



The Officer Wellness Leadership Scorecard

A Practical Self-Assessment for Public Safety Leaders

Wellness is officer safety. Culture is a leadership responsibility.

Public safety organizations invest significant time and resources into policies, training, equipment, and operational readiness. Yet one of the most important factors affecting performance, retention, decision-making, relationships, and long-term career sustainability is often harder to measure: **organizational wellness culture**.

This scorecard helps chiefs, sheriffs, command staff, supervisors, wellness coordinators, and public safety leaders take an honest look at how their organization approaches employee wellness.

This is not a clinical assessment. It is a leadership tool designed to encourage discussion, identify strengths, and highlight areas that may deserve greater attention.

How to Use the Scorecard

0	Not Currently in Place
1	Partially in Place / Inconsistent
2	Clearly Established and Consistently Practiced

The value is not in achieving a perfect score. The value is in asking the right questions.

Score Your Organization

Select the response that most accurately reflects your organization today.

1. Leadership Commitment

Our leadership team consistently communicates that employee wellness is an organizational priority.	0	1	2
Leaders visibly participate in and support wellness initiatives.	0	1	2
Wellness is discussed throughout the year - not only after critical incidents or during annual training.	0	1	2
Leaders understand the connection between employee wellness, performance, decision-making, retention, and officer safety.	0	1	2

Section Score _____ / 8

2. Organizational Culture

Employees can discuss stress, mental health, or personal challenges without automatically fearing negative career consequences.	0	1	2
Seeking support is viewed as responsible professional behavior rather than weakness.	0	1	2
Leaders actively address language, behavior, or traditions that reinforce mental health stigma.	0	1	2
Employees generally trust that the organization will respond appropriately when someone asks for help.	0	1	2

Section Score _____ / 8

3. Supervisor Preparedness

Supervisors receive training on recognizing meaningful changes in employee behavior or performance.	0	1	2
Supervisors understand available wellness, peer support, EAP, clinical, and crisis resources.	0	1	2
Supervisors know how to approach an employee they are concerned about.	0	1	2
Supervisors understand that leadership behavior directly influences organizational wellness culture.	0	1	2

Section Score _____ / 8

4. Early Intervention

Employees know where to turn for confidential support before reaching a crisis point.	0	1	2
The organization encourages early help-seeking rather than waiting until performance or behavior significantly deteriorates.	0	1	2
Resources are communicated regularly and are easy for employees to locate.	0	1	2
Leaders understand the difference between supporting an employee and attempting to act as a mental health professional.	0	1	2

Section Score _____ / 8

Score Your Organization

Continue through the remaining areas of organizational wellness culture.

5. Peer Support & Professional Resources

The organization has access to trained peer support personnel or an established peer support network.	0	1	2
Employees understand what peer support can - and cannot - provide.	0	1	2
Professional mental health resources are culturally competent and familiar with the realities of public safety work whenever possible.	0	1	2
Leaders regularly evaluate whether employees trust and use available resources.	0	1	2

Section Score _____ / 8

6. Critical Incident Response

The organization has a clearly understood process for supporting employees following critical or potentially traumatic incidents.	0	1	2
Supervisors know what resources are available following critical incidents.	0	1	2
Follow-up support extends beyond the immediate aftermath of an incident when appropriate.	0	1	2
Organizational responses recognize that individuals may react differently to similar events.	0	1	2

Section Score _____ / 8

7. Family & Relationship Support

The organization recognizes that public safety careers affect families and relationships.	0	1	2
Employees and families have access to information about occupational stress and available support resources.	0	1	2
Family wellness is considered when developing organizational wellness initiatives.	0	1	2
Leaders recognize major life transitions - including promotion, retirement, injury, and career separation - as potential wellness considerations.	0	1	2

Section Score _____ / 8

8. Training & Education

Wellness education occurs throughout an employee's career rather than as a one-time program.	0	1	2
Wellness training addresses practical realities such as stress, trauma exposure, burnout, sleep, relationships, resilience, and help-seeking.	0	1	2
Leadership and supervisor training includes organizational wellness responsibilities.	0	1	2
Training is evaluated and updated based on organizational needs and employee feedback.	0	1	2

Section Score _____ / 8

Your Total Score _____ / 64

What Your Score Can Tell You

Use the total as a conversation starter - then look closely at the pattern across all eight sections.

49-64 Strong Foundation	Many important elements of a healthy wellness culture appear to be in place. The next challenge is sustainability: keeping programs trusted, leaders consistent, supervisors prepared, and wellness efforts responsive.
33-48 Developing Culture	Important pieces are likely in place, but implementation may be inconsistent across supervisors, shifts, divisions, or employee groups. Focus first on the lowest-scoring categories.
17-32 Significant Opportunity	Resources may exist without a fully developed culture of wellness. Leadership communication, supervisor preparation, employee trust, resource awareness, and consistency may deserve additional attention.
0-16 Start the Conversation	A low score is not a failure. It is an opportunity to begin asking better questions. Start with leadership commitment, resource awareness, supervisor education, and honest conversations about employee experience.

Look Beyond the Total Score

The overall number matters less than the pattern. Review your eight section scores. Where are your strongest areas? Where are the largest gaps? Where might leadership believe something is working differently than employees experience it? Choose **one or two areas** to address first.

Five Questions for Your Leadership Team

1	Do our employees genuinely trust the wellness resources we provide?
2	Do our supervisors know what to do when they are concerned about someone?
3	Are we encouraging people to seek support early - or only responding when someone reaches a crisis?
4	Does our leadership behavior reinforce the wellness culture we say we want?
5	If we asked our employees to complete this scorecard anonymously, would their answers look like ours?

Continue the Conversation

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Educational leadership resource only. This scorecard is not a clinical, psychological, legal, or organizational diagnostic instrument and is not a substitute for professional assessment, treatment, policy review, or emergency intervention.