

## Managers Have a Big Impact on Employee Wellbeing – And May Not Know It

Improving employee health and wellness continues to be a priority for many organizations, but managers may not be aware of how much they affect employees' mental health, according to recent surveys.

In a global survey by UKG's Workforce Institute (see [bit.ly/MHwork24](https://bit.ly/MHwork24)), 69% of employees said their managers had the greatest impact on their mental health, on par with their partner or spouse – and more than their doctors (51%) or therapists (41%). And one in three employees said their manager fails to recognize the impact they have on their team's mental wellbeing.

Other findings in the report:

- 7 in 10 employees would like their organization and managers to do more to support their mental health.
- 38% of employees say they “rarely” or “never” talk with their manager about their workload.
- And while a lack of financial wellness is a source of stress and anxiety, 81% of employees surveyed would prioritize mental health over a high-paying job; and 64% would take a pay cut for a job that offers better mental wellness support – 70% of managers would, too.

Deloitte's latest wellbeing at work survey (see [bit.ly/WFwellbeing24](https://bit.ly/WFwellbeing24)) also highlights managers' pivotal role, with 94% of employees saying their manager should have some responsibility for their wellbeing, and 96% of managers agreeing. However, managers cite company policies, a heavy workload, lack of skills and workplace culture as barriers to providing their teams with more support. These factors may help explain why 32% of employees in the survey don't feel their manager cares about their wellbeing.

### How can managers better support employees' mental health and wellness?

It starts with senior leadership's commitment to creating a workplace culture, policies, programs and practices that address the whole person and the multidimensions of health and wellness. These elements help improve workforce wellbeing for everyone, including the C-suite, who are also experiencing mental health challenges from a demanding workplace.

In Deloitte's survey, 75% of the C-suite respondents said they are “seriously considering quitting” for a job that would better support their wellbeing.

As for managers, when empowered to improve their team's wellbeing and equipped with the right tools, resources and training, they can do more to create a positive work environment and support their team members' health and wellbeing by:

- **Fostering psychological safety** and encouraging employees to share whatever issues they may be struggling with. When employees feel psychologically safe, they are comfortable asking for help, voicing concerns and using the organization's employee assistance program (EAP) and other resources.
- **Offering flexible work options** that recognize employees' family and personal responsibilities and empower team members to work when and where they do their best.
- **Raising awareness of the multiple dimensions of health and wellbeing** and the interconnection of emotional, physical, social, financial, intellectual, occupational, environmental and spiritual wellness.

- **Learning how to recognize signs of stress, burnout and mental health issues.** Some common signs are absenteeism and tardiness, decreases in work performance, mood swings and changes in personality.
- **Practicing active listening** and scheduling regular one-on-one check-ins. Listening attentively to employees' concerns and issues and asking thoughtful questions makes people feel heard, understood and supported in their health and wellness journey.
- **Sharing their own health and wellness challenges.** Managers who are willing to be vulnerable can make a big difference in reducing mental health bias, stigma and fear around discussing mental health issues.
- **Modeling good behavior and healthy habits.** These include taking breaks and vacations, making time for exercise and other stress-reducing activities, avoiding after-hour emails and texts and encouraging employees to do the same.
- **Promoting honest, transparent communication,** a sense of belonging, empathy and genuine interest in what's going on in team members' lives, inside and outside of the workplace.
- **Soliciting feedback through a variety of communication channels,** such as surveys, online suggestion boxes and employee resource groups. Giving employees opportunities throughout the year to share their views and changing priorities helps the organization offer benefits that meet the needs of employees and the organization.

- **Reminding employees to take advantage of the organization's different benefits,** resources, training and in-person and online sessions that focus on different dimensions of health and wellness.

Organizations that prioritize employee health and wellness and empower managers to support their team's wellbeing can benefit from improvements in engagement, retention, productivity, team performance and business outcomes. Get a free trial of Traliant's interactive Employee Health and Wellness Training at [bit.ly/HWtraining24](https://bit.ly/HWtraining24).

Source: Traliant, a PIA Partner specializing in compliance training, [www.traliant.com](https://www.traliant.com).



## BUSINESS MANAGEMENT

### Creating a Mentorship Program

Having problems finding excellent employees who already have the exact skillset that the job requires? A good mentorship program can help you overcome this.

#### What is mentoring?

Mentoring is a structured learning relationship within an organization in which the mentor shares their knowledge and experience, offering guidance, advice, feedback and encouragement. The mentee, for their part, can go to their mentor with personal and professional goals, questions and frustrations. Mentoring relationships are meant to supplement supervisory relationships.

#### What are the benefits of having a mentorship program?

A good mentorship program can:

- Attract talent
- Improve employee retention
- Increase employee engagement
- Close the skills gap
- Create a positive workplace culture
- And more

#### How do you create a successful mentorship program?

Great mentoring programs don't just happen. You need to:

1. **Establish the program's goals** – Your program should have clear goals and objectives, such as “increase retention rates by XX%.”



2. **Choose the type of mentorship program** – Will participants work together one-on-one or in groups? Will the mentors all be senior-level employees or will you have peer mentoring? Would a buddy system for new hires be helpful? Another option is “micro-mentoring” or situational mentoring, in which the mentor guides the mentee for a specific project or to acquire a specific skill.
3. **Create structure for the mentoring process** – Structure provides participants a framework for success and helps ensure the efficient use of their time. Your structure should cover such things as a kick-off orientation, setting goals and expectations, communication protocols, etc.
4. **Recruit participants** – You need to “sell” both mentors and mentees on the benefits of participation. Depending on your needs, you may also need to ask mentors to be willing to take on more than one mentee.
5. **Provide mentorship training** – All participants need to understand their roles and how the mentoring process works. Most importantly, your mentors need training on how to be an effective mentor and help their mentees reach their fullest potential. Don't expect them to know how to do this!
6. **Provide ongoing resources** – Bite-sized content regarding mentoring best practices and other relevant subjects is best.
7. **Pair mentees with the right mentors** – Give some thought to which mentors would be the best match for each mentee.
8. **Get feedback from mentors and mentees** – Use this feedback to further finetune the program.

#### Conclusion

Mentoring is a powerful practice that can help you overcome recruitment challenges and drive success in your company. The key is to take a deliberate and thoughtful approach to creating and running your mentorship program.

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# Protect Your Company from Age Discrimination Claims

With all the new and upcoming laws, let's not forget the basics, like the Age Discrimination in Employment Act (ADEA). The EEOC's recent settlement with Exact Sciences (see [bit.ly/AgeLawsuit24](https://bit.ly/AgeLawsuit24)) is a good reminder that we cannot make employment decisions based on things that appear to relate to a candidate's age.

The EEOC's lawsuit alleged that the third-party recruiter for Exact Sciences told an applicant that he was "overqualified" and that the company wanted "someone more junior" who could "stay with the company for years to come." The EEOC and Exact Sciences settled the dispute. In addition to paying

\$90,000, Exact Sciences will implement training for hiring managers and ensure their recruiters are aware of the company's policies prohibiting age discrimination.

## ADEA basics

As a reminder, the ADEA applies to employers with 20 or more employees and prohibits discrimination against individuals who are age 40 or older. While some state laws protect people younger than age 40, the ADEA does not. Under the ADEA, it's okay for you to choose an older worker over a younger worker (although best practice is to stay away from age-based decisions if possible). As the Exact Sciences

settlement reminds us, the ADEA applies not only to your company but also to any recruiters you use.

## Do this ASAP

- **Train your supervisors and hiring managers.** Training your supervisors and hiring managers on employment issues is always a best practice. Now is a great time to gather your supervisors, hiring managers and HR employees to remind them of the various employment laws that may come up and how to comply with them. Our blog contains several scenarios you can use to pull in examples of what not to do and topics for training.
- **Make sure any recruiters you use know your policies and abide by them.** Not only are you required to make sure your employees are abiding by your company's policies, but you should make sure your third-party vendors know your policies and follow them. Take the time now to review any agreements you have with third-party recruiters to be sure they are clear about your expectations.
- **Most importantly, make decisions based on qualifications.** While the ADEA allows you to favor an older worker over a younger worker, it is

generally best practice to avoid using age as a reason for any employment decision and some states prohibit age discrimination against people younger than age 40. Instead of using age (or any other protected status), use the applicant's qualifications as a basis for hiring decisions. This practice will help to make sure you always hire the best applicant.

Finally, remember the ADEA is not the only federal law protecting older workers. The Older Workers Benefit Protection Act (OWBPA) also protects older workers' employee benefits and requires any waiver of ADEA rights to be knowing and voluntary. If you are offering a severance package to an employee age 40 years or older or if you are getting ready for a reduction in force, you may need to take extra steps to protect yourself from age discrimination claims. As always, contact your employment lawyers with any questions.

*Republished with permission. The article, "Back to the Basics: Steps to Protect Your Company from Age Discrimination Claims in 2024" ([bit.ly/AgeProtect24](https://bit.ly/AgeProtect24)), was originally published on "Labor & Employment Insights" by Bradley Arant Boult Cummings LLP. Copyright 2024.*



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## RISK MANAGEMENT

# QR Code Security: Protecting Against Scams

QR codes, or Quick Response Codes, have seamlessly woven into the fabric of our daily lives, bridging the gap between the physical and online realms. Yet, within this convenience lies an avenue for cybercriminals to exploit unsuspecting users, posing risks of security breaches and financial losses. Are you well-versed in QR code scams and equipped to identify them? This article provides essential tips to safeguard yourself from falling prey to these deceptive activities.

### Understanding QR code scams

QR code scams involve the manipulation of legitimate codes to redirect users to malicious websites, phishing pages or fraudulent activities. Cybercriminals employ various tactics, disguising codes as genuine promotions or embedding harmful links within seemingly innocuous designs.

### What to look for:

- **Unusual source:** Exercise caution when scanning QR codes from unknown or suspicious sources. Stick to codes provided by reputable entities and avoid those received through unsolicited messages or emails.
- **Overly complex URLs:** Legitimate QR codes lead to concise, straightforward URLs. A destination URL with unusual complexity or random characters could signal a potential scam.

- **Mismatched branding:** Scammers often craft fake QR codes mirroring the branding of well-known companies. Scrutinize for inconsistencies in colors, logos or overall design.
- **Lack of encryption:** Reputable QR codes employ encryption for data security. The absence of encryption might indicate a potential scam.
- **Too good to be true offers:** Exercise caution with QR codes promising unbelievable discounts, prizes or rewards, as scammers frequently use such lures.

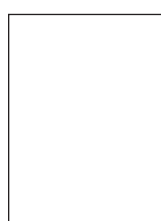
### Avoiding QR code scams:

- **Verify the source:** Prioritize QR codes from trusted sources. When in doubt, contact the company or organization directly to confirm the code's legitimacy.
- **Use a secure QR code scanner:** Opt for a reputable QR code scanner app with built-in security features. Some scanners can detect and alert users about potentially harmful codes.
- **Check the URL before clicking:** If the QR code directs to a website, manually type the URL into your browser to verify authenticity. Avoid clicking on suspicious links.
- **Enable Multi-Factor Authentication (MFA):** What is MFA?

Multi-factor authentication adds an extra layer of security by requiring multiple forms of identification before accessing an account or system. Enable MFA on your accounts to protect them from unauthorized access, even if QR code scams or phishing attempts succeed in obtaining your login credentials.

In conclusion, while QR codes offer unparalleled convenience, staying vigilant against potential scams is paramount. Recognizing the signs of QR code scams, verifying sources and implementing security measures, such as multi-factor authentication, combined with ongoing user education, can fortify your defenses and keep you informed and secure.

Source: [Shield IT Networks, www.shielditnetworks.com](https://www.shielditnetworks.com)



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Los Angeles, CA 90040



## PIA Events CALENDAR

- **Paper and Substrate Show**  
THURSDAY, MARCH 28  
5:30 - 9:00 PM PT  
Irvine, CA  
[www.piasc.org/papershow/](http://www.piasc.org/papershow/)
- **Drive Leadership in Print: Master Class**  
APRIL 2, 9, 12 AND 23  
11:00 AM - 12:00 PM PT  
Online  
[www.piasc.org/events](http://www.piasc.org/events)
- **Provide Customer Service with Care: Master Class**  
APRIL 30, MAY 7, MAY 14  
AND MAY 21, 2024  
11:00 AM - 12:00 PM PT  
Online  
[www.piasc.org/events](http://www.piasc.org/events)

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	31				30	

FOR FULL LIST OF EVENTS, PLEASE VISIT [WWW.PIASC.ORG/EVENTS](http://WWW.PIASC.ORG/EVENTS)

- **Graphics Night**  
THURSDAY, MAY 2  
Yorba Linda, CA  
5:30 - 9:00 PM PT  
[www.piasc.org/graphicsnight](http://www.piasc.org/graphicsnight)
- **Americas Print Show 2024**  
WEDNESDAY - THURSDAY, MAY 8-9  
Cleveland, Ohio  
[americasprintshow.com](http://americasprintshow.com)

**Feature**

**Business Management**

**Human Resources**

**Risk Management**

**MANAGERS HAVE A BIG IMPACT ON EMPLOYEE WELLBEING - AND MAY NOT KNOW IT**

**CREATING A MENTORSHIP PROGRAM**

**PROTECT YOUR COMPANY FROM AGE DISCRIMINATION CLAIMS**

**QR CODE SECURITY: PROTECTING AGAINST SCAMS**

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