



MINDFUL EMPLOYER[®]

Working in Partnership

MINDFUL EMPLOYER
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Working in Partnership

A guide for organisations who have signed a Partnership Agreement with MINDFUL EMPLOYER, as facilitated by WorkWAYS.

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This document has been agreed by the MINDFUL EMPLOYER Council of Reference.

It replaces and updates the documents: 'Local Employer Networks' and 'Logo guidelines – partnership groups & organisations'.

October 2008

Working in Partnership with MINDFUL EMPLOYER

MINDFUL EMPLOYER began in 2004 as a way of providing support for employers in retaining and recruiting staff who experienced harmful levels of stress, anxiety, depression and other mental health problems.

Someone experiencing mental ill health could have access to a lot of help – but who supports their colleagues, their manager, and the people who run the business? That was, in essence, the issue which MINDFUL EMPLOYER set out to address. MINDFUL EMPLOYER is not a policy or a target – employers have far too many of those already and, after all, what's the point of having an initiative about mental health that causes people stress! Indeed, right from the start, the intention was for this initiative to be distinctly different – to be voluntary, free (wherever possible), open to any employer regardless of size or sector and to have a clear emphasis on helping business owners and directors, HR and occupational health specialists, line managers and others who have a duty of care for staff. It is perhaps this distinct approach and clear philosophy that are the main reasons for its success.

The MINDFUL EMPLOYER initiative was developed by employers and is a network of small, medium and large businesses from across the public, private and voluntary sectors. The initiative is guided by a Council of Reference comprising representatives of employers and supporting organisations. MINDFUL EMPLOYER is facilitated by WorkWAYS, a service of Devon Partnership NHS Trust who hold the rights to the name, philosophy, logo, website, publicity content and all other aspects of MINDFUL EMPLOYER on behalf of the employers and organisations involved. MINDFUL EMPLOYER is primarily funded by Devon Partnership NHS Trust and is run by staff at WorkWAYS alongside other elements of their roles working directly with clients of that service. Income from sale of leaflets and other materials, conferences, training and fees for speaking together with some sponsorship have helped cover some practical costs and enabled some administrative support. The growth of the initiative has been enhanced by time-limited funding (April 2005-March 2009) from Care Services Improvement Partnership South West (CSIP) for a broader piece of mental health and social inclusion work focussed on employment and employers. When this funding ends, MINDFUL EMPLOYER will continue although we will need to charge for travelling expenses and time spent out of the office. The Sainsbury Centre for Mental Health (SCMH) has also secured some time-limited (January 2008-July 2009) funding to develop the initiative in the South East

MINDFUL EMPLOYER didn't arise from any central government initiative or legal instrument – it was a local idea from a local employer. Therefore it is important to understand that no organisation (including WorkWAYS who facilitate the initiative) has the authority to, put simply, 'tell employers what they should be doing.' MINDFUL EMPLOYER is about *providing support* to employers – primarily in the provision of easier access to information (e.g. through the website) and easier access to local support (e.g. through organisations such as yourselves). It is completely voluntary.

Why have a Partnership Agreement?

The MINDFUL EMPLOYER initiative actively encourages and welcomes the involvement of other groups and organisations who share a commitment to supporting employers in the recruitment and retention of people experiencing mental ill health and in increasing awareness of mental health in the workplace.

Within such a partnership it is important to protect both the concept and product of MINDFUL EMPLOYER to ensure that its credibility is not undermined or compromised and, in particular, that the name and logo are not abused in any way by other parties. It's also important that the work carried out by partnership groups and organisations is similarly not undermined or compromised by association with MINDFUL EMPLOYER. To have a written agreement recognizes the value placed on the partnership by the organisation concerned and MINDFUL EMPLOYER. It also lays down clear guidelines and ground rules regarding what can be expected from both parties. The following section looks at the agreement and offers some additional comments (in italics).

MINDFUL EMPLOYER, as facilitated by WorkWAYS, agrees...

- ✓ **To provide advice and support to your organisation in their work of supporting employers in the recruitment & retention of people experiencing mental ill health and increasing awareness of mental health in the workplace.** *We understand that working with employers in this way will be new to some organisations and that often previous contact has focused on recruitment and work placements. MINDFUL EMPLOYER is not about supporting people experiencing mental health per se – the emphasis is distinctly different in that it offers support to managers, colleagues, business owners/directors, HR, occupational health etc.*
- ✓ **To publicise the work of your organisation and give contact details on the MINDFUL EMPLOYER website.** *We want to support what you do and you'll see references, e-mail addresses and website links on the appropriate UK regional page for your organisation and also on the 'About Us' page. We will also direct any enquiries we receive from employers or others in your locality to you.*
- ✓ **To supply an Information Pack (in pdf format) showing name, contact details and logo for your organisation for reproduction and distribution by your organisation.** *Please use this resource – it's the easiest way of giving employers a summary of what MINDFUL EMPLOYER is all about.*
- ✓ **If requested, to supply MINDFUL EMPLOYER leaflets showing name, contact details and logo for your organisation at full cost to your organisation. Leaflets without such details will be also available at full cost to your organisation. (Exact prices available on request from WorkWAYS).** *See comments under 'Publicity Materials' below.*
- ✓ **To inform your organisation about employers based in their geographical location who contact WorkWAYS and/or sign up to the Charter.** *The best way we can do this is if you use the Information Pack you have been given as it contains the 'Our Response' form which tells us that your organisation has given it to the employer concerned.*

Your organisation...

- ✓ **Agrees to adopt the Key Principles of MINDFUL EMPLOYER without amendment and to work within the voluntary and supportive philosophy of the initiative.** *Understand the Key Principles and you will understand MINDFUL EMPLOYER. In a world focussing on 'targets' and 'outcomes', MINDFUL EMPLOYER is to an extent quite counter-culture – it's voluntary, it's free, there are no targets or contracts, it's about offering support to employers along similar lines that many organisations offer support to their clients and customers.*
- ✓ **May enhance MINDFUL EMPLOYER through additional relevant material and initiatives providing they do not conflict with or subtract from the Key Principles, the Charter for Employers who are Positive About Mental Health and the general approach and philosophy of the initiative.** *The initiative was 18 months in the initial development stage and has continued to be developed ever since as it has grown in such an unexpected way. We welcome suggestions to enhance and develop the initiative – but please get to know it as it has been designed and developed first before you do so.*
- ✓ **May use the MINDFUL EMPLOYER logo as per the guidelines supplied by WorkWAYS and agrees not to amend the logo in any way.** *MINDFUL EMPLOYER is a Registered Trade Mark. Maintaining the brand and corporate image is important.*
- ✓ **Agrees to send copies of all printed or electronic materials (including web based references) produced by them which refer to the partnership with MINDFUL EMPLOYER to WorkWAYS, where possible before publication.** *You are welcome to produce your own local materials which reflect your involvement and come within the guidelines and principles of the initiative as per this agreement.*

We are very grateful to all the organisations who have, like yourselves, signed the agreement. Some have secured additional funding to help develop MINDFUL EMPLOYER in their area while others do so within their current structures. All those who have signed the agreement, regardless of how they fund their involvement, receive exactly the same information and facilities from WorkWAYS. WorkWAYS does not pay any organisation who has signed the agreement to work in partnership and does not charge or receive any money from any of those organisations (save that which is connected to the purchase of publicity materials and refunds of travel expenses or fees to cover time as agreed individually).

We view the Partnership Agreement as something you have entered in to by choice. If you wish to withdraw from it at any point simply let us know. Similarly, WorkWAYS also reserves the right to end the agreement and to conduct a supportive review of your activities with you.

In essence, your role is to:

- Promote MINDFUL EMPLOYER – in line with Key Principles & overall approach
- Use the initiative to complement employer-focussed aspects of your service – by being associated with national initiative
- Be a local point of contact, support & information.

Key Principles

These will already be familiar to you...

By Employers, For Employers

MINDFUL EMPLOYER is led by employers and is for employers. It's about increasing awareness of mental health, helping employers deliver their business, providing support networks and information, and making it healthier to talk about mental health.

Good Practices not 'Great Promises'

MINDFUL EMPLOYER is concerned with helping employers in recruiting and retaining valued and talented members of staff. It is completely voluntary and will support them to work towards putting its principles in to practice in ways which are sensible, achievable and realistic.

Adapted and Adopted

Employers are the expert on their business. MINDFUL EMPLOYER will support them in adapting its principles within their own policies, structure and culture, adopting them for the longer-term benefit of your staff.

Safe People not Scary Places

52% of people with a psychiatric history have concealed this fact from their employer for fear of losing their job. Mental ill health remains an area of fear and stigma for many. By being a MINDFUL EMPLOYER they will demonstrate that they are willing to enable disclosure of mental ill health to take place without fear of rejection or prejudice.

... **And understand the Key Principles and you will understand MINDFUL EMPLOYER.**

The Key Principles were developed by the 30 or so employers who were involved in the 18-month initial development phase in 2004-2005. They reflect what employers would like and what they want in terms of working towards improved practice. The Charter for Employers, aspects of the

design and brand, and the overall philosophy of MINDFUL EMPLOYER were initially developed in that same time. Because it has grown from a local idea for employers in Exeter to a national initiative, several aspects have developed as time as gone on – for example, the Charter Review process – and this will continue to be the case as it grows.

One aspect of MINDFUL EMPLOYER which reflects that distinct approach and has attracted particular attention is the Charter for Employers who are Positive About Mental Health. This is a set of aspirations – something for employers to *work towards*. Changing attitudes towards mental ill health takes time – often a very long time: hence the ‘working towards’ approach. Employers are human too and the Charter recognises that they haven’t necessarily got everything right – but signing it shows they’d like to work at it. Every signatory completes an initial review after two years to provide evidence of how they are working towards the aspirations.

Unfortunately, the biggest concern there is about MINDFUL EMPLOYER regards organisations whose role is to support people with mental health problems to find or remain in employment who have seen the initiative (especially the Charter) as something that employers ‘*should* be doing’. Some regularly talk of “Getting people to sign up” or have set the Charter as a target or used it in contractual obligations or in exchange for work placements. Such approaches are totally contrary to the principles of the initiative. The Charter does have an important role: it’s a public, tangible demonstration of commitment by employers to their staff. But it is not a target or policy – it’s a set of aspirations – something to *work towards* and reflects the reality that changing workplace culture takes time – a long time. There are no ‘quick fixes’ in the world of work and mental health.

Employers can be part of MINDFUL EMPLOYER (e.g. attend Local Employer Networks, use website, contact you/us etc) without signing the Charter. If a measure of ‘success’ is needed by your organisation then we ask that you use the number of employer contacts you have not Charter signatory (which is likely to be a bigger figure in any case!).

Working with Employers

As mentioned earlier, working with employers may be a new area. Part of the role of the initiative and your organisation’s part in it is to understand what employers want – how they can support their staff while still running the business. This means understanding the pressures on the business (especially in the current economic climate), the culture of the workplace and what’s important to them. Employers may be uncertain about how best to support and manage a member of staff. That said, given that 1 in 4 people experience some form of mental distress, there’s a chance the manager or employer you are in contact may have their own personal experience or family concern. The reality is there will also be people who will not be interested. But by demonstrating an understanding of their concerns and pressures and offering some information or support to help address those issues, they will respect your expertise.

Please do contact us if you would like some additional support and training in working with employers.

Local Employer Networks

Right from the outset, MINDFUL EMPLOYER has been an initiative for and by employers. One of the ways this has been tangibly demonstrated is the bringing together of individuals from different types of businesses and organisations, small, medium and large, public, private and voluntary sector and from the range of roles and specialisms – business directors and owners, HR and occupational health specialists, line managers etc. This is enabled through a variety of means including telephone, e-mail and personal contacts and a number of Local Employer Networks. Bringing together such a variety of people has been key to the success of MINDFUL EMPLOYER and produced a very creative environment in which to work.

Here are some key points to consider when setting up and running a Local Employer Network.

The right focus

MINDFUL EMPLOYER is focussed on mental health. The term MINDFUL EMPLOYER should not be used in direct relation to non-mental health issues nor used in relation to issues not directly about supporting employers.

Attracting the right audience

Put simply: it's a Local Employer Network not a Local Employment Network. The networks are for employers – e.g. HR, OH, business directors and owners etc – the people who recruit and manage staff and not so much employment services or health professionals (while the latter are welcome and clearly may have services to offer the employers attending, the networks are not primarily for them). The number of people attending is not crucial – just 3 or 4 employers coming to the first meeting is not a bad thing: they will know people and word will spread.

Employers set the agenda

This is probably the most important aspect of the networks and reflects a key principle of MINDFUL EMPLOYER – by employers, for employers.

- What do the employers who attend want to discuss?
- What issues do they face?
- What's important to them?

Working with local organisations

As stated above, local employers like local contacts and MINDFUL EMPLOYER is keen to work with local organisations in enabling Local Employer Networks. The role of the local organisation is primarily to act as a local point of contact, to let local employers know about the network meetings and to coordinate venue arrangements.

We will be able to provide support in planning the meetings, offer some contacts, help devise invitation letters, give presentations and attend meetings for as long as seems appropriate. We will also publicise the dates of meetings.

The Invitation

Be clear in your invitation not just about date, time and place (and a contact name and number) but also what the topic is and ideally who's going to be talking about it and who they work for. Employers need a reason to come and they are more likely to do so if there is something which is clearly relevant to their role as an employer, will clearly attract their attention and create a 'must go' reaction. That said, employers are busy people with many, sometimes conflicting demands and must be allowed the right not to come – they fact they may not does not necessarily indicate a lack of interest. (Also, please note comments below about use of logo and terminology.)

Venue

All that's needed is a room and cups of tea! Employers may be more likely to come to a meeting hosted at another employer's premises. It's also good to share the hosting and vary the venue from meeting to meeting. (Some networks do meet over a lunchtime which can have a cost implication about who provides lunch: that is something to be addressed locally. Experience suggests that host employers are willing to express their support for the network in this tangible way.)

Costs

By encouraging different people to offer venues and refreshments and through the use of e-mail, costs can be kept to a minimum. Any guest speakers (e.g. if the employers coming want a talk on a particular topic) should be invited to come on a goodwill basis. It does take some time of course to send out invitations and write up notes afterwards – although we are happy to help with that, particularly in the early stages – but running a network should not be a particularly time-consuming matter. We would suggest that each meeting requires a total of about 3-4 hours administration plus time for the meeting itself.

Duration & Frequency

Most of the current networks meet for 1½-2 hours, every 3-4 months. It is important to meet as often as those who come wish to do so.

The first meeting

We would suggest a couple of 'presentations' – introducing yourself as the local organisation, an introduction to MINDFUL EMPLOYER (we are happy to come to do this) and perhaps a brief overview of mental health & the workplace. But key to this first meeting is to discuss the issues of importance to the employers who come – setting the agenda for the next meetings

Examples of topics

The agenda is to be set by those coming but topics discussed at current networks have included drug & alcohol issues in workplace; managing sickness absence; disability equality duty; depression; stress management; Access to Work; sharing policies; bullying at work.

Set date for next meeting

This is good to do at or asap after a meeting – to get it in people's diaries and to demonstrate an ongoing commitment to keep the network going.

Notes of meetings

These do not need to be formal 'minutes' but simply a summary for those present and for those who could not attend. They should also carry date and time (and venue if known) of the next meeting.

Keeping in touch

It is important to keep the network in people's minds – two ways of doing this are to:

- Keep an e-mail list of those who are in contact with: those who come and those who don't.
- Forward on the monthly MINDFUL EMPLOYER updates sent out by Richard Frost & Lynn Aggett.

Remember, you are not alone...

We are more than happy to help with any aspect of setting up and running a Local Employer Network so please do contact us.

Promotion & Publicity

We are aware that some partnership organisations would like to have their own 'variant' on the items we produce but it is not always possible to accommodate all the suggestions and requests we receive.

The name MINDFUL EMPLOYER® is a Registered Trade Mark of Devon Partnership NHS Trust. As you may know, many organisations who hold the rights ensconced within a Registered Trade Mark 'licence' it for use by other organisations – often for a fee. Such licensing arrangements often place specific guidelines and restrictions on how the mark is used hence why we do so also (as shown in part below). This is to balance 'free' use by yourselves alongside protecting the integrity of the initiative and the brand and corporate image.

Our approach is based on grounds of:

- Fairness – if we accede to a request from one partner then it is only right we do the same for everyone else;
- Maintaining the brand – as mentioned earlier, it is important to have a clear and consistent image and avoid confusion which is likely to arise by different organisations promoting the initiative in different ways;
- Practicality – we simply do not have the staff time available to produce lots of different versions of banners etc which may in time need updating. However, we have provided every partnership

organisation with their own version of the Information Pack showing their contact details and containing brief reference to the work of their organisation.

These limitations also reflect a business-like approach – one which is respected by employers (the prime audience for the initiative) and avoids potential for confusion.

Using the Logo & Trade Mark

Conditions of use

The name MINDFUL EMPLOYER® is a Registered Trade Mark of Devon Partnership NHS Trust and, together with the logo, can be used only by groups and organisations who have signed the Agreement to Work in Partnership with MINDFUL EMPLOYER and by employers who have signed the Charter for Employers who are Positive About Mental Health. It is not to be used by or passed to employers, partner agencies, other organisations or associations or sub-contractors.

Use of logo & name

The MINDFUL EMPLOYER logo should be reproduced as shown in the accompanying image without addition or alteration. The image is available in jpeg and eps (for pc and mac) formats. The size of the image may be adjusted as automatically permitted by enlargement or reduction of the image itself. The image should only be enlarged or reduced proportionately – i.e. by dragging the corner points only.

The MINDFUL EMPLOYER logo may be reproduced only in blue or in black or inverted to be white on a coloured/black background. No other colours should be used. A border should not be applied to the logo. A strapline should not be applied to the logo.

The MINDFUL EMPLOYER logo may be used on your website with a hyperlink inserted to www.mindfulemployer.net

If your group/organisation has a logo, you may use the following layouts on publicity related to the purpose of the partnership:



or



Your logo should be the same size as the MINDFUL EMPLOYER logo and be placed to the left or above as shown.

If plain text is used instead of logos use this layout:

<<Your group/organisation name>> Working in Partnership with MINDFUL EMPLOYER

or

<<Your group/organisation name>>

Working in Partnership with

MINDFUL EMPLOYER

The words MINDFUL EMPLOYER should be in upper case and in Arial font, colour blue or black, and should be the same size as the group name. In both cases, the words 'Working in Partnership with' are to be in Arial font, colour black, case as shown.

In any plain text (e.g. when writing about the partnership or initiative), the words MINDFUL EMPLOYER should *always* be in UPPER CASE. The blue tick should not be used separately from the words MINDFUL EMPLOYER.

If you are producing materials yourself or talking about MINDFUL EMPLOYER to employers or others please use the word 'initiative' - and not 'scheme', 'programme', 'project' or similar generic terms. Similarly, please do not use the abbreviation M.E. in any external communication.

NB Your signature on the Partnership Agreement is taken as acceptance of the above.

Other Publicity Materials

The best form of publicity is word of mouth – business speaking to business and your organisation telling employers about the initiative. There is, we have found, not much to be gained by paid-for advertising or 'selling the product' – indeed the latter, given the voluntary and supportive nature of the initiative, will probably be counter-productive. However, we have produced some materials for you to use.

Information Pack

The most useful piece of publicity you have is the Information Pack which contains:

- A summary of MINDFUL EMPLOYER
- Details of the benefits for employers
- Information about the Charter
- The form for employers to complete who wish to sign the Charter
- Order form for leaflets

The Information Pack we have provided for you contains your contact details and as it is in electronic (pdf) form then it can easily be e-mailed to employer contacts. Because it shows your details it also demonstrates to your local employers that they have a local contact.

Leaflets

We have a two-fold leaflet in colour with photos. Because this costs us to have it printed we have to make a charge to cover those expenses. It is possible to have your logo overprinted also together with the words *Supports MINDFUL EMPLOYER*. In response to comments, we can also offer the words *Working in Partnership with MINDFUL EMPLOYER*. It is not possible to also print your own contact details on leaflets. Because leaflets with overprinting would be produced especially for your organisation this often costs more than the standard price – so please contact us for a quote. Leaflets can only be printed and ordered through ourselves.

Pens & Notepads

These are available while stocks last but larger quantities can be supplied separately. Please contact us for a quote. Pens and pads can only be produced and ordered through ourselves and it is not possible to overprint or personalise either item.

Pop Up Display Banners

Each one will be produced specifically so ordering one will commit you to paying for it. To help protect the MINDFUL EMPLOYER brand we would prefer you not to design your own banner. Please contact us for a quote. Banners can only be produced and ordered through ourselves and it is not possible to overprint or personalise them. .

Powerpoint presentation

You can use this when talking to groups of employers or others to explain what MINDFUL EMPLOYER is (and just as importantly, what it isn't!). Within it you'll see we have put some

general notes and key points (click on 'view' and then on 'notes pages'). You may add your own slides as you feel fit but please don't alter the slides we have provided.

News Releases

Include a statement about your organisation and what you do to support employers and, as appropriate, people experiencing mental ill health. Please include some or all of the following as part of any News Release you issue:

MINDFUL EMPLOYER is led by employers and aimed at increasing awareness of mental health in the workplace and supporting businesses in recruiting and retaining staff. A wide range of employers have been involved in planning the initiative which gives businesses ongoing practical support, training materials, an online discussion forum, support networks and assistance from other employers.

Part of the initiative is the Charter for Employers who are Positive about Mental Health is a voluntary agreement seeking to support employers in working within the spirit of its positive approach..

MINDFUL EMPLOYER is open to any employer anywhere in the UK. It is facilitated by WorkWAYS, a service run by Devon Partnership NHS Trust, which provides information, guidance and practical support for people whose mental health affects their ability to find or retain employment, training, education or voluntary work.

Please send copies of News Releases and any published articles to WorkWAYS.

Thank You

We are very grateful indeed for the fact you have entered in to this partnership agreement – the value of local organisations such as your own towards the development of MINDFUL EMPLOYER cannot be underestimated. Please feel free to contact us for any further support.

Richard Frost & Lynn Aggett