Total Organizational Health Guide for UTC Employees

(*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 have a major impact on our lives, the lives of our families and friends, and the vitality of our overall community. We can work together to ensure that we all have healthy and safe work experiences. This is important 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 all employees to consider in their daily work. Each of us can play a role in improving health, safety, and well-being for ourselves and our coworkers. As you review the information in this guide, please note that "coworkers" include your peers as well as your supervisors and other members of leadership with whom you interact on a regular basis. *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	• Are there any potential hazards (physical or psychological) in our workplace that need immediate attention? • What steps can I take to ensure the physical safety of myself and my coworkers in our work environment? • How can I support coworkers who may be experiencing discrimination, bullying, or harassment, and encourage a safe reporting process? • How can I contribute to creating a culture that prioritizes both physical and psychological safety for everyone?	• 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 it • Encourage a culture of physical and psychological safety among coworkers • Normalize and support psychological/mental and physical health; they are both important • Participate in events and workshops to learn how to contribute to a more inclusive and safe workplace
	Security: Ensuring all workers feel secure financially and in their job future	• What factors contribute to a sense of security in my employment and working experiences at UTC? • What resources and benefits are available to help employees achieve financial security and plan for their job future? • What information can I share with coworkers regarding helpful campus resources and benefits of employment?	• Connect with more experienced coworkers or mentors who can provide guidance and support to help you navigate your career path (or benefits and resources) • Regularly communicate appreciation for coworkers' efforts • Help your coworkers understand the value they create within their 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	• What can I do today to show my coworkers that I am there for them and ready to support them when needed? • How can I contribute to an environment that prioritizes supporting one another? • How can I be mindful of coworkers who may be at risk for isolation or loneliness, or otherwise in need of support?	• Take time to talk with and listen to your coworkers • Demonstrate consistency and authenticity in all interactions • Build and protect trust in all professional relationships • Foster collaboration and teamwork
	Belonging: Feeling of being an accepted member of a group	• Who can I express gratitude to this week for their valuable work in our area/department? • How can I help to create an inclusive and welcoming environment where my coworkers feel like accepted members of the same team? • What can I do to help someone else feel that they belong in this area/department or the broader university? • Are there any practices or behaviors in our area/department that may unintentionally exclude or alienate team members?	• Contribute to the area/department/university culture where feeling included is the norm • Greet and acknowledge coworkers regularly • Celebrate shared "wins"/achievements within your area/department • Invite coworkers to voice their thoughts and ideas during meetings or discussions

	TOH-Enhancing Factor	Questions to consider	Daily strategies to exercise
Work-life harmony	**Autonomy:** Control a worker has over when, where, and how they do their work	• Are there ways I can contribute ideas to improve processes or workflows in my area/department? • Have there been instances where a lack of autonomy or control has hindered my work, and how can I address or prevent these situations in the future? • Are there aspects of my job or work over which I could have more autonomy and decision-making control? • How can I support coworkers in gaining more autonomy and control over their work?	• Communicate to your supervisors the specific aspects of your work where you desire more autonomy in terms of when, where, and to what extent • Work with your manager to plan schedules that help the team • Model and respect others' efforts to manage boundaries between the work and nonwork parts of life • Dedicate time to acquiring new skills or knowledge that can increase your autonomy within your role
	Flexibility: Ability of workers to work when and where is best for them	• What changes can I make to better balance my work responsibilities with my personal or nonwork responsibilities? • In what ways can I communicate with my supervisor or team so they know my work flexibility preferences and needs? • Are there specific roles within my department or area that would better meet my current flexibility needs?	• Initiate conversations with your supervisor or HR department to discuss flexible work options, such as remote work or adjusted hours • Explore different ways to do a task and be open to finding more efficient methods that work best for you • Share and discuss success stories of adaptable and flexible working arrangements during team meetings
Mattering at work	**Dignity:** Sense of being respected and valued	• What do I regularly do to show my coworkers that I respect and value each of them? • How can I enhance my active listening skills and foster better mutual respect within my area/department? • Are there any practices or behaviors in my department/area that might unintentionally make some people feel disrespected or undervalued? • What actions can I take to create an inclusive and welcoming environment for all people?	• Demonstrate gratitude and appreciation for your coworkers • Encourage leadership to value and leverage the expertise and diverse experiences of all employees • Choose language that is respectful and considerate when communicating with coworkers • Show care and respect for your coworkers by trying to understand and appreciate their feelings and experiences
	Meaning: Sense of broader purpose and significance of one's work	• What are changes or improvements I can make to my work or how I think about my work that would make it more meaningful and fulfilling for me? • In what ways can I inspire my team to find deeper meaning and purpose in their daily tasks? • What personal values and passions align with the work I do, giving it a deeper sense of purpose?	• Contribute to a culture of gratitude and recognition • Share personal work stories that illustrate positive impacts on campus (or more broadly) • Connect your own work with one or more elements of the organization's mission and strategy • Mentor and empower coworkers
Opportunity for growth	**Learning:** Process of acquiring new skills and knowledge in the workplace	• How can I encourage and help my team to keep learning and stay open to growth in our department/area? • What are the resources or opportunities at UTC that can support my personal and professional development? • Can I learn from people who are really good at what they do, like mentors or coworkers, to improve my own skills faster?	• Seek opportunities to work with others on projects that can help you learn new skills • Seek relevant and constructive feedback • After learning something new, take a moment to reflect on how you can apply it to your daily tasks
	Accomplishment: Outcome of meeting goals and having an impact	• What do I do to publicly celebrate my coworkers' achievements and accomplishments? • What challenges or obstacles may keep me from accomplishing my goals, and how can I overcome them? • What have been some recent accomplishments in my role, and how have they positively affected my team or department? • What are some specific career or project goals I aim to achieve, and how can I work towards accomplishing them?	• Regularly engage in reflection with a focus on identifying your accomplishments • Publicly acknowledge individual and team achievements • Contribute to celebration rituals to acknowledge big and small wins within your division/area • Request feedback from coworkers or supervisors to recognize your accomplishments and identify areas for improvement