

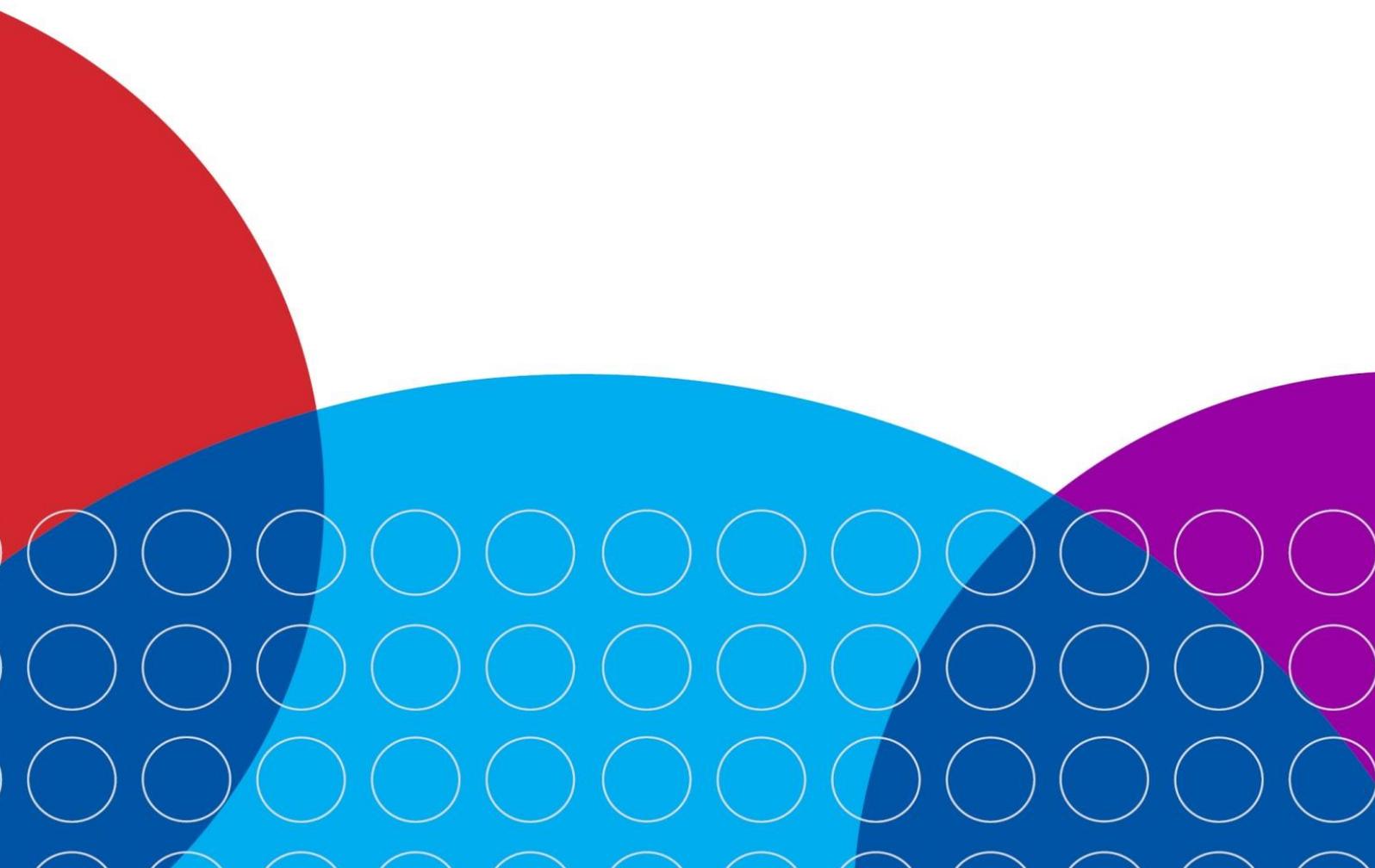


**Government
of South Australia**

Office of the Commissioner
for Public Sector Employment

OFFICE OF THE COMMISSIONER FOR PUBLIC SECTOR EMPLOYMENT

PEER SUPPORT PROGRAMS - GUIDELINES



PEER SUPPORT PROGRAMS GUIDELINES

“Peer Support is the process through which people with similar experiences support one another, both emotionally and practically” (theworkfoundation.com)

With a demonstrated commitment to making workplaces more mentally healthy, there is a growing interest in how Peer Support Programs can assist employees to feel safe and supported in the workplace. The purpose of this document is to provide agencies with an outline of issues that need to be considered prior to and during the process of implementing a Peer Support Program.

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DEFINITION

Agencies can define peer support in a variety of ways and this depends on the intended function of Peer Support Programs within their workplaces. Some of the common elements of Peer Support include:

- Informal – Peer support is not process driven or ‘professionalised’
- Non-directive – Peer Support Officers (PSOs) provide options but do not take over
- Empowers – PSOs encourage the person to take action and make their own decisions
- One to one – Peer support is provided in a confidential manner
- Respectful – Peer support is non-judgemental

With a demonstrated commitment to making workplaces more mentally healthy, there is a growing interest in how Peer Support Programs can assist employees to feel safe and supported in the workplace. The purpose of this document is to provide agencies with a structured approach. Peer Support in the workplace is also a different concept to “Lived Experience Peer Support”, where individuals who have experience living with mental illness provide support to others. Peer Support, as described in these Guidelines, is when peers who share similar work experiences provide informal and non-directive support with personal and workplace concerns. It is not a requirement that PSOs have experienced mental illness or significant workplace stress themselves, however this may give them an insight into the experiences of others.

The International Association of Peer Supporters recommend that peer supporters are: ***hopeful, open-minded, empathetic, respectful, facilitating change, honest and direct, mutual and reciprocal, strengths focused, transparent and person-driven*** (Burke, Pyle, Machin and Morrison, 2018).

THE PEER SUPPORT OFFICER (PSO) ROLE

Defining the PSO role is imperative when establishing the scope and function of the program within your agency. It is important to clearly outline what a PSO does and does not do and successfully communicate this message across the agency. Research indicates that one of the key challenges reported by employees performing in a PSO role is a lack of clarity regarding their role and the organisation’s expectations. It may, therefore be beneficial for agencies to consider developing a formalised role description outlining key responsibilities. A proposed role description has been provided in Appendix A, however it is important to tailor the role description based on the specific needs of the program.

BENEFITS

Implementing a Peer Support Program is not a requirement or legal obligation, but it is a reasonable step to providing a mentally healthy and safe workplace. Peer Support Programs are one of the few ways to address all four elements of the SA Public Sector Mentally Healthy Workplaces Framework and are a cost-effective way to provide support to employees within the workplace.

Build the Positives	Raise Awareness	Prevent Harm and Manage Risk	Intervene Early and Support Recovery
Helps people feel connected and supported by colleagues and leaders	Sends a message to employees that workplace mental health is a priority	Psychosocial hazards can be identified and addressed early	Helps people to access practical support quickly , helping them to remain engaged at work.
Helps to build positive relationships	Increases employee awareness of mental health issues, the early warning signs and where and how to seek help	Information regarding relevant agency policies can be provided, empowering people to take action early	Information regarding resources/services can be provided , as well as check-ins to ensure support has been accessed
Positively impacts organisational culture, where people are not fearful to seek help	Reduces the impact of the stigma associated with mental health	Talking with a peer may in fact resolve the concern in the first instance	Reduces the stigma associated with help seeking

Table 1: Areas of the Mentally Healthy Workplaces Framework and benefits of Peer Support Programs

Initial resources will be required in the early stages of designing and implementing a Peer Support Program. Once the program is running the resources required may be less, especially as in most cases PSOs act in a voluntary capacity. However, it is important to ensure adequate supports are available for the PSOs and for continual monitoring and maintenance of the program.

Many organisations are running Peer Support Programs with the aim to improve the wellbeing of their employees. However, very few organisations are evaluating, measuring and publishing their results on the impact of the program within their workplaces. From the research available, the reported benefits of Peer Support Programs include:

- Reduction in the impact of bullying and harassment
- Increase in self-esteem
- Improvements in quality of life
- Decreased stigma of mental health
- Building hope and optimism
- Provides a message to employees that the organisation is committed to their mental health and wellbeing
- Reduces the impact of mental illness on employees' ability to engage at work
- Building connections as people feel that they are not alone.

EXECUTIVE AND MANAGER SUPPORT

One of the main drivers of a successful Peer Support Program is executive and manager support and sponsorship. If managers are not supportive of their employees performing the PSO role, including the time commitments required, or are unaware of the benefits the program could provide to their teams, it is unlikely that the program will be successful.

Ideas to promote Peer Support Programs to the executive team and management include:

- Understanding the role of Peer Support in implementing the [Mentally Healthy Workplace Framework and Toolkit](#) and contributing to meeting WHS requirements
- Asking them to sign and share the [Statement of Commitment](#) to support employee mental health and explaining how implementing Peer Support is one way they can start to demonstrate their commitment
- Developing information on the responsibilities of managers and supervisors for support and promotion of the program
- Providing the leadership team with examples of peer support in similar public sector agencies and the benefits reported
- Including the program and its benefits in leadership training modules as well as within induction processes.

DETERMINING THE PURPOSE

Each agency will have a unique perspective on the purpose and aim of a Peer Support Program. Determining and communicating the purpose of the Peer Support Program is vital for obtaining support for the program, for guiding decisions about how it will be designed and implemented, encouraging people to use it and for measuring its effectiveness.

An employee might access a PSO for numerous reasons. These could include for personal matters, debriefing after a workplace incident, or physical and psychological illnesses. Workplace experiences such as perceptions of organisational injustice, vicarious trauma, workplace stress or uncertainty during organisational restructure and changes are also reasons people might seek support from PSOs. As an agency, it is important to determine what employees need from the Peer Support Program. These needs can be identified from a range of sources including:

- The roles and functions within the workplace – e.g. likelihood of exposure to critical incidents, trauma
- Information from employee surveys
- Data collected in the agency e.g. compensation claims, hazard and incident reporting, grievances, pulse and exit surveys
- Demographic information e.g. common needs relating to age, cultural groups etc.

Agencies need to decide on which of the two following variants of Peer Support Program they are intending to use or if they are going to use a hybrid model:

1. Reactive peer support

Reactive peer support is when employees initiate the contact with a PSO. PSOs are known to employees through various channels of communication and employees choose when to make contact and what they seek support for.

2. Proactive peer support

PSOs can be trained and encouraged to be proactive in their approach to their role. This typically means that the PSO will initiate contact with employees for specified reasons such as recent exposure to a traumatic work event, a scheduled regular check-in e.g. monthly with members of high-pressure teams, a specific request from a concerned manager or when the PSO is concerned about an employee. Proactive peer support can be provided alongside reactive peer support but usually requires a greater investment in time and coordination as PSOs may need to be alerted to critical incidents and scheduled in for regular check-ins.

For example, SA Ambulance Service utilise a **PROACTIVE** approach, where Ambulance Officers attending potentially difficult incidents are flagged and contact is made with the individual by a PSO within a specific timeframe. Alternatively, the Courts Administration Authority have adopted a **REACTIVE** approach, where employees are made aware of the presence of PSOs and are encouraged to access the service as needed. In this model, the employee decides to make contact with the PSO.

Scope of issues

It is important to identify what issues can be raised with a PSO as there are many that employees might wish to seek support for. PSOs need to feel confident with the range of issues that could be raised with them in their meetings with employees and be aware of referral options and other supports available. Therefore, it is useful to identify these issues up front and ensure PSOs are adequately trained to provide support in these areas. Potential issues can include bullying, harassment, discrimination, mental health, physical health, domestic violence, perceived injustice, conflict, stress, workload, trauma/vicarious trauma, work-life balance, natural disasters such as bushfires, etc.

Time commitment

Whilst PSOs are generally a voluntary role, there is an expectation (unless otherwise stated) that the peer support duties will be performed during work time. Determining the expected time commitment for a PSO and how this will be communicated to and managed by the manager and the surrounding team is essential. This time commitment needs to be considered prior to advertising and recruiting for PSOs and should be regularly reviewed to ensure agency needs are being met.

Mode of initiating contact

Identifying how PSOs can be contacted needs to be determined and widely communicated to employees. Options include through a central person, directly face to face, via phone, email, intranet site or other means determined by the department. Some Peer Support Programs require that an appointment time is made with a PSO and some allow for 'drop ins' and an open-door

policy. Identification of PSOs may be via a profile summary on an intranet site, or via a less formal strategy, such as identifying pins, badges or signs. When monitoring the usage of peer support in the agency, determining upfront what constitutes a peer support meeting is also useful.

Workload of peer support

The demand on a PSO for their peer support services needs to be monitored to ensure the role can be performed within reasonable work time (e.g. not accruing excessive overtime/flexitime). To help manage this, PSOs need to know how to refer an employee on to an alternative source of support, such as another PSO, when unable to provide support at that time due to workload, too many current requests for peer support, being on leave or for other reasons that could be personal.

RECRUITMENT

Recruiting potential people for the PSO role will be essential for the program's success. This could occur via advertising and expressions of interest, or through other methods such as manager nomination. Recruitment considerations that an agency may wish to consider are:

- Whether PSOs need to have already completed the Mental Health First Aid Training or other training
- The skills PSOs need
- How a diverse group of PSOs will be recruited, including employees from a range of levels
- The level of workplace experience desired
- Any factors that will exclude an employee from becoming a PSO.

The number of PSOs needed for the workplace will also need to be determined. As a guide, MHFA training is recommended for 10% of medium workplaces (51-500 FTE) and 5% of large workplaces (501-1500 FTE). However, there may be greater or lesser need for PSOs in specific workplaces or teams depending on the type of work conducted and level of exposure to potential psychosocial risk factors.

SELECTION

In most situations, conducting an interview with a potential PSO is recommended to ensure their suitability and appropriateness for the role. A set of example interview questions has been provided as a guide for agencies (Appendix B). Tailoring this question set is recommended to suit the specific agency needs. It is important that PSOs are currently mentally well to ensure that they can provide the most effective support to others and suggestions are made on how to enquire about a PSO's mental health in the example interview questions. Overall, PSOs need to have a genuine interest in the role and have demonstrated good role modelling behaviour, have a high level of integrity, empathy and desire to help others.

Liaison with the candidate's manager would also be beneficial to further screen for suitability and to check the manager's level of support for the program including the time commitment required of a PSO. Following selection, further follow up with the manager to confirm the PSO role requirements and any potential impact on the PSO's team in more detail, may alleviate any uncertainty regarding the impact on the team and work performance.

A decision on whether employees will be excluded on the basis of past misconduct, current performance issues or any other matters relating to their employment and how this will be discussed with applicants, should be made prior to recruitment and selection.

TRAINING

Completion of the Mental Health First Aid course is recommended as a component of PSO training. This course provides in-depth information about mental illness and aims to help people recognise the signs and symptoms of mental health issues and how to facilitate action.

In response to agency feedback, the Office of the Commissioner of Public Sector Employment is developing a training program to cover a range of topics relevant to a PSO role including; suicide awareness, self-care, boundaries, confidentiality, how to have difficult conversations and external referral pathways.

Further training should also be conducted at an agency level to introduce and describe the agency-specific PSO role, outline internal processes and procedures (including how to access central support and resources) and overall expectations of the role and the program. A presentation from the agency's EAP provider outlining their services for individuals, as well as the Manager Assist program, may assist PSOs to feel supported within their role and encourage them to refer people to the EAP.

COORDINATION

Program Coordinator Role

Appointing a central coordinator for the Peer Support Program who will be responsible for supporting PSOs and addressing any issues that arise is recommended. The coordinator may also be responsible for continual promotion, evaluation and monitoring of the program. The draft Program Coordinator role description may help your agency to determine the specific details of these duties (see Appendix A).

Ongoing PSO support and training

Continual and additional support for PSOs could include:

- Regular (at least yearly) PSO refresher training to update skills and address emerging needs
- Focus groups and debrief sessions
- Nominating a 'lead' PSO for other PSOs to seek advice from or debrief with
- Supervision with a psychologist or social worker
- Communication and sharing of useful resources
- Using the Manager Assist option through the EAP service to enable PSOs to seek support

PSO commitment

Some agencies may wish to set a specific time period for PSOs to commit to the role, whereas others may want to schedule yearly check-ins to ensure they are available to continue in the role. PSOs may also wish to opt-out if going on leave or if there is a high workload. The Program

Coordinator will be responsible for management of the PSOs, including responding to complaints or feedback relating to their suitability for the PSO role.

RECORDING

A balance between collecting useful program information and maintaining confidentiality and the informal nature of a Peer Support Program will need to be considered. Simple templates outlining the date and reason for contact may be useful in program evaluation and identifying common psychosocial hazards in the workplace (see Appendix C for an example option). Recording the time requirements for each contact may also be useful data when evaluating ongoing resources needed for the program. Suitable storage of this information will need to be considered to ensure that employee details are kept confidential.

EVALUATION

Measuring the usage and outcomes of the Peer Support Program can provide in-depth information about the impact of the program at an individual, team and agency level. Demonstrating its effectiveness will be vital to its continuance and ability to be adequately supported and resourced. Different data sources that already exist or a tailored process specific to the program could be tracked over time to identify impacts of the program on employees and the agency.

Objective data	Subjective data
Sick leave and absenteeism rates	I WORK FOR SA survey results
Number of psychological claims submitted	Other employee surveys (see Appendix D for sample questions)
Cost of psychological injury claims	PSOs' feedback
EAP usage	Anonymous survey of employees accessing peer support (e.g. short feedback form provided after peer support meeting to provide to coordinator)
How many times peer support has been accessed	

PROGRAM LAUNCH

Once the purpose, scope and details of the Peer Support Program have been determined, launching the program within the workplace is important to generate awareness of the initiative, as well as to inform employees about the scope and benefits of the program and how they can use it themselves. When launching the program, consider:

- The message the agency wants to communicate and how this fits with the agency's overarching purpose and vision.
- Who is the most appropriate person to launch the program.
- How the program will be launched. This could be via an executive statement, video or official event.
- Whether it is a smaller launch to a select cohort of employees or whether it is agency wide.
- Whether the peer support program is being run as a pilot over a specified period of time and then evaluated to determine its future or whether it will be an ongoing program.
- The time that is most appropriate for the workplace. Launching during the holiday period or during times of high workload may not be effective.

Following the launch, regular communication to employees will assist in raising awareness of the program and reminding employees about how to access peer support. The program could be promoted across the workplace in a variety of ways including:

- Inclusion of the program within team meetings
- Regular emails to the whole agency advertising the program
- Posters and visuals within shared workplace areas
- Inclusion into induction processes and manager training
- On the intranet and other online noticeboards and forums

Embedding the program in other business units is also important to ensure that the program benefits are communicated consistently across the agency. Information sessions could be provided by HR or WHS/IM.

PROGRAM UNDERUTILISATION

If you find that the uptake is low, you may want to consider:

- Reviewing promotional activities and implementing more regular communication to increase awareness of the program
- The level of executive and manager awareness and promotion of the program
- Moving from a reactive to proactive strategy, where PSOs make contact with peers rather than waiting to be approached
- Whether help-seeking stigma could be holding people back from making contact
- Seeking feedback from employees regarding their perceptions of the program and barriers for uptake

FURTHER INFORMATION

Please contact the Office for the Commissioner for Public Sector Employment (OCPSE) at ocpsewhsim@sa.gov.au for more information advice and support to develop your Peer Support Program.

Appendix A

PEER SUPPORT OFFICER ROLE DESCRIPTION

Position: Peer Support Officer

Classification: Voluntary

Program: Peer Support Program

PROGRAM OVERVIEW

Department () is committed to providing employees with a safe and supportive environment, where people feel engaged and can perform at their best. The Peer Support Program addresses the four key elements of the SA Public Sector Mentally Healthy Workplaces Framework to help reduce the stigma of mental health, build supportive work environments, reduce risks to mental health and reduce the impact of bullying, harassment and other work stressors through connection with peers.

Peer Support is described as informal, non-directive and aims to empower the person to take action to improve their mental health and quality of life. Peer Support has been described as "... the process through which people with similar experiences support one another, both emotionally and practically" (theworkfoundation.com).

ROLE PURPOSE

A Peer Support Officer (PSO) provides informal support to colleagues who are experiencing difficulties either at work or in their personal life. Peer Support Officers are not counsellors or mental health professionals, but will be trained to offer a supportive environment to peers who are experiencing difficulties and may provide information on appropriate internal or external resources.

ROLE DESCRIPTION

A Peer Support Officer will:

- Act as a point of contact to peers who are experiencing difficulties at work or in their personal life
- Provide a supportive space for the person to discuss difficult matters and actively listen to their concerns in an empathic way
- Clearly explain to the person the scope of the support program, what it offers to employees and limitations relating to confidentiality and the PSO role
- Provide useful and relevant information, including internal and external resources/services
- Encourage the person to take action and provide non-directive, non-judgmental support whilst remaining impartial
- Maintain confidentiality, including ensuring the details of issues raised are not disclosed

- Escalate to HR and take appropriate action in a timely manner if there is a potential risk of suicide or self-harm to the person or others
- Appropriately follow up or check-in with the person as agreed
- Actively promote mental health and assist in raising awareness of mental health and illness in the workplace
- Be an advocate for the Peer Support Program by speaking positively about it and encouraging its use by employees
- Report PSO activity as requested by the agency, without disclosing any individual details, in a timely and accurate manner
- Participate in all required training and supervision sessions
- Actively seek support from the Coordinator, Senior PSO or EAP if further guidance is needed
- Communicate effectively with own line manager regarding the activities associated with the PSO role and potential impact on normal duties
- Identify any conflicts of interest which may influence the support provided
- Advise the program coordinator if they change location, resign, go on extended leave, or are otherwise unable to continue to fulfil the role

A Peer Support Officer is not responsible for:

- Intervening between parties or confronting any person involved
- Providing direct advice or acting on behalf of the person
- Providing counselling or being a substitute for a mental health professional
- Investigating issues of unfair treatment within the workplace
- Discussing issues raised with any party except the person who has made the contact, except where required to by the law

EXPECTATIONS

***Please insert agency specific expectations here. This might include working in accordance with specific policies and procedures, or expectations regarding conducting peer support duties within worktime.

ROLE CAPABILITIES

<p>Technical</p>	<p>Mandatory Peer Support Officer training will provide PSOs with the relevant skills and knowledge to perform the role. This includes:</p> <ul style="list-style-type: none"> • Mental Health First Aid training to develop an understanding of the signs and symptoms of mental illness and how to support someone in need • Peer Support Officer training provides a clear understanding of the role, confidentiality and boundaries, practical tools for having conversations, internal/external resources and how to refer on • Agency specific training focusing on local policies, procedures and resources (eg. EAP)
<p>Personal</p>	<ul style="list-style-type: none"> • High level interpersonal skills and demonstrated ability to engage effectively on an individual basis • Able to demonstrate appropriate supportive behaviours and act as a role model within the agency. • A genuine interest in supporting and helping, with a desire to promote empowerment and improve self-confidence in others • Effective time management and organisational skills with the ability to communicate effectively with management regarding workload • Demonstrated commitment to maintaining personal mental health and wellbeing • Proven ability to maintain confidentiality and development of trust and rapport with colleagues

PEER SUPPORT PROGRAM COORDINATOR ROLE

The Program Coordinator role is responsible for supporting the PSOs as well as facilitating the ongoing promotion and administration of the program.

In supporting the PSOs, the Program Coordinator will:

- Be the main point of contact for PSOs and will provide support, resources and information to enable the PSOs to engage effectively in their role
- Coordinate the recruitment and selection process, ensuring that each PSO has the skills, knowledge and capacity to perform the role
- Promote and advertise the program within the agency and act as a role model within the workplace
- Facilitate regular PSO focus groups and yearly refresher training, including to those in country regions

- Maintain a database to advertise the PSOs' contact and location details
- Ensure that managers and supervisors understand the PSO role and required commitment
- Review individual PSO engagement at yearly intervals and ensure that they are aware of support services available
- Collect data regarding program use, contact themes and feedback obtained
- Evaluate the program to identify areas for improvement
- Address any complaints regarding the program or PSO suitability in a timely manner

MANAGERS' AND SUPERVISORS' ROLES

Managers and supervisors have a responsibility to understand and support employees who are performing the PSO role.

In supporting the PSOs, managers and supervisors will:

- Understand the PSO role, the benefits of the program and how this can support mental health in the workplace
- Accept that the time PSOs spend engaging in the role is part of their duties
- Understand that the PSO contact will remain confidential and issues raised will not be discussed with other parties
- Assist PSOs to promote the program and raise awareness of mental health in the workplace
- Provide feedback to the Program Coordinator as required

APPENDIX B

EXAMPLE INTERVIEW QUESTIONS

Motivators and values:

- What do you do to promote your own wellbeing?
- What strategies do you implement to respond to stressful situations at work/home?
- Why would you like to become a PSO?
- What skills and experience can you bring to the PSO role?

Behavioural questions:

- Can you tell me about a time where a colleague, who was in a difficult situation, has come to you for support and guidance? How did you handle the situation? What was the outcome?
- Tell me about a time that you have been in a situation where there has been a conflict of interest? What did you do to resolve the issue? What was the outcome?
- Have you been in a situation where someone has sought objective advice and support from you on a topic that you felt passionately about? How did you handle this and what did you do?
- How do you manage time effectively? What strategies do you employ to cope with competing demands on your time? Can you provide an example?
- Have you been in a situation when someone approached you to discuss something that you weren't comfortable with? What did you do? What was the outcome?
- Tell me about a time when someone told you something that was private and you felt that it was in their best interest to share it with someone else?

Current mental health:

- Do you have any concerns about your own wellbeing while performing the role of a PSO?
- What strategies do you use to look after your own wellbeing?

Role specific questions:

- What strategies will you implement to manage your PSO and normal work duties?
- Are you comfortable attending training and contributing to ongoing PSO debriefing sessions?
- Do you have any questions about the role?

APPENDIX C

EXAMPLE REPORTING TEMPLATE

Reporting the frequency of PSO contact can assist the agency to measure and evaluate the uptake and usage of the peer support program.

In order to maintain confidentiality, it is essential to ensure that no identifying information is recorded, however, allocating a de-identified code or number to an individual may assist with capturing employees who have made repeated contact. Documenting the general reason for the contact can also help the agency to identify trends, leading to earlier interventions to address emerging issues. It may also be helpful to record the time taken to measure the time commitment the PSO has been required to provide outside of their normal working duties. If the peer support program encourages PSOs to make proactive contact with employees that they or others are concerned about, it will be useful to record if each contact was PSO initiated (proactive) or employee initiated (reactive).

For efficiency and ease of reporting, it is important to keep the reporting template simple and easy to access and use. An example has been provided below.

De-identified code or number	Date	General issue (ie. workload, mental illness, interpersonal issues, outside work issues, etc.)	Time taken	How contacted (online, phone, face to face)	Proactive (P) or Reactive (R)
<i>**No information that could identify the person seeking support</i>		<i>** keep brief – one line only</i>			

APPENDIX D

EXAMPLE EVALUATION QUESTIONS

PROGRAM EXPERIENCE

Program users

- How did you find out about the Peer Support Program?
- How did you connect with the PSO?
- Did you find the PSO easy to access?
- Did you feel the PSO responded appropriately to your needs?
- How would you rate the contact you had with the PSO?
- Did you obtain useful information regarding services and supports?
- Did you take action based on the conversation?
- Were you satisfied with the level of confidentiality maintained?
- Would you use the service again?
- Would you recommend the service to colleagues?

Peer Support Officers

- How have employees made contact with you?
- How have you found the reporting requirements?
- Has the program impacted on your ability to complete your normal duties?
- Is your manager supportive of your role in the program?
- Do you feel supported in your role as a PSO?
- Have you felt confident in your ability to respond to employee concerns?
- What additional supports could be provided to assist you?
- What skills or knowledge do you think would be useful moving forward in your role?

Managers

- Are you aware of the Peer Support Program?
- Where have you seen it advertised?
- Do you have PSOs in your team?
- If so, has their commitment to the program influenced their ability to undertake their normal duties?
- What impact has the program had at an individual level? Team level?
- How have you actively promoted or recommend the program to your employees?

Employees (agency wide)

- Are you aware of the Peer Support Program?
- Where have you seen it advertised?
- Do you know about the benefits of the program?
- Would you feel confident in accessing the Peer Support Program if you needed it?

PROGRAM OUTCOMES

When evaluating the overall impact, it is important to consider the key objectives for the program within your agency. Evaluation questions can then be formulated to measure the specific objectives.

From a general perspective, peer support has been found to:

- Reduce the stigma of mental illness in the workplace
- Increase workplace connectedness
- Increase perceived organisational support for employees

Evaluation questions to address the above objectives could include:

The agency/workplace supports the mental health of its employees

Strongly disagree / Disagree / Neither agree or disagree / Agree / Strongly agree

I feel like there is someone to talk to at work if I am having difficulties

Strongly disagree / Disagree / Neither agree or disagree / Agree / Strongly agree

It's safe to talk about mental illness in this agency/workplace

Strongly disagree / Disagree / Neither agree or disagree / Agree / Strongly agree

Evaluations could occur pre and post program implementation and may be used in an agency wide pulse survey conducted regularly. Repeated measures will enable greater understanding of trends and the impact of mental health initiatives on individual, team and agency outcomes.