to exercise
Protection from harm	Safety: Protecting all workers from physical and non-physical harm, including injury, illness, discrimination, bullying, and harassment	<ul style="list-style-type: none"> • What do I see or experience while working that makes me feel physically or psychologically unsafe? • What regular checks or assessments can we implement to identify and address any potential safety risks? • What measures can we put in place to protect against discrimination, bullying, and harassment within our work environment? 	<ul style="list-style-type: none"> • Be aware and look out for physical safety risks that exist in your area/department; address what you can and seek help where you need help. • Model physical and psychological safety and set/enforce expectations that all employees do likewise • Normalize and support mental health as an important goal • Support DEIA-related policies and practices
	Security: Ensuring all workers feel secure financially and in their job future	<ul style="list-style-type: none"> • What makes me and my employees feel less than fully secure in my employment and working experiences with UTC? • How can I help my employees feel more secure on a daily basis? • What actions can we take to consistently communicate UTC benefits and compensation packages that contribute to overall security? 	<ul style="list-style-type: none"> • Better communicate total compensation/rewards packages, especially elements that support security (e.g., insurance, retirement savings) • Regularly communicate appreciation for employees’ efforts • Help your employees understand the value they create within you area/department and the broader university
Connection and community	Social support: Having the networks and relationships that can offer physical and psychological help, and can mitigate feelings of loneliness and isolation	<ul style="list-style-type: none"> • What can I do today to show my employees that I am there for them and ready to support them when needed? • What steps can we take to create an environment in our area/department where team members genuinely feel supported by each other? • How can I identify employees who may be at risk for isolation or loneliness, or otherwise in need of support? 	<ul style="list-style-type: none"> • Take time to talk with and listen to your employees • Demonstrate consistency and authenticity in all interactions • Build and protect trust in all relationships with employees • Foster collaboration and teamwork
	Belonging: Feeling of being an accepted member of a group	<ul style="list-style-type: none"> • How do I help my employees know they are an important part of the team that makes this area/department work? • How can we encourage regular interactions and collaborations that prevent isolation within our department? • What can we do to help everyone feel that they belong and can connect with each other in this area/department? 	<ul style="list-style-type: none"> • Maintain area/department culture where feeling included and belonging is the norm • Complete personal check-ins at least once per week with all employees • Celebrate shared “wins”/achievements within your area/department

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Work-life harmony	Autonomy: Control a worker has over when, where, and how they do their work	<ul style="list-style-type: none"> • How can I provide our team members with more control over when, where, and how they do their work in our area/department? • What sort of autonomy/control over work are my employees seeking? • Where in my employees' typical work is it most possible for them to have autonomy/control/choice? 	<ul style="list-style-type: none"> • Learn when, where, and to what extent your employees want more autonomy over their work • Explore ways to make your employees' schedules predictable and set with employee input • Model and respect efforts to manage boundaries between work and nonwork life roles
	Flexibility: Ability of workers to work when and where is best for them	<ul style="list-style-type: none"> • What sort of flexibility at work do my employees need? • What strategies can we implement to ensure work arrangements adapt to individual needs? • How can we offer a level of scheduling autonomy that allows team members to optimize their productivity and fit their lifestyle? 	<ul style="list-style-type: none"> • Help employees understand how and when to use available schedule flexibility (informal and formal) • Remove unnecessary rigidity in the design, assignment, and management of employees' work; remember there are often multiple ways to complete the same task • Share and discuss success stories of adaptable work styles during team meetings
Mattering at work	Dignity: Sense of being respected and valued	<ul style="list-style-type: none"> • What do I do on a regular basis to show my employees that I respect and value each of them? • How can we actively listen and respect each other better in my area/department? • How can we create an environment where everyone feels comfortable expressing themselves without fear of judgment? 	<ul style="list-style-type: none"> • Demonstrate gratitude and appreciation for each of your employees at least once every week or so • Advocate for your employees to have a living wage and access to other benefits that can help them feel valued • Ask employees to share their expertise and perspectives when making decisions that are likely to affect them
	Meaning: Sense of broader purpose and significance of one's work	<ul style="list-style-type: none"> • How do I help my employees understand the value they create within this area/department and the broader university? • What steps can we take to show how each employee's efforts contribute to the overall goals and mission of our area/department and the organization? • What practices can we introduce to empower team members to take ownership of their roles and the impact they create? 	<ul style="list-style-type: none"> • Build a culture of gratitude and recognition • Share impact stories that illustrate positive campus impact • Connect individual work with organizational mission • Encourage and facilitate employees to have and demonstrate an "ownership mentality" about working at this university
Opportunity for growth	Learning: Process of acquiring new skills and knowledge in the workplace	<ul style="list-style-type: none"> • How do I model and support continuous learning and a growth mindset within my area/department? • What practices can we implement to encourage team members to share their expertise and learn from one another daily? • What steps can we take to ensure that feedback is used as a tool for learning and improvement? 	<ul style="list-style-type: none"> • Facilitate access to and utilization of quality training, education and mentoring • Foster clear, equitable pathways for career advancement • Ensure relevant, reciprocal feedback • Create platforms and opportunities for team members to share insights, expertise, and lessons learned
	Accomplishment: Outcome of meeting goals and having an impact	<ul style="list-style-type: none"> • What do I do to publicly celebrate my employees' achievements and accomplishments? • How can we help team members set achievable daily goals that contribute to their sense of accomplishment? • How can we regularly assess and communicate the impact of completed tasks, reinforcing a sense of accomplishment and purpose? 	<ul style="list-style-type: none"> • Encourage reflection with an emphasis of identifying accomplishments • Publicly acknowledge individual and team achievements • Create a ritual to help celebrate big and small wins within your division/area