YOUR MENTAL HEALTH MATTERS

Mental Health Policy in the Workplace

BetterWork

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Acknowledgment

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Abbrevations

GP	General Practitioner
IASC	Inter-Agency Standing Committee
JNC	Jordanian Nursing Council
JPA	Jordanian Psychological Association
MDTs	Multidisciplinary Teams
MH	Mental Health
mhGAP	Mental Health Gap Action Program
mhGAP-IG	mhGAP Intervention Guide
MHPSS	Mental Health and Psychosocial Support
MoH	Ministry of Health
MoL	Ministry of Labor
MoSD	Ministry of Social Development
NCCMS	National Centre for Crisis Management and Security
NCMH	National Centre for Mental Health
NGO	Non-governmental Organization
NSC	National Steering Committee
PHC	Primary Health Care
ToR	Terms of Reference
ToT	Training of Trainers
WHO	World Health Organization

Glossary

Mental Health: a state of well-being where individuals are able to realize their potential, cope with normal life-stressors, live productively and contribute to their community.

Mental Disorder: a clinically classified set of symptoms or behaviours that lead to disruptions in the well-being of individuals and in their personal, social or occupational areas of life.

Mental Health Policy: an organized set of values, principles and objectives for improving mental health and reducing the burden of mental disorders in a population.

Vision: a desirable image for the future of the mental health system in a country or region.

Value: a social, cultural or economically-relevant concept that guides attitudes, judgments and courses of action in a mental health policy.

Principle: a fundamental truth on which rules of conduct are based.

Mental Health Plan: a detailed pre-formulated scheme for implementing strategic actions that favour the promotion of mental health, and the prevention and treatment of mental disorders.

Mental Health Legislation: a set of laws that codify and consolidate the fundamental principles, values and objectives of the mental health policy, and guarantee that the dignity of patients is preserved and their fundamental human rights are protected.

Bio-psychosocial Approach: a holistic model of care that incorporates biological, psychological and social therapeutic interventions by multidisciplinary workers.

Multidisciplinary Team: mental health workers from diverse academic backgrounds (psychiatry, nursing, psychology, occupational therapy, social work) providing comprehensive, team-based bio-psychosocial interventions.

Community Mental Health Services: mental health community-based services that are close to where people live, such as outpatient clinics, psychiatric units in general hospitals and rehabilitation centers.

Primary Prevention: strategies that intend to avoid the development of the onset of an illness.

Secondary Prevention: strategies that focus on early detection and aim to limit the effects of an illness after it manifests.

Tertiary Prevention: treatments that aim to reduce the negative impact of a determined illness by restoring function and reducing disease-related complications.

1. Introduction

Briefly described, mental health issues in the workplace are any conditions that affect employees' state of mind. These conditions range from mild depression, stress and severe anxiety and may result in burnout and nervous breakdowns. Substance abuse may also perpetuate mental health issues.

Mental health problems manifest in different ways. Some employees may suffer with unnoticeable physical side effects, while others may experience physical symptoms (e.g. increased blood pressure, lethargy and changes in eating habits).

A Collective Bargaining Agreement (CBA) was signed between the Jordan Garments, Accessories & Textiles Exporter's Association (JGATE) and the General Trade Union of Workers in Textile, Garment and Clothing Industries / Jordan (JTGCU) in 2019.Article (11) of the CBA stipulates that the factories need to provide physical and psychological health to workers. All employers and managers are obliged to take appropriate steps to eliminate and minimise health and safety risks in the workplace. Similarly, and in terms of mental illness, the employer should identify possible workplace practices, actions or incidents which may cause, or contribute to, the mental illness of workers and take actions to eliminate or minimise these risks.

Recognising and promoting mental health is an essential part of creating a safe and healthy workplace. To this end, Occupational Health and Safety (OHS) obligations extend to any workers with mental illness. Importantly, managers and workers both have roles to play in building a safe working environment, one where mental

health matters are limited and where workers with mental illness are properly attended to.

2. Vision

The business will improve its efficiency by promoting the mental health/ well-being of all workers and responding rapidly to the needs of workers who develop mental health issues.

3. Values and principles

- Workers are the most important asset of the organization: the business should provide support services for workers.
- The efficiency of the business will be improved if workers enjoy good mental health.
- The factory should address the mental health of all workers.
- People should have access to treatment for mental health problems.
- It is cost-effective for a business to ensure the early treatment of workers with mental health problems.

4. Objectives

- To effectively decrease absenteeism and turnover rates among workers by eliminating organizational factors that contribute to poor mental health.
- To improve the productivity of the business by providing better emotional support to

workers after critical incidents.

- To minimize the disability of workers by ensuring that mental health problems are recognized at early stages and effective treatment is available.
- To create awareness and prevent discrimination around mental illness.
- To build healthy relationships at work and minimise possible conflicts among workers.
- To maintain a healthy environment where workers feel comfortable and safe.
- To develop a culture of trust, support and mutual respect in the workplace.

5. Scope

- Mental health problems and stress can affect anyone , regardless of their position in the organization. This policy applies equally to all employees.
- This policy will comply with the 2019 Collective Bargaining Agreement and best practice guidelines.
- The policy will be developed in accordance with exiting organization policies and procedures, such as prohibition of harassment and abuse.

6. Work Strategies - Procedures

Workplace support strategies can target specific workers or groups of workers:

6.1 Capacity building within the organization

- To appoint at least two focal points within the factories to attend mental health related trainings, such as Psychological First Aid

(PFA), mhGAP and psychological wellbeing.
- Recruit staff counsellor with an educational background in medical sciences, social sciences, psychology or related field. The counsellor should have direct contact with the workers,(for migrant, through the nominated translator), not under the administrative level.
- Provide a private, close, safe and mind-relaxing space for workers to talk about and discuss their problems or issues.
- Trainings will be provided to all factory employees of all nationalities and levels, ranging from the top management to middle management employees and workers.
- Factories can nominate focal persons, such as translators to attend ToT training related to mental health issue so that all the nationalities can benefit from the training.
- Ensure that the focal point or counsellor regularly carry out a risk assessment of employee workloads, job design, etc., so as to ensure that pressure is at a healthy level that stimulates and challenges employees as compared to overloading and demoralizing them.
- Train staff to recognize indicators of occupational stress in both themselves and their colleagues and allow them easy access to staff support services.
- Providing support to workers at risk, acknowledging that some workers are more vulnerable to mental health problems than others are. This vulnerability may be due to individual factors (for example they may be nearing retirement or end employment contract, have a physical health problem or have been consuming alcohol in threatening ways), or organizational factors (for example, their work may be particularly stressful).
- The General Practitioner (GP) should conduct the MH Gap training to the medical staff.
- The factory should provide the PFA training

to HR staff, dormitory supervisors, medical staff, welfare officers, supervisors and line leader.

- HR or welfare officers must attend the basic communication skills training, such as intercultural communication.
- Conduct training such as Crisis Leadership to managerial staff.
- Add the mental health component in the orientation and pre departure training.
- Provide training on related field such as Hygiene and Prevention against COVID 19 training, Financial Literacy Training, Sexual Harassment Prevention Training among others to strengthen employee resilience when faced with social, relationship and financial issues, as these may cause psychological problems.

6.2 Raise mental health awareness within the organization

- Increase mental health visibility within the factory, cafeteria and dormitories to promote the mentally healthy life.
- Display more posters and flyers in factory premises, dormitories and cafeteria.
- Provide workers with links to video or articles related to a mentally healthy life.
- Organize more events and activities among workers to increase commutation between them, and increase their understanding different cultures as this enhances a healthy life among the different nationalities.
- Give support to new workers, especially migrant workers, including orientation training, to help them adapt to the new environment and increase their understanding of the organizational culture, policies and procedure.

- Provide pre-departure orientation regarding the mental health policy within the organization.
- Improve the recognition of depression and anxiety disorders among workers with physical health problems.
- Provide support for workers who are nearing retirement or end contract to make the transition easier.
- Provide counselling services for workers who have been exposed to a stressful event.
- Introduce brief interventions for workers with hazardous drinking patterns.
- Enhance social support networks for isolated workers.
- Support can also include the use of screening tools for mental disorders, such as depression. In this way, workers who have a mental disorder can be identified early and referred for treatment. Inclusion in screening programmes for mental disorders should be voluntary, and due consideration should be given to the privacy of the employee and the need to ensure that screening does not result in discrimination.
- Screening programmes should be undertaken under the supervision of qualified mental health professionals

6.3 Support employees experiencing mental health difficulties – Mental health Services

- Ensure individuals suffering from mental health problems are treated fairly and consistently and are not feeling guilty about their problems.
- Provide a casual leave to those suffering from mental health distress under the consultation of medical staff or psychiatrist.

- Treat all matters relating to individual employees and their mental health problems in the strictest confidence and share on a "need to know" basis only with consent from the individual concerned.
- Provide confidential counselling for staff affected by stress caused by either work or external factors. Schedule mental health counselling sessions to workers in need (weekends and after working hours) unless it is urgent (Acute psychological distress).
- Encourage workers to talk to the counsellor, medical staff and PFA whenever they are feelings stress and anxious.
- Forward workers to the psychiatric clinic if necessary after the diagnosis of internal doctor or nurses.

7. Responsibilities

Everyone has a responsibility to contribute to making the workplace mental wellbeing policy effective.

7.1 Focal Points

- Monitor the workplace, identify hazards and risks and take steps to eliminate or reduce these as far as is reasonably practicable.
- Ensure good communication between management and staff, particularly where there are organisational and procedural changes.
- Assist and support employees who are known to have mental health problems or are experiencing stress.
- Ensure staff are provided with the resources and training required to carry out their job.

- Coordinate the mental health activities, including visits and training.
- Actively participate in trainings (including ToT) related to mental health conducted in collaboration with BWJ.
- Conduct mental health awareness sessions within the organization.
- In collaboration with BWJ, identify available mental health and psychosocial support services (MHPSS) referral pathway.
- Facilitate safe and confidential referrals for the workers who need mental health and psychosocial support services.
- Draft and review the mental health policy.
- Support and oversee the implementation of the mental health policy.
- Inform the management of any changes and developments in the field of stress at work.
- Involve in risk assessment process.
- Conduct a survey among the workers to know their needs and communicate survey results with the management.

7.2 Human Resources Staff - Translators

- Organize training and awareness courses on workplace mental wellbeing in conjunction with BWJ.
- Provide advice and support to employees and managers in relation to this policy.
- Monitor and report on sickness absenteeism rates that relate to mental health problems including stress-related illnesses.
- Provide support for workers who show signs of mental illness, in accordance with factory policies and capacities.
- Support individuals who have been off sick with mental health and stress problems, and advise them and their management on a plan to return to work.

7.3 Counsellor – Medical Staff

- Provide counselling to individuals and refer them to psychologist clinic if necessary.
- Provide specialist advice and conduct training on mental wellbeing.

7.4 Employees

- Raise issues of concern and seek help from supervisors, line leaders, human resources or PFA or anyone who employees trust.
- Accept opportunities for counselling when recommended.

7.5 Communication

- Employees are informed when a particular activity aligns with this policy.
- Employees are empowered to actively contribute and provide feedback to this policy.
- Employees are notified of all changes to this policy.

8. Review and monitoring

- Mental health focal point will be responsible for reviewing the workplace mental health policy and for monitoring or evaluating the effectiveness of this policy through feedback from production supervisor and HR staffs.

- Indicators to measure effectiveness include, but are not limited to:

  1. Working hours and patterns;
  2. Accidents at work;
  3. Worker complaints;
  4. Staff sickness levels;
  5. Worker turnover;
  6. The employee survey;
  7. Use of the counselling services.

- The policy will be reviewed six months from implementation to ensure that it remain relevant.

Annex 1

Mental Health Focal Points Term of Reference

Description and objectives:

The issue of mental health and well-being, and accessibility of mental health services in Jordan's garment sector, is particularly prevailing. In 2021, Better Work Jordan (BWJ) launched a mental health project; the project aims for garment workers to become more resilient against mental health risks, including seeking psychosocial support when necessary. Besides, establishing mental health referral system and ensures that workers have available mental health and psychosocial support services.

Based on the CBA signed in 2019 Article (11), the factories need to provide physical and psychological health to workers. Therefore, The factories will select two mental health focal points from each factory to coordinate with the BWJ to implement and oversee their mental health activities.

Primary duties and responsibilities:

1. Coordinate the mental health activities, including visits and training.
2. Actively participate in training (including ToT) related to mental health conducted in collaboration with BWJ.
3. Conduct mental health awareness sessions with the factory, including workers and management levels.
4. In collaboration with BWJ, Identify available Mental Health and Psychosocial Support Services (MHPSS) referral pathways
5. facilitate safe and confidential referrals for the workers who need mental health and psychosocial support services
6. Support BWJ in drafting the mental health policy within the factory
7. support and oversees the implementation of the mental health policy

Prerequisites / Qualifications:

Minimum academic background, previous work experiences, skills and strengths, knowledge, and professional expertise to be added to any other skills considered essential for this task:

- The focal point must have a bachelor's degree in medical sciences, social sciences, psychology, or any related field.
- He/she is in direct contact with the workers, not at the administrative level.
- Has good communication skills and teamwork skills
- The focal point should show personal integrity and ethics and respects the principle of confidentiality.
- Good written and spoken skills in English, knowledge of other workers languages will be an asset.
- Have good knowledge of computer skills.

Note:
- These tasks should be added to the employee's job description, with being mindful of the extra time spent on these activities.
- Each factory should have at least two focal points.