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| **Principle 1: Clients are best served by interdisciplinary teams that strive for well-being.** | |
| **Reflection questions/prompts:**   * How are wellness and client-centeredness linked? * How is it communicated that defenders who maintain their health and well-being, and who support each other, provide the highest level of care and representation to the people we represent? | **Obstacles in your agency:** |
| **Real World Examples:**   * Onboarding, training, mentoring, performance evaluations, and coaching regularly include all 6 ABA wellness categories as foundational to providing high level representation. | **Strategies for your agency to reduce those obstacles:** |
| **Principle 2: Sustainability of the public defender office is a goal all staff actively strive toward.** | |
| **Reflection questions/prompts:**   * How can the various positions within an office support well being? * What steps have been taken to build momentum around well-being as a topic worthy of attention, time and resources--from leaders, supervisors, trainers, staff? * What steps have been taken to include and engage all staff in supporting wellness for themselves and colleagues? | **Obstacles in your agency:** |
| **Real World Examples:**   * Use surveys/assessments to build a feedback loop that regularly collects information about obstacles to resilience and uses the feedback to reduce those obstacles. * Non-managers and core staff are involved in development and implementation of wellness initiatives | **Strategies for your agency to reduce those obstacles:** |
| **Principle 3: Leadership and supervisors model wellness and set standards for sustainability.** | |
| **Reflection questions/prompts:**   * As a leader, how are you modeling sustainability? * How often do you have a day when you do nothing associated with work? Several in a row? * Do you model vulnerability by sharing difficult experiences and communicating how you can be supported? * How often to you cancel exercise, social plans, family time or other non-work activities due to work demands? | **Obstacles in your agency:** |
| **Real World Examples:**   * Leaders model taking meaningful time away from work each day, week and year—in ways available to staff. * Workplace designates non-work hours, discourages/prohibits non-emergency email/text communication during non-work hours, and narrowly defines emergency. | **Strategies for your agency to reduce those obstacles:** |

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| **Principle 4: Staff promote workplace values that align with a healthy work culture.** | |
| **Reflection questions/prompts:**   * What are some values that contribute to workplace wellness? * What components make up a team that you want to be a part of? * How are people encouraged to share how they can best be supported? | **Obstacles in your agency:** |
| **Real World Examples:**   * Office retreat develops/updates mission and value statements, including resilience, which are prominently posted and referenced in strategic planning and day-to-day agency operations. | **Strategies for your agency to reduce those obstacles:** |
| **Principle 5: Leadership and staff actively seek to uphold principles of equity and inclusion while striving to create a welcoming environment for all.** | |
| **Reflection questions/prompts:**   * Do actions that seek inclusion necessarily create a sense of belonging? * Does everyone feel safe (physically/emotionally) in your office? * What steps are you taking to dismantle systems of oppression that are perpetuated/replicated within your agency? | **Obstacles in your agency:** |
| **Real World Examples:**   * Starting/supporting a DEI(B) initiative. * Continually welcoming and engaging in conversation and action to advance equity and inclusion. | **Strategies for your agency to reduce those obstacles:** |
| **Principle 6: The office normalizes and prepares for workplace absences.** | |
| **Reflection questions/prompts:**   * If you needed to take time off, is there a process in place to cover your workload and meet the needs of clients? * Does initial onboarding include: how to take time off for illness, vacation, emergency and other circumstances? * Is work assignment paused during absence to avoid the “punishment” of returning to backlog? | **Obstacles in your agency:** |
| **Real World Examples:**   * “Coverage” as an assignment * Sabbatical program (Alameda County, CA) * Offering 9/80 schedules (every other Friday off) | **Strategies for your agency to reduce those obstacles:** |

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| **Principle 7: The office creates time and space for individuals to reflect on positive and negative work experiences in a supportive environment.** | |
| **Reflection questions/prompts:**   * How do you/your staff deal with a big loss? A big win? * How has the office created supportive spaces to talk about difficulty or loss? * How has the office created rituals, events and spaces for celebration, recognition, appreciation and gratitude? * Do leaders model vulnerability by sharing difficult experiences and communicating how they can be supported? | **Obstacles in your agency:** |
| **Real World Examples:**   * Debriefing after a trial, sentencing, or other significant team experience. * “Shout outs” that include all staff, and redefine “wins” to include outcomes beyond acquittals. | **Strategies for your agency to reduce those obstacles:** |
| **Principle 8: The physical atmosphere of the workplace is designed with wellness in mind.** | |
| **Reflection questions/prompts:**   * Are there physical safety concerns at your office? * How might the space be improved to promote mental/emotional well being? * Is each person’s work station ergonomically evaluated and fitted within the first month, and options for any specialized office equipment explained? | **Obstacles in your agency:** |
| **Real World Examples:**   * Creating a Mother’s room and/or wellness room * Hanging art, painting the walls, buying plants, etc. * Surveying staff about safety/health concerns | **Strategies for your agency to reduce those obstacles:** |
| **Principle 9: Training programs regularly encompass a sustainability component.** | |
| **Reflection questions/prompts:**   * How can you incorporate sustainability education in training your staff? * Do all staff receive education about traumatic impacts and stress management? * Is mentorship support provided for those in the early years of practice? | **Obstacles in your agency:** |
| **Real World Examples:**   * All training includes sustainability content modules, and practices (stretch breaks, healthy food options). * Office provides structured mentorship. | **Strategies for your agency to reduce those obstacles:** |

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| **Principle 10: Leadership creates clear policies and expectations that properly balance the health and well-being of staff with the interests of clients.** | |
| **Reflection questions/prompts:**   * How do you communicate that staff wellness is important? * How is leadership continually advocating for sufficient resources for staff to complete work within the scheduled workday? | **Obstacles in your agency:** |
| **Real World Examples:**   * Inclusion of staff in decision-making and transparent communication about policies during pandemic that balance advocacy for court access with concerns about health risks. | **Strategies for your agency to reduce those obstacles:** |

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