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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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