

On the Agenda



Facilitator's Guide

Overview

Introduction

This overview manual is designed to assist in using the *On the Agenda* series of PowerPoint™ presentations which engage employees in discussions about improving workplace mental health.

In addition to this overview, there are 13 specific manuals related to the 13 presentation discussions. Each discussion is related to one of these workplace psychosocial factors:

1. Psychological Support
2. Organizational Culture
3. Clear Leadership & Expectations
4. Civility & Respect
5. Psychological Competencies & Requirements
6. Growth & Development
7. Recognition & Reward
8. Involvement & Influence
9. Workload Management
10. Engagement
11. Balance
12. Psychological Protection
13. Protection of Physical Safety

These discussions are intended to lead to practical strategies to address workplace factors that impact employee psychological health and safety. *On the Agenda* can be used as a supplemental resource to *Guarding Minds @ Work™* after the survey or audit has been completed, or on its own if you wish to address workplace mental health in general. These sessions can be part of team building, organizational improvement, managing change, opening up conversations about workplace issues, or part of a continual improvement process.

What *Guarding Minds @ Work* offers

What *Guarding Minds @ Work* (GM@W) offers is a way to zero in on the areas that indicate a risk to psychological safety or mental health in your workplace.

GM@W is a set of resources for employers to assess and address the 13 psychosocial factors that have been found to have an important impact on workplace psychological health and safety, the health of employees, and the organizational bottom line.

GM@W can be used as a survey or audit tool for your organization to measure the psychological health and safety of your workplace, determine areas for needed improvement and develop action plans and strategies to improve and maintain the overall psychological health of your organization. The advantage of using GM@W is that you are able to identify specific areas that present significant risk to the psychological health and safety of your staff. But *On the Agenda* can also be a starting point for those not yet ready to implement the full GM@W program.

Using the manuals

Each manual will walk you through one of the 13 presentations of *On the Agenda* and will give you suggestions on how to facilitate a discussion with your employees. For each session, the manuals provide suggestions on how to:

- Introduce the topic
- Engage your audiences
- Discuss the options
- Keep the strategies reasonable
- Develop a plan of action

They also include information directly from *GM@W* that provides you with background information as well as valuable ideas and strategies. You may end up doing just one or you may wish to go through all 13. One way to begin is with the Introduction to help your employees understand the intent of the process. From there you can choose from among the remaining 13 according to your needs.

Dealing with challenges

We know that facilitation can be challenging, particularly when the content you are presenting can make for some sticky and difficult conversations. At the end of this guide we provide you with some tips and strategies for addressing different reactions (negativity, unrealistic expectations, lack of participation) with the learning material; as well as information on how to facilitate engaging and successful discussions.

For each session, this manual provides suggestions on how to introduce the topic, how to engage your audience (your fellow employees), and how to follow up to ensure your audience absorbed the material.

Congratulations on choosing to put workplace mental health on your agenda!

On the Agenda

Dealing with Challenges

You've decided to put mental health *On the Agenda* at your workplace....

Now what?

First of all, congratulations! By committing yourself to putting psychological health and safety *On the Agenda* at your workplace, you are helping to foster a healthier workplace and prevent psychological harm. You recognize that employees will experience mental health issues such as depression, stress, and anxiety, but can be supported to weather these times and continue to lead productive lives and contribute to our workforce. Moreover, you have the ability to minimize some of these workplace processes that can exacerbate stress and mental health problems; and finally, you can personally provide your employees with a role model for addressing workplace wellness.

Having made the commitment to facilitate *On the Agenda*, this section of the supervisor's manual is intended to help you communicate your information in an engaging and meaningful manner. We recognize that facilitation is not something that comes easily for everybody. So, we offer some tips and strategies to help you out.

Here are a few things for you to consider when facilitating:

- **A hands-on experience:** It is important to remember, that most people learn better by doing than by being told what to do. And if, for safety or other reasons, having the participants do the activity themselves isn't possible, go for the next-best option – demonstrate.
- **Being Heard:** While you are the person facilitating, it is important to let others have the floor as well. Ask a lot of questions and seek to ensure that the audience is hearing what you are saying. More importantly, make sure that you're listening – and that your audience sees that you're listening – by restating the question, answer or idea that is said by employees in the audience in your own words. Be sure to ask the audience (or whoever made a comment) if you understood their words correctly. If they say no, invite them to restate their question or comment. Remember that when nervous, we may not say what we mean to say the first time – give the participant the option of revising his or her words.
- **Relevance:** We all learn best when we feel the subject is relevant to us. Find ways of making connections between the topic you are presenting and your employees' lives. For example, highlighting that we all have days or periods in our lives where we feel distressed or are going through something difficult maybe something to remind your employees. This maybe helpful for them when they are thinking about working with someone who is distressed, as they can think about how they might be in that employee's shoes at some time in their life.
- **Opportunities to succeed:** In designing and implementing your group activities and asking questions, try to include everyone in the group. Help each employee get the opportunity to practice a concept, add to the discussion, or get an activity right and give them reinforcement for a job well done. If an employee struggles with an activity let them know any positive that was displayed in their behaviour and then try giving a suggestion. Try sandwiching constructive criticism in the form of a suggested alternative between praise for effort, ideas, creativity or participation.
- **Simple language:** You starting to get a grasp of the mental health language in the workplace, but to other employees who haven't had any exposure to these concepts, this language can sound like jargon and create barriers to understanding. Avoid using overly technical terms and, when you can't avoid them, make sure you define them in a way that the 'new minds' can grasp.

On the Agenda

Some other tips for success:

- **Unrealistic expectations:** All organizations must meet certain business objectives in order to remain viable. Unemployment results when organizations are no longer viable. Unemployment is not good for mental health. So when working on strategies that may have a positive effect on psychological health and safety, we must also take into account how those strategies impact the viability of the organization. Do they support people to do good work or impede them? By setting the parameters up front in terms of the resources and time available for the strategies you are developing, you help manage expectations. Many of the evidence-based strategies recommended cost little more than the time to agree to adopt them. They involve a commitment to interacting in a healthier way or to adjusting a process slightly with no change in outcomes. When faced with a request for something that is not possible due to cost, you might say, “What is the ultimate objective of this idea?” and when that is established, to ask “How could we do this within our budget?” Often if we get to the underlying need or objective, we can brainstorm alternative strategies.
- **Negativity or cynicism:** If your organization has had problems in the past it may be that your employees have a hard time believing that involvement in this process will result in a significant or lasting improvement. If you are aware of this, it could be best to acknowledge this feeling up front and ask for agreement that in spite of what has gone before, your group wants something different for their work experience. If you can accept responsibility for what has not been perfect in the past (even if it was not all your fault) and sincerely state your desire to change things in the future, you may find you soften the resistance. When someone presents a negative statement, you may want to ask, “How could we do that differently?”, “What would you think might work better?”, “How can we do this in a healthier way?”
- **Know your audience:** This can be as simple as getting a list of names and setting up a seating plan so you can address each employee by name. Even better, find out from the employees before your presentation how they learn best, their likes and dislikes and any particular challenges they present. And make sure your audience knows you – write your name on the blackboard or somewhere equally visible. A good idea is always to complete an ice-breaker activity. Ideas for ice-breaking activities can be found online.
- **Show your interest in the topic:** Your employees will know if you’re interested, or whether you are just going through the motions. And if they sense you’re just going through the motions, they won’t even bother doing that much.
- **Stay focused:** You’re not going to cover the entire issue of workplace psychological health and safety in your presentation, and it wouldn’t be a good idea to even try. The point of the putting mental health *On the Agenda* is to do just that – get it on the agenda and get people talking.
- **Keep an eye on the clock:** Employees will leave for their break time whether you are finished or not. Be ready to cut something if your presentation ends up taking longer than you planned. Conversely, everything could go so smoothly that you are left with extra time. Have something in your back pocket that you can use to extend their learning – and the time – if it’s needed.

What if I can't answer their questions?

Relax! –That's okay! Admitting you don't know something and discussing how you might go about finding the answer can be an important lesson for your employees. And if you promise to find the answer and get back to them – make sure you do! Even if you still can't find the answer, passing their question along to someone who might know the answer is better than doing nothing. Let the employee know that you have or have not found what they are looking for and if that is the case, who you passed their question along to and how they can follow up. An alternative approach is to assign finding the answer to one of the employees in your group and have them present it when you next meet as a group.

What if I make a mistake?

One innovative organization actually holds monthly mistake meetings. The meeting begins with the leader talking about the biggest mistakes he or she has made in the past month and what they did or are doing to fix the problem. Each team member then takes their turn, following the same format. The rationale behind this process is that when the leader is assumed to never make a mistake, employees are more likely to hide their mistakes. This can lead to problems being hidden or made worse by not being addressed early on. By making mistakes a part of everyone's experience, you also share solutions and strategies to overcome challenges on a regular basis. So...if you make a mistake, use it as an opportunity to engage your staff in a conversation about the many ways we can fix our mistakes.

So if you are ready to begin, choose the specific *On the Agenda* presentation and the related manual to review. You can download them both from www.workplacestrategiesformentalhealth.com/ota. When you feel comfortable with the material, call your team together and let them know that you can put workplace psychological health and safety *On the Agenda*. Remember that the process of bringing your team together is the first step to a psychologically healthy and safe workplace. The next step is engaging them in developing solutions that are cost effective and result in improved productivity. The process can be as important as the outcome!

On the Agenda

Presentations are included on the enclosed flash drives,
and are also available at www.workplacestrategiesformentalhealth.com.

Guides for each presentation are in the numbered tabs on the right,
and are also available at www.workplacestrategiesformentalhealth.com.

Psychosocial Factors

- 1** — Psychological Support
- 2** — Organizational Culture
- 3** — Clear Leadership & Expectations
- 4** — Civility & Respect
- 5** — Psychological Competencies & Requirements
- 6** — Growth & Development
- 7** — Recognition & Reward
- 8** — Involvement & Influence
- 9** — Workload Management
- 10** — Engagement
- 11** — Balance
- 12** — Psychological Protection
- 13** — Protection of Physical Safety

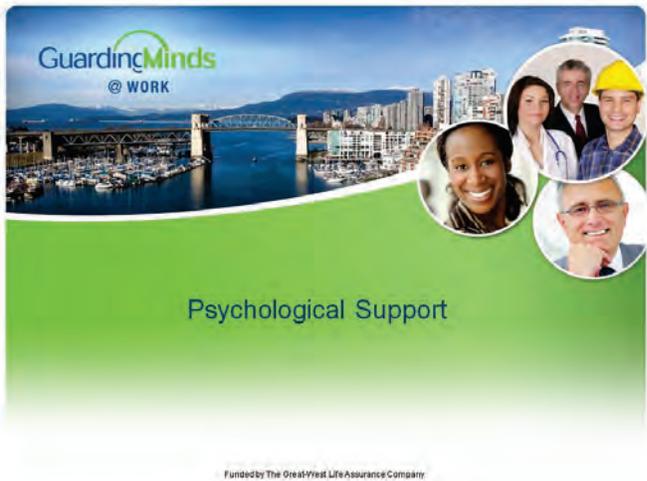
On the Agenda



Facilitator's Guide

Psychological Support

Psychological Support



Slide # 1

For this slide, you want to ensure that you have already introduced:

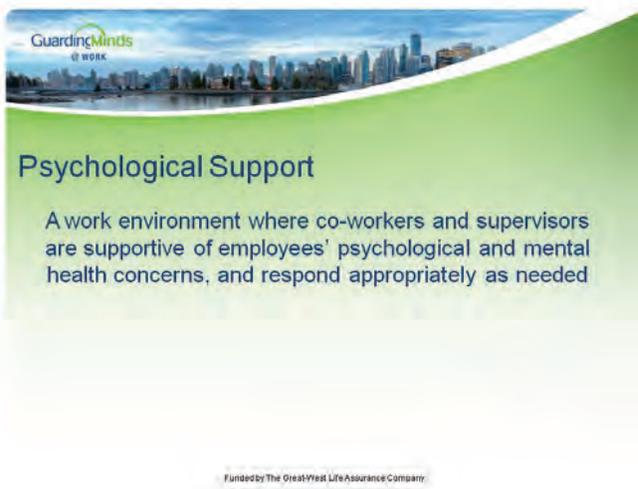
- yourself
- your role within the organization, if unknown to the group
- why you are engaging the group in this discussion
- the importance of addressing psychological health and safety in your organization

The importance of addressing psychological health and safety in your organization can be highlighted by stating the following:

1. Depression will rank second only to heart disease as the leading cause of disability worldwide by the year 2020, which can impact the workplace in areas such as bottom-line production and team work.
2. There are current and emerging legal requirements in Canada for the protection of employee psychological health and safety and the promotion of civility and respect at work.
3. Organizations that value and improve the health of the workplace can improve their organization profile. An improved profile can result in better recruitment and retention rates, enhancing the potential for growth. We want you and potential employees to know that we value your contribution to the organization, that you do good work and that we want to help you to continue to be successful at work.

After these statements, you might say: “The focus of this session is to discuss psychological support in the workplace”.

On the Agenda



Slide # 2

This slide provides a definition of psychological support. We recommend starting with the definition provided by *Guarding Minds @ Work*[™]: “Psychological support occurs in a work environment where co-workers and supervisors are supportive of employees’ psychological and mental health concerns, and respond appropriately as needed.” Following the definition, open the floor for questions about the definition. An idea to get employees to start participating in your presentation is to ask a volunteer in the audience to read the slide. You can also offer additional information such as:

1. What do psychological health/mental health mean?

Possible answer: Psychological health is our ability to think, feel and behave in a manner that allows us to perform effectively at work, at home and in our community. Psychological health and mental health are often used interchangeably.

2. Why is psychological support important?

Possible answer: According to research, the more employees feel that they have psychological support, the greater their job attachment, job satisfaction, job commitment and job performance. Plus, the greater the support the stronger, the likelihood that employees will seek and receive appropriate help for mental health issues, and return to work if they have an extended absence.

About PF1: Psychological Support

What are Psychosocial Factors?

Psychosocial factors are elements that impact employees' psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers).

What is PF1: Psychological Support?

GM@W defines PF1: Psychological Support as present in a work environment where coworkers and supervisors are supportive of employees' psychological and mental health concerns, and respond appropriately as needed. Equally important are the employees' perceptions and awareness of organizational support. When employees perceive organizational support, it means they believe their organization values their contributions, is committed to ensuring their psychological well-being and provides meaningful supports if this well-being is compromised.

Why is Psychological Support important?

The more employees feel they have psychological support, the greater their job attachment, job commitment, job satisfaction, job involvement, work mood positivity, desire to remain with the organization, organizational citizenship behaviours (discretionary behaviours that are beneficial to the organization and are a matter of personal choice), and job performance. For some organizations, the most important aspect of psychological support may be that it is especially helpful in protecting against traumatic stressors at work. When adequate psychological support is present, employees experiencing psychological distress in the workplace will be more likely to seek, and receive, appropriate help. They will be better equipped to stay safe and productive at work while they recover, and, if work absence is required, will be more likely to have a quicker and more sustainable work return.

What happens when employees lack psychological support?

Employee perceptions of a lack of psychological support from their organization can lead to increases in absenteeism, withdrawal behaviours, strain, conflict and turnover. Strain can then lead to greater issues such as fatigue, headaches, burnout and anxiety. Lack of psychological support can also result in loss of productivity, increased costs and greater risk of accidents, incidents and injuries.

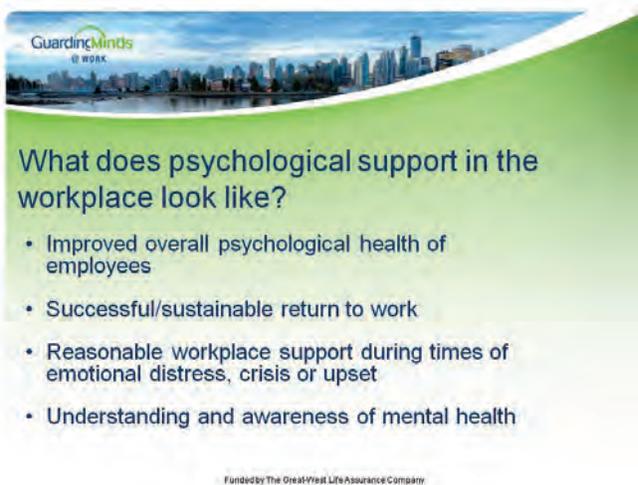
How can Psychological Support be improved?

Start by conducting the GM@W Organizational Review and/or the GM@W Survey and reviewing the results. If **Psychological Support** is identified as an area of concern or relative strength, refer to the GM@W Action Resources for a practical strategy and evidence-based and effective suggested actions that can improve **Psychological Support**. It is also important to discuss the findings with employees to gain a further understanding of the results and to obtain input into possible interventions. Furthermore, it is important to evaluate the undertaken interventions over time to ensure they are effective and to take corrective action where needed. Consider reviewing the resources below. Finally, refer back to the GM@W website on occasion for new ideas about how **Psychological Support** can be enhanced.

Further information about Psychological Support:

- American Psychiatric Foundation. (2012). *Partnership for workplace mental health*. Retrieved from <http://www.workplacementalhealth.org/>
- Canadian Mental Health Association, Ontario. (2012). *Mental health works*. Retrieved from <http://mentalhealthworks.ca>
- Canadian Psychiatric Research Foundation. (2007). When Something's Wrong: Strategies for the Workplace. In *Education & Awareness*. Retrieved from <http://cprf.ca/education/workplace.html>
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500-507. Retrieved from http://eisenberger.psych.udel.edu/files/22_Perceived_Organizational_Support.pdf
- Gilbert, M. & Bilsker, D. (2012). *Psychological Health and Safety: An Action Guide for Employers*. Retrieved from http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf
- Health and Safety Executive. (2012). Work related stress – together we can tackle it. In *Guidance*. Retrieved from <http://www.hse.gov.uk/stress/index.htm>
- International Federation of Red Cross & Red Crescent Societies. (2001). Psychological support. In *World Disaster Report 2001*. Retrieved from http://www.toolkitsportdevelopment.org/html/resources/2C/2C4783F0-083B-4382-8DED-D99AEC37B0F2/pspmanual_module1.pdf
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698-714. Retrieved from http://eisenberger.psych.udel.edu/files/01_Perceived_Organizational_Support.pdf
- The Great-West Life Assurance Company. (2012). PF1: Psychological Support. In *Centre Resources by GM@W Factor and On the Agenda*. Retrieved from <http://www.workplacestrategiesformentalhealth.com>

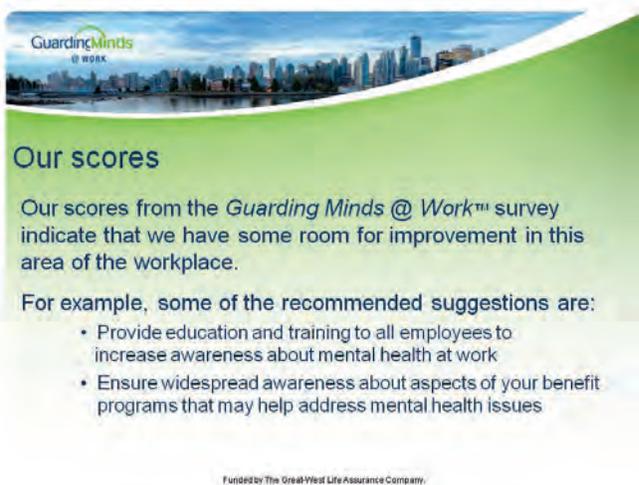
www.guardingmindsatwork.ca



Slide # 3

This slide details what a psychologically supportive workplace might look like. Simply read the points on the slide. If you would like to expand on the information, we suggest elaborating on what a psychologically non-supportive workplace may look like. You can suggest the following and why you don't want this for your group:

- Increased absenteeism and increased burden on those left to carry the load
- Strain
- Workplace conflict
- Turnover
- Greater risk of accidents, incidents and injuries



Slide # 4

If your workplace completed the *Guarding Minds @ Work* (GM@W) Survey, you may wish to review the scores now. Let your employees know that there is always room for improvement, and it is also important to recognize and retain what is already working.

- Review the suggestions on the slide and let them know that putting psychological health and safety on the agenda is an active step to increase workplace psychological support.
- If your workplace has not undertaken the GM@W Review or Survey, ask the employees if they feel the suggestions on the slide would be helpful, and why or why not.

GM@W Suggested Responses

Please consult the [and](#) [documents](#) to help you select GM@W suggested actions to undertake for Psychological Support.

PF1: PSYCHOLOGICAL SUPPORT

OBJECTIVE: A work environment where coworkers and supervisors are supportive of employees' psychological and mental health concerns, and respond appropriately as needed.

PF1: GM@W Survey Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS
PF1: GM@W Organizational Review Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS

Serious Concerns = 5 to 9 **Significant Concerns = 10 to 13** **Minimal Concerns* = 14 to 16** **Relative Strengths** = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

The list below contains actions that you can take to respond to actual or potential concerns related to **Psychological Support**. Many of these actions have been found to be effective in research studies, have been recommended as best practices, or have been found valuable in applied settings. Some have been informed by emerging case law and regulatory requirements. *is an area of particular importance from this perspective (see also: PF4, 5, 9 and 12)*. The actions are drawn from diverse industries and sectors, and not all may be applicable or feasible in your particular workplace. This list is not exhaustive, nor is it intended to be prescriptive. Rather, these are suggestions for possible courses of action.

If **Psychological Support** has been flagged as a **Relative Strength** in your workplace, it is important not to overlook this finding. You can do this by developing policies that protect this relative strength and engaging staff in discussions of how this strength can be enhanced by implementing the suggested actions below.

If **Psychological Support** has been flagged as an area of concern in your workplace, consider which of these actions might be appropriate. In making your decision, it can be helpful to keep the following six key quality dimensions in mind: Appropriateness, Acceptability, Accessibility, Effectiveness, Efficiency and Safety (see *Selection of Effective Actions: Applying a Quality Framework* for more information).

The actions below fall into four main categories: (1) norms, values and practices of the work environment; (2) training and development initiatives; (3) communication strategies and approaches; and (4) formal policies and programs. You may have already initiated some of the actions – but consider the others. You may also have other ideas for actions you could implement – there is a space for writing these down at the end of this document. **Remember, not every action that might enhance Psychological Support in your workplace is listed here. Implementing the following actions, however, will provide a strong foundation for building a psychologically healthy and safe workplace.**

Work Environment (Norms, Values & Practices)

- Work to eliminate the stigmatization of those facing mental health challenges
- Develop formal and informal networks to support management, human resources teams and union representatives when dealing with employee mental health issues
- Incorporate best practices for primary, secondary and tertiary prevention of employee mental health issues
- Create a workplace culture where it is safe to discuss mental health issues without fear of discrimination

Training & Development

- Provide education and training to all staff to heighten mental health awareness (i.e., mental health literacy)
- Provide additional education about mental health issues to all staff whose role involves leading, supporting or managing (e.g., human resources teams, health and safety representatives, union representatives)
- Create opportunities for training and/or mentoring to enhance interpersonal and people management skills
- Provide training and/or mentoring to help deal appropriately and supportively with employees who have possible mental health concerns
- Supply the tools and supports (including time and incentives) needed to succeed in supporting employees with mental health concerns
- Review third-party providers of psychological services to ensure adherence to evidence-based practices and focus on work function
- Train or engage peer-support workers focused on mental health issues

Communication

- Encourage respectful workplace communication where psychological health concerns can be discussed safely and openly
- Ensure widespread awareness of company benefits and programs that employees can access to address their psychological health concerns
- Share community or online resources to help with psychological health concerns
- Maintain regular and supportive communication with employees who are off work due to mental health concerns

Formal Policies & Programs

- Provide comprehensive benefits that support employee mental health (i.e., coverage for the following: psychologists or other regulated mental health professionals; Employee and Family Assistance Programs; prescription drugs; and short-term and long-term disability plans)
- Provide or link to early intervention supports and programs for employees who may have psychological health concerns. Note that Employee and Family Assistance Programs are well-positioned to provide early intervention.
- When appropriate, help employees to obtain assessment of psychological function to determine treatment and accommodation needs
- Create “stay-at-work” policies and programs to assist those who remain at work while dealing with mental health concerns (including formal and informal accommodations)
- Develop programs and procedure to address occupation-specific risks to psychological health and safety
- Identify a contact person who is knowledgeable about mental health issues and is responsible for facilitating healthy and successful work-returns
- Collaborate with employees to create detailed return-to-work plans that include a range of options for coping with mental health concerns (e.g., graduated return-to-work). It is important to ensure coordination among key participants in the return to work process.

- Consider a range of accommodation options (both formal and informal) for employees returning to work following an absence due to mental health concerns
- In collaboration with employees and/or union representatives, create plans to ensure sustained work-return, including strategies to deal with possible relapse

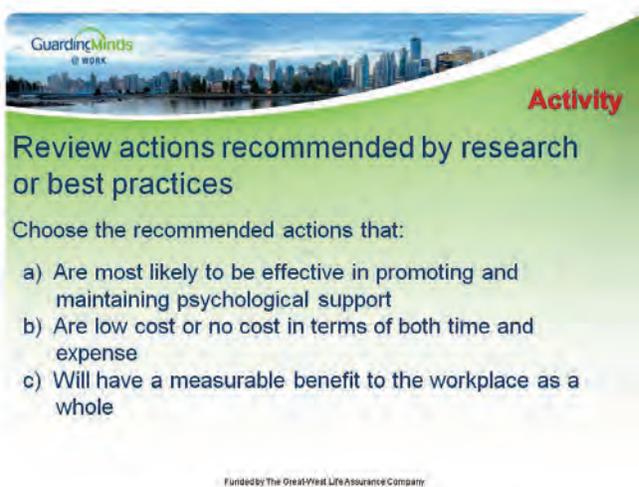
Additional resources have been created to help you take action, including: presentation slides and supporting materials (freely available at www.workplacestrategiesformentalhealth.com/ota) and a new resource - *Psychological Health and Safety: An Action Guide for Employers*, developed on behalf of the Mental Health Commission of Canada Workforce Advisory Committee, that is a practical tool designed to help employers develop implementation plans on the basis of GM@W findings (freely available at www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf).

We encourage you to review these resources for additional suggested actions.

Other Actions:

There won't be a perfect set of actions – often it's a matter of choosing the actions most likely to accomplish positive outcomes while generating the fewest potential problems.

Once you have selected one or more actions to undertake, enter them into the corresponding , pick your start date, identify who will be involved – your Action Team, and get started!



GuardingMinds
@ work

Activity

Review actions recommended by research or best practices

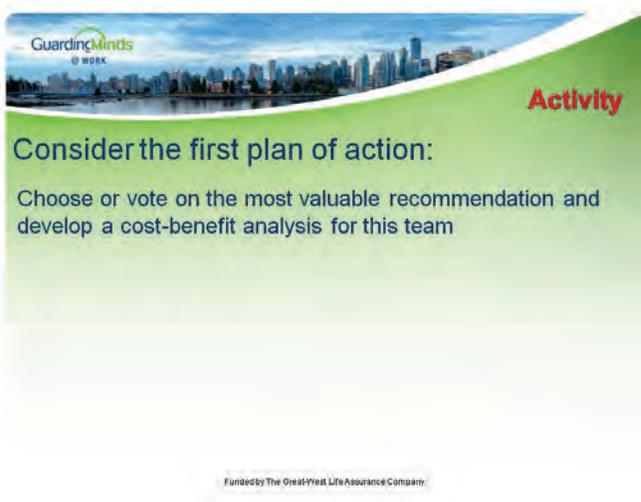
Choose the recommended actions that:

- a) Are most likely to be effective in promoting and maintaining psychological support
- b) Are low cost or no cost in terms of both time and expense
- c) Will have a measurable benefit to the workplace as a whole

Funded by The Great-West Life Assurance Company

Slide # 5

- Review the recommended actions in the GM@W Suggested Responses document or choose those that you wish to share with the group as possibilities.
- Ask the employees to work in groups of three or more to review the suggested responses and discuss what each of these may mean for your workplace in regards to practicality, profit, cost and challenges.
- Ask that someone keep notes, and let them know that their group is to report back to the larger group in 15 minutes.
- Ask for a group to volunteer to start the report back and begin the discussion to choose which initiative(s) to begin with.
- Check out the Centre website at www.workplacestrategiesformentalhealth.com for free resources related to psychological support.



Slide # 6

- Ask the employees to vote on the most important recommendation that they heard from the previous exercise. Ballots, Post-it Notes, stickers or raised hands are all ideas that could be used for voting.
- If there is a discrepancy, see if you can narrow the options down to two and discuss the potential pros and cons of each option and then re-vote, or consider implementing more than one option at once if this would be practical.
- Develop a statement with the group about why the chosen recommendation is important to them; get to the underlying need that is being met.



Slide # 7

- Hand out the Action Planning Worksheet to each employee so he or she can follow along.
- Identify each step required to implement the chosen action(s).
- Review the steps and ask for volunteers to take on different actions. If individuals feel uncomfortable taking on an action by themselves, suggest working in pairs or groups.
- Set a follow-up date to review progress on the action items together, as well as an expected completion date.

GM@W Action Planning Worksheet

Name: _____

Position: _____ Date: ____/____/____

PF1: PSYCHOLOGICAL SUPPORT

OBJECTIVE: A work environment where coworkers and supervisors are supportive of employees' psychological and mental health concerns, and respond appropriately as needed.

PF1 GM@W Survey Results

PF1 GM@W Survey Score: _____ (5 to 20)

Date administered: ____/____/____



PF1 GM@W Organizational Review Results

PF1 GM@W Organizational Review Score: _____ (5 to 20)

Date administered: ____/____/____



Serious Concerns = 5 to 9 Significant Concerns = 10 to 13 Minimal Concerns* = 14 to 16 Relative Strengths = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

	Selected Action(s) (What exactly are you planning to do?)	Starting Date (What is a realistic date to begin?)	End Date (Is the action ongoing or will it end? If so, when?)	Action Team (Who is involved? Be specific.)	Indicator(s) (What changes do you expect to result from this Action?)	Evaluation Date (When will you determine if the Action was successful?)
Action Priority 1:						
Action Priority 2: <i>(if applicable)</i>						
Action Priority 3: <i>(if applicable)</i>						



Slide # 8

For this slide, we suggest encouraging your employees to check out the *Workplace Strategies for Mental Health* website at www.workplacestrategiesformentalhealth.com. The website features a number of employee-specific resources they can access for free:

- Self-assessment tools to check their current state of mental health
- Information about mental health, addiction and mental illness
- Approaches to mental wellness and coping with workplace stressors
- *Working Through It*, which is a video-based series of video clips by, and for, those struggling while at work, off work or returning to work

On the Agenda



Facilitator's Guide

Organizational Culture

Organizational Culture



Slide # 1

For this slide, you want to ensure that you have already introduced:

- yourself
- your role within the organization, if unknown to the group
- why you are engaging the group in this discussion
- the importance of addressing psychological health and safety in your organization

The importance of addressing psychological health and safety in your organization can be highlighted by stating the following:

1. Depression will rank second only to heart disease as the leading cause of disability worldwide by the year 2020, which can impact the workplace in areas such as bottom-line production and team work.
2. There are current and emerging legal requirements in Canada for the protection of employee psychological health and safety and the promotion of civility and respect at work.
3. Organizations that value and improve the health of the workplace can improve their organization profile. An improved profile can result in better recruitment and retention rates, enhancing the potential for growth. We want you and potential employees to know that we value your contribution to the organization, that you do good work and that we want to help you to continue to be successful at work.

After these statements, you might say: “The focus of this session is to discuss organizational culture in the workplace”.

On the Agenda



Slide # 2

This slide provides a definition of organizational culture. We recommend starting with the definition provided by *Guarding Minds @ Work*TM: “Positive organizational culture is ensuring a work environment characterized by trust, honesty and fairness.” Next, open the floor for questions about the definition. An idea to get people to start participating in your presentation is to ask a volunteer in the audience to read the slide. You can also offer additional information such as:

1. What does positive organizational culture mean?

Possible Answer: A positive organizational culture is an organization that is characterized by trust, honesty and fairness. This can be evident in daily interactions at work, and in employment-specific events (i.e., performance reviews, discipline processes, etc.).

2. Why is positive organizational culture important?

Possible Answer: According to research, organizational cultures that exhibit trust have increased employee well-being, job satisfaction and organizational commitment. In low trust organizations, burnout tends to be higher, as well as turnover and job dissatisfaction.

About PF2: Organizational Culture

What are Psychosocial Factors?

Psychosocial factors are elements that impact employees' psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers).

What is PF2: Organizational Culture?

GM@W defines PF2: Organizational Culture as the degree to which a work environment is characterized by trust, honesty, and fairness. In general, organizational culture has been described as "a pattern of basic assumptions invented, discovered, or developed by a given group." These assumptions are a mix of values, beliefs, meanings and expectations that group members hold in common and that they use as behavioural and problem-solving cues. The critical task is to determine which of these assumptions enhance the psychological health and safety of the workplace and the workforce.

Why is Organizational Culture important?

Organizational trust is imperative for any positive and productive social processes within any workplace. Trust is a predictor of cooperative behaviour, organizational citizenship behaviours, organizational commitment, and employee loyalty, all of which in turn help retain and attract employees. When an organization has a health-focused culture, employee well-being, job satisfaction and organizational commitment are all enhanced. A work culture with social support also enhances employee well-being and can provide a positive environment for employees who may be experiencing psychological conditions such as depression and anxiety.

What happens when a workplace does not have good organizational culture?

Culture 'sets the tone' for an organization; if that culture is negative it can undermine the effectiveness of the best programs, policies and services intended to support the workforce. An unhealthy culture creates more stress in the workplace, which lowers employee well-being. If an organization has a culture of 'profit at all costs' and constant chaotic urgency, it can create an environment in which burnout is the norm.

How can Organizational Culture be improved?

Start by conducting the GM@W Organizational Review and/or the GM@W Survey and reviewing the results. If **Organizational Culture** is identified as an area of concern or relative strength, refer to the GM@W Action Resources for a practical strategy and evidence-based and effective suggested actions that can improve **Organizational Culture**. It is also important to discuss the findings with employees to gain a further understanding of the results and to obtain input into possible interventions. Furthermore, it is important to evaluate the undertaken interventions over time to ensure they are effective and to take corrective action where needed. Consider reviewing the resources below. Finally, refer back to the GM@W website on occasion for new ideas about how **Organizational Culture** can be enhanced.

Further information about Organizational Culture:

- Canadian Psychiatric Research Foundation. (2007). When Something's Wrong: Strategies for the Workplace. In *Education & Awareness*. Retrieved from <http://cprf.ca/education/workplace.html>
- Findler, L., Wind, L., & Mor Barak, M. E. (2007). The challenge of workforce management in a global society: Modeling the relationship between diversity, inclusion, organizational culture, and employee well-being, job satisfaction and organizational commitment. *Administration in Social Work, 31*(3), 63-94. doi: 10.1300/J147v31n03_05
- Gilbert, M. & Bilsker, D. (2012). *Psychological Health and Safety: An Action Guide for Employers*. Retrieved from http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf
- Härtel, C. (2008). How to build a healthy emotional culture and avoid a toxic culture. In N. M. Ashkanasy & C. L. Cooper (Eds.), *Research companion to emotion in organizations* (pp. 575-588). Northampton, MA: Edward Elgar Publishing.
- Hodge, B.J., & Anthony, W. P. (1988). *Organizational theory*. Boston: Allyn & Bacon.
- Lansisalmi, H., Peiro, J., & Kivimaki, M. (2000). Collective stress and coping in the context of organizational culture. *European Journal of Work & Organizational Psychology, 9*(4), 527-559. doi: 10.1080/13594320050203120
- Schein, E. (1990). Organizational culture. *American Psychologist, 45*(2), 109-119. Retrieved from <http://www.machon-adler.co.il/readers/reader56.pdf>
- The Great-West Life Assurance Company. (2012). PF2: Organizational Culture. In *Centre Resources by GM@W Factor and On the Agenda*. Retrieved from <http://www.workplacestrategiesformentalhealth.com>
- The Health Communication Unit. (2009). *Organizational culture: From assessment to action*. Retrieved from http://www.thcu.ca/Workplace/pdf/2009_03_10_Organizational_Culture.pdf
- Zhang, A., Tsui, A., Song, L., Li, C., & Jia, L. (2008). How do I trust thee? The employee-organization relationship, supervisor support, and middle manager trust in the organization. *Human Resource Management, 47*(1), 111-132. doi: 10.1002/hrm.20200

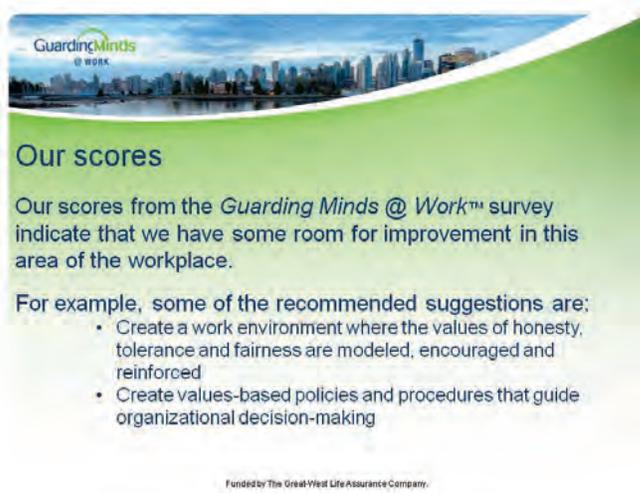
www.guardingmindsatwork.ca



Slide # 3

This slide details what a positive organizational culture in the workplace may look like. Simply read the points on the slide. If you would like to expand on the information, we suggest elaborating on what a workplace without positive organizational culture may look like. You can suggest that you don't want your group to experience:

- Increased absenteeism and increased burden on those left carrying the load
- Increased burnout
- Employees expressing dislike about coming to work
- Employees undermining policies and practices created to assist them



Slide # 4

If your workplace completed the *Guarding Minds @ Work* (GM@W) Survey, you may wish to review the scores now. Let your employees know that there is always room for improvement, and it is also important to recognize and retain what is already working.

- Review the suggestions on the slide and let them know that putting psychological health and safety on the agenda is an active step to support a positive organizational culture.
- If your workplace has not undertaken the GM@W Review or Survey, ask the employees if they feel the suggestions on the slide would be helpful, and why or why not.

GM@W Suggested Responses

Please consult the *Selection of GM@W Suggested Actions* and *Selection of Effective Actions: Applying a Quality Framework* documents to help you select GM@W suggested actions to undertake for Organizational Culture.

PF2: ORGANIZATIONAL CULTURE

OBJECTIVE: A work environment characterized by trust, honesty and fairness.

PF2: GM@W Survey Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS
PF2: GM@W Organizational Review Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS

Serious Concerns = 5 to 9 **Significant Concerns = 10 to 13** **Minimal Concerns* = 14 to 16** **Relative Strengths** = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

The list below contains actions that you can take to respond to actual or potential concerns related to **Organizational Culture**. Many of these actions have been found to be effective in research studies, have been recommended as best practices, or have been found valuable in applied settings. Some have been informed by emerging case law and regulatory requirements. The actions are drawn from diverse industries and sectors, and not all may be applicable or feasible in your particular workplace. This list is not exhaustive, nor is it intended to be prescriptive. Rather, these are suggestions for possible courses of action.

If **Organizational Culture** has been flagged as a **Relative Strength** in your workplace, it is important not to overlook this finding. You can do this by developing policies that protect this relative strength and engaging staff in discussions of how this strength can be enhanced by implementing the suggested actions below.

If **Organizational Culture** has been flagged as an area of concern in your workplace, consider which of these actions might be appropriate. In making your decision, it can be helpful to keep the following six key quality dimensions in mind: Appropriateness, Acceptability, Accessibility, Effectiveness, Efficiency and Safety (see *Selection of Effective Actions: Applying a Quality Framework* for more information).

The actions below fall into four main categories: (1) norms, values and practices of the work environment; (2) training and development initiatives; (3) communication strategies and approaches; and (4) formal policies and programs. You may have already initiated some of the actions – but consider the others. You may also have other ideas for actions you could implement – there is a space for writing these down at the end of this document. **Remember, not every action that might enhance Organizational Culture in your workplace is listed here. Implementing the following actions, however, will provide a strong foundation for building a psychologically healthy and safe workplace.**

Work Environment (Norms, Values & Practices)

- Create a respectful work environment where values of honesty, tolerance and fairness are modeled, encouraged and reinforced
- Engage staff in maintaining an open environment that promotes group cohesion and communication
- Ensure meaningful participation in the development of organizational mission, values and codes of ethics

Training & Development

- Provide opportunities for teams to learn and develop together in order to strengthen relationships (e.g., team-building exercises)
- Identify role models or mentors for new/junior employees to strengthen and ensure the continuity of organizational culture
- Provide training to all staff on effective communication and conflict management

Communication

- Encourage ongoing opportunities for staff at all levels to interact and get to know each other (e.g., staff lunches)
- Encourage face-to-face communication, particularly about potentially difficult issues
- Communicate explanations for decisions and ensure respect, sincerity, care and empathy when the implications of decisions may be seen as negative by some employees
- Communicate to staff about management decisions and solicit their input as appropriate

Formal Policies & Programs

- Respond in a timely and effective manner when challenging interpersonal issues/conflict arise in the workplace
- Create a mission statement that incorporates values of trust, honesty and fairness, and display it prominently for staff and the public
- Create values-based policies and procedures that guide organizational decision-making
- Hold all members of the organization accountable for their actions, and in particular ensure that managers/leaders are held accountable to the same or higher standard

Additional resources have been created to help you take action, including: presentation slides and supporting materials (freely available at www.workplacestrategiesformentalhealth.com/ota) and a new resource - *Psychological Health and Safety: An Action Guide for Employers*, developed on behalf of the Mental Health Commission of Canada Workforce Advisory Committee, that is a practical tool designed to help employers develop implementation plans on the basis of GM@W findings (freely available at www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf).

We encourage you to review these resources for additional suggested actions.

Other Actions:

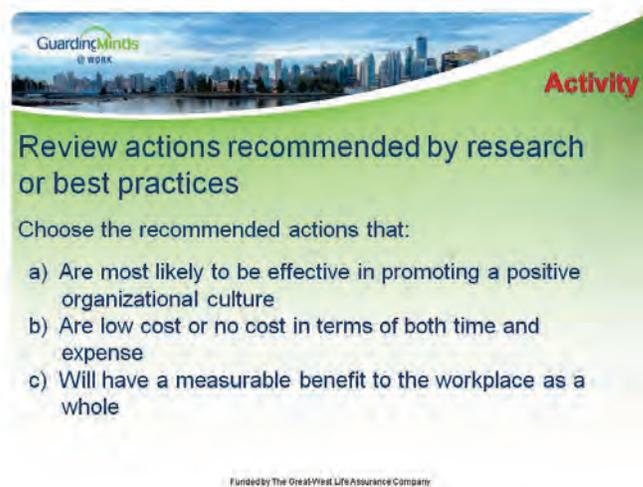
- _____

- _____

- _____

There won't be a perfect set of actions – often it's a matter of choosing the actions most likely to accomplish positive outcomes while generating the fewest potential problems.

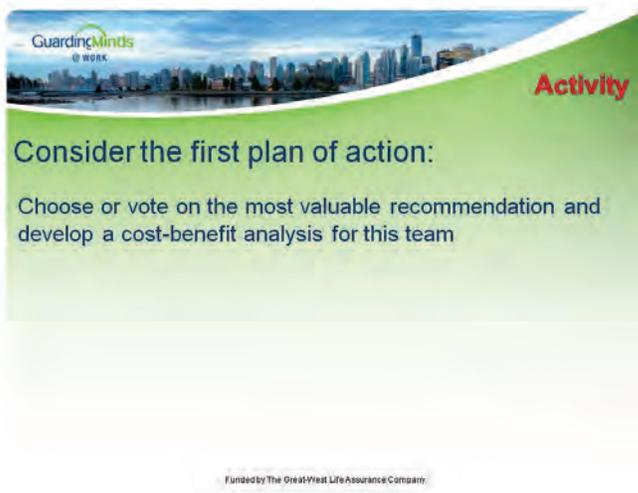
Once you have selected one or more actions to undertake, enter them into the corresponding *GM@W Action Planning Worksheet*, pick your start date, identify who will be involved – your Action Team, and get started!



The slide features a header with the logo 'GuardingMinds @ work' and a cityscape background. The word 'Activity' is written in red in the top right corner. The main title is 'Review actions recommended by research or best practices'. Below the title, it says 'Choose the recommended actions that:' followed by three bullet points: 'a) Are most likely to be effective in promoting a positive organizational culture', 'b) Are low cost or no cost in terms of both time and expense', and 'c) Will have a measurable benefit to the workplace as a whole'. At the bottom, it says 'Funded by The GreatWest Life Assurance Company'.

Slide # 5

- Review some of the recommended actions in the GM@W Suggested Responses document or choose those that you wish to share with the group as possibilities.
- Ask the employees to work in groups of three or more to discuss what each of these may mean for your workplace in regards to practicality, profit, cost and challenges.
- Ask that someone keep notes, and let them know that their group is to report back to the larger group in 15 minutes.
- Ask for a group to volunteer to start the report back and begin the discussion to choose which initiative(s) to begin with.
- Check out the Centre website at www.workplacestrategiesformentalhealth.com for free resources related to organizational culture.



Slide # 6

- Ask the employees to vote on the most important recommendation that they heard from the previous exercise. Ballots, Post-it Notes, stickers or raised hands are all ideas that could be used for voting.
- If there is a discrepancy, see if you can narrow the options down to two and discuss the potential pros and cons of each option and then re-vote, or consider implementing more than one option if this would be practical.
- Develop a statement with the group about why the chosen recommendation is important to them; get to the underlying need that is being met.



Slide # 7

- Hand out the Action Planning Worksheet to each employee so he or she can follow along.
- Identify each step required to implement the chosen action(s).
- Review the steps in implementing the various actions and ask for volunteers to take on different actions. If individuals feel uncomfortable taking on an action by themselves, suggest working in pairs or groups.
- Set a follow-up date to review progress on the action items together, as well as an expected completion date.

GM@W Action Planning Worksheet

Name: _____

Position: _____ Date: ____/____/____

PF2: ORGANIZATIONAL CULTURE

OBJECTIVE: A work environment characterized by trust, honesty and fairness.

PF2 GM@W Survey Results

PF2 GM@W Survey Score: _____ (5 to 20)

Date administered: ____/____/____



PF2 GM@W Organizational Review Results

PF2 GM@W Organizational Review Score: _____ (5 to 20)

Date administered: ____/____/____



Serious Concerns = 5 to 9 **Significant Concerns = 10 to 13** **Minimal Concerns* = 14 to 16** **Relative Strengths** = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

	Selected Action(s) (What exactly are you planning to do?)	Starting Date (What is a realistic date to begin?)	End Date (Is the action ongoing or will it end? If so, when?)	Action Team (Who is involved? Be specific.)	Indicator(s) (What changes do you expect to result from this Action?)	Evaluation Date (When will you determine if the Action was successful?)
Action Priority 1:						
Action Priority 2: <i>(if applicable)</i>						
Action Priority 3: <i>(if applicable)</i>						



Slide # 8

For this slide, we suggest encouraging your employees to check out the *Workplace Strategies for Mental Health* website at www.workplacestrategiesformentalhealth.com. The website features a number of employee-specific resources they can access for free:

- Self-assessment tools to check their current state of mental health
- Information about mental health, addiction and mental illness
- Approaches to mental wellness and coping with workplace stressors
- *Working Through It*, which is a video-based series of video clips by, and for, those struggling while at work, off work or returning to work

On the **Agenda**



Facilitator's Guide

Clear Leadership & Expectations

Clear Leadership & Expectations



Slide # 1

For this slide, you want to ensure that you have already introduced:

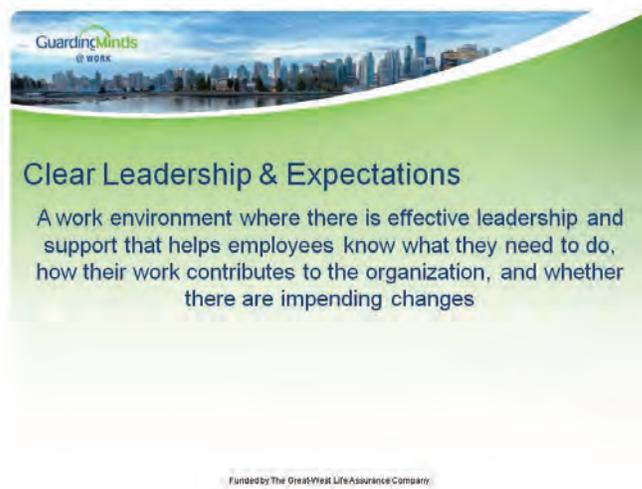
- yourself,
- your role within the organization, if unknown to the group
- why you are engaging the group in this discussion
- the importance of addressing psychological health and safety in your organization

The importance of addressing psychological health and safety in your organization can be highlighted by stating the following:

1. Depression will rank second only to heart disease as the leading cause of disability worldwide by the year 2020, which can impact the workplace in areas such as bottom-line production and team work.
2. There are current and emerging legal requirements in Canada for the protection of employee psychological health and safety and the promotion of civility and respect at work.
3. Organizations that value and improve the health of the workplace can improve their organization profile. An improved profile can result in better recruitment and retention rates, enhancing the potential for growth. We want you and potential employees to know that we value your contribution to the organization, that you do good work and that we want to help you to continue to be successful at work.

After these statements, you might say: “The focus of this session is to discuss clear leadership and expectations in the workplace”.

On the Agenda



Slide # 2

This slide provides a rationale for clear leadership and expectations. We recommend starting with the rationale provided by *Guarding Minds @ Work*TM: “The rationale for clear leadership and expectations is ensuring a work environment where effective leadership and support helps employees to know what they need to do, how their work contributes to an organization, and whether there are impending changes.” Then, open the floor for questions about the rationale. An idea to get people to start participating in your presentation is to ask a volunteer in the audience to read the slide. You can also offer additional information such as:

What do clear leadership and expectations look like?

Possible answer: According to recent research, clear leadership leads to individuals being 40% more likely to be in the highest category of job well-being, a 27% reduction of sick leave, and a 46% reduction in early retirements with disability pensions. Also, a leader who demonstrates commitment to maintaining his or her own physical and psychological health can influence the health of their employees. In other words, when the leader is not stressed out, overwhelmed or exhausted, they are better able to lead effectively.

About PF3: Clear Leadership & Expectations

What are Psychosocial Factors?

Psychosocial factors are elements that impact employees' psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers).

What is PF3: Clear Leadership & Expectations?

GM@W defines PF3: Clear Leadership & Expectations as present in a work environment where there is effective leadership and support that helps employees know what they need to do, how their work contributes to the organization, and whether there are impending changes. There are many types of leadership, each of which impacts psychosocial health and safety in different ways. The most widely accepted categorizations of leadership are instrumental, transactional and transformational. Of these, transformational leadership is considered the most powerful. Instrumental leadership focuses primarily on producing outcomes, with little attention paid to the 'big picture,' the psychosocial dynamics within the organization, and, unfortunately, the individual employees. Transformational leaders are seen as change agents who motivate their followers to do more than what is expected. They are concerned with long-term objectives and transmit a sense of mission, vision and purpose. They have charisma, give individualized consideration to their employees, stimulate intellectual capabilities in others, and inspire employees.

Why is Clear Leadership & Expectations important?

Leadership is the foundation of a health pyramid (see below)¹. Effective leadership increases employee morale, resiliency and trust, and decreases employee frustration and conflict. Good leadership leads to individuals being 40% more likely to be in the highest category of job well-being, a 27% reduction of sick leave, and a 46% reduction in early retirements with disability pensions. A leader who demonstrates a commitment to maintaining his or her own physical and psychological health can influence the health of employees (sickness, presenteeism, absenteeism), as well as the health of the organization as a whole (vigour, vitality, productivity).



¹ The term "job well-being" used in the pyramid refers to health aspects that are related to work, such as burnout (Kuoppala et al., 2008).

What happens when clear leadership and expectations are lacking in the workplace?

Leaders who are more instrumental in their approach (rather than transformational) are more likely to find staff health complaints including general feelings of malaise, irritability and nervousness. Similarly, leaders who do not demonstrate visible concern for their own physical and psychological health set a negative example for their staff and can undermine the legitimacy of any organizational program, policy and/or service intended to support employees. Middle managers are at greater risk due to the fact that they must be leaders and be led simultaneously. This role conflict can lead to feelings of powerlessness and stress.

How can Clear Leadership & Expectations be improved?

Start by conducting the GM@W Organizational Review and/or the GM@W Survey and reviewing the results. If **Clear Leadership & Expectations** is identified as an area of concern or relative strength, refer to the GM@W Action Resources for a practical strategy and evidence-based and effective suggested actions that can improve **Clear Leadership & Expectations**. It is also important to discuss the findings with employees to gain a further understanding of the results and to obtain input into possible interventions. Furthermore, it is important to evaluate the undertaken interventions over time to ensure they are effective and to take corrective action where needed. Consider reviewing the resources below. Finally, refer back to the GM@W website on occasion for new ideas about how **Clear Leadership & Expectations** can be enhanced.

Further information about Clear Leadership & Expectations:

- Boumans, N. P. G., & Landeweerd, J. A. (1993). Leadership in the nursing unit: relationships with nurses' well-being. *Journal of Advanced Nursing*, 18, 767-775. doi: <http://dx.doi.org/10.1046/j.1365-2648.1993.18050767.x>
- Gilbert, M. & Bilsker, D. (2012). *Psychological Health and Safety: An Action Guide for Employers*. Retrieved from http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf
- Health and Safety Executive. (2012). Work related stress—together we can tackle it. In *Guidance*. Retrieved from <http://www.hse.gov.uk/stress/index.htm>
- Howell, J., & Avolio, B. (1993). Transformational leadership, transactional leadership, locus of control, and support for innovation: Key predictors of consolidated-business-unit performance. *Journal of Applied Psychology*, 78(6), 891-902. doi: 10.1037/0021-9010.78.6.891
- Kuoppala, J., Lamminpää, A., Liira, J., & Vainio, H. (2008). Leadership, job well-being, and health effects: A systematic review and a meta-analysis. *Journal of Occupational & Environmental Medicine*, 50(8), 904-915. doi: 10.1097/JOM.0b013e31817e918d
- McConville, T., & Holden, L. (1999). The filling in the sandwich: HRM and middle managers in the health sector. *Personnel Review*, 28(5/6), 406-424. doi: 10.1108/00483489910286738
- Quick, J., Macik-Frey, M., & Cooper, C. (2007). Managerial dimensions of organizational health: The healthy leader at work. *Journal of Management Studies*, 44(2), 189-205. doi: 10.1111/j.1467-6486.2007.00684.x
- Stordeur, S., Vandenberghe, C., & D'hoore, W. (2001). On examining the moderators of leader behaviors in nursing: An investigation of substitutes for, and neutralizers and enhancers of, leadership. In J. de Jonge, P. Vlerick, A. Bussing & W. B. Schaufeli (Eds.), *Organizational psychology and health care at the start of a new millennium* (pp. 85-104). Munich, Germany: Rainer Hampp Verlag.
- The Great-West Life Assurance Company. (2012). PF3: Clear Leadership and Expectations. In *Centre Resources by GM@W Factor and On the Agenda*. Retrieved from <http://www.workplacestrategiesformentalhealth.com>

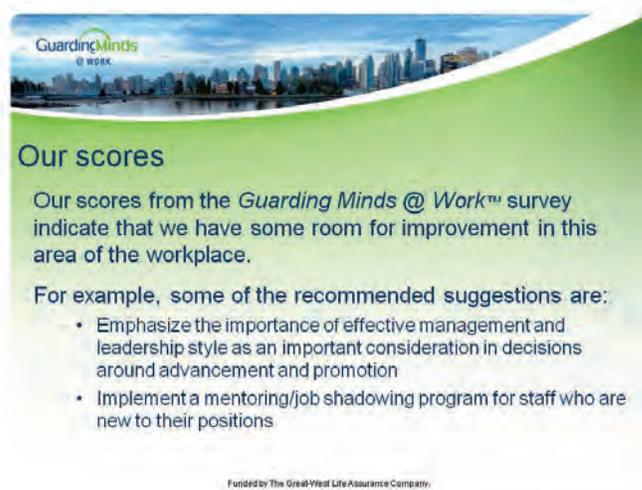
www.guardingmindsatwork.ca



Slide # 3

This slide details what clear expectations and leadership in the workplace may look like. Simply read the points on the slide. If you would like to elaborate on the information, we suggest elaborating on what unclear leadership and expectations can sometimes look like. You can suggest the following and why you don't want this for your group:

- Leaders who are too focused on outcomes will more often hear staff complaining about general issues, such as irritability and nervousness
- Feelings of powerlessness and stress



Slide # 4

If your workplace completed the *Guarding Minds @ Work* (GM@W) Survey, you may wish to review the scores now. Let your employees know that there is always room for improvement, and it is also important to recognize and retain what is already working.

- Review the suggestions on the slide and let them know that putting psychological health and safety on the agenda is an active step to support clear leadership and expectations in the workplace.
- If your workplace has not undertaken the GM@W Review or Survey, ask the employees if they feel the suggestions on the slide would be helpful, and why or why not.

GM@W Suggested Responses

Please consult the *Selection of GM@W Suggested Actions* and *Selection of Effective Actions: Applying a Quality Framework* documents to help you select GM@W suggested actions to undertake for Clear Leadership & Expectations.

PF3: CLEAR LEADERSHIP & EXPECTATIONS

OBJECTIVE: A work environment where there is effective leadership and support that helps employees know what they need to do, how their work contributes to the organization, and whether there are impending changes.

PF3: GM@W Survey Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS
PF3: GM@W Organizational Review Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS

Serious Concerns = 5 to 9 **Significant Concerns = 10 to 13** **Minimal Concerns* = 14 to 16** **Relative Strengths** = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

The list below contains actions that you can take to respond to actual or potential concerns related to **Clear Leadership & Expectations**. Many of these actions have been found to be effective in research studies, have been recommended as best practices, or have been found valuable in applied settings. Some have been informed by emerging case law and regulatory requirements. The actions are drawn from diverse industries and sectors, and not all may be applicable or feasible in your particular workplace. This list is not exhaustive, nor is it intended to be prescriptive. Rather, these are suggestions for possible courses of action.

If **Clear Leadership & Expectations** has been flagged as a **Relative Strength** in your workplace, it is important not to overlook this finding. You can do this by developing policies that protect this relative strength and engaging staff in discussions of how this strength can be enhanced by implementing the suggested actions below.

If **Clear Leadership & Expectations** has been flagged as an area of concern in your workplace, consider which of these actions might be appropriate. In making your decision, it can be helpful to keep the following six key quality dimensions in mind: Appropriateness, Acceptability, Accessibility, Effectiveness, Efficiency and Safety (see *Selection of Effective Actions: Applying a Quality Framework* for more information).

The actions below fall into four main categories: (1) norms, values and practices of the work environment; (2) training and development initiatives; (3) communication strategies and approaches; and (4) formal policies and programs. You may have already initiated some of the actions – but consider the others. You may also have other ideas for actions you could implement – there is a space for writing these down at the end of this document. **Remember, not every action that might enhance Clear Leadership & Expectations in your workplace is listed here. Implementing the following actions, however, will provide a strong foundation for building a psychologically healthy and safe workplace.**

Work Environment (Norms, Values & Practices)

- Emphasize the importance of emotional intelligence leadership style as a consideration in decisions about advancement and promotion
- Foster opportunities for regular dialogue and interaction between staff and managers/leaders
- Ensure that employees clearly understand their tasks and responsibilities, and how their work contributes to the overall organization

Training & Development

- Implement a mentoring/job-shadowing program for leaders who are new to their position
- Provide training in leadership skills to those in supervisory/management roles
- Train supervisors/managers in effective communication, emotional intelligence and problem-solving skills
- Orient new leaders to the organization's culture and values

Communication

- Maintain regular communication throughout the organization (e.g., through newsletters, bulletins, intranet updates)
- Provide opportunities for regular, open and effective communication between employees and supervisors/managers, particularly during times of transition and uncertainty
- Hold regular staff meetings and ensure management is in attendance
- Strive for direct, accurate and timely communication from senior management, particularly about difficult decisions (e.g., layoffs)

Formal Policies & Programs

- Review positions to ensure ongoing relevance to organizational goals and objectives, and to minimize redundancy
- Ensure that job descriptions are current, specific and agreed-upon by relevant staff
- Create explicit expectations for manager/leader behaviour (e.g., through accountability agreements)
- Conduct regular performance reviews for all staff (including management) that include collaborative/bi-directional feedback

Additional resources have been created to help you take action, including: presentation slides and supporting materials (freely available at www.workplacestrategiesformentalhealth.com/ota) and a new resource - *Psychological Health and Safety: An Action Guide for Employers*, developed on behalf of the Mental Health Commission of Canada Workforce Advisory Committee, that is a practical tool designed to help employers develop implementation plans on the basis of GM@W findings (freely available at www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf).

We encourage you to review these resources for additional suggested actions.

Other Actions:

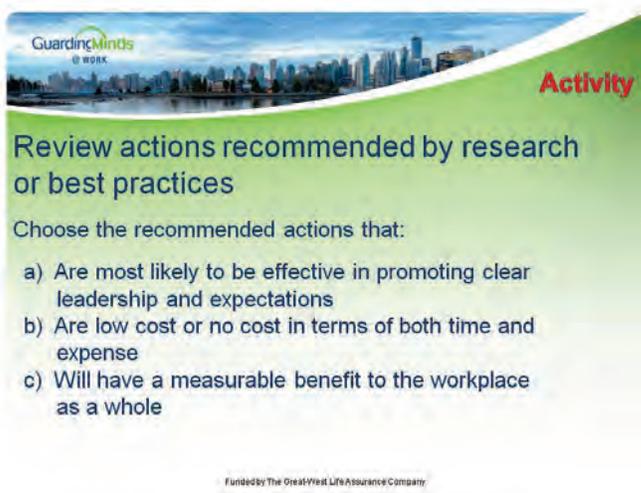
- _____

- _____

- _____

There won't be a perfect set of actions – often it's a matter of choosing the actions most likely to accomplish positive outcomes while generating the fewest potential problems.

Once you have selected one or more actions to undertake, enter them into the corresponding *GM@W Action Planning Worksheet*, pick your start date, identify who will be involved – your Action Team, and get started!



The slide features a header with the logo 'Guarding Minds @ work' and a cityscape background. The word 'Activity' is written in red in the top right corner. The main text is on a green background and includes the title 'Review actions recommended by research or best practices', a prompt to 'Choose the recommended actions that:', and three multiple-choice options (a, b, c). At the bottom, it is noted as 'Funded by The Great-West Life Assurance Company'.

Activity

Review actions recommended by research or best practices

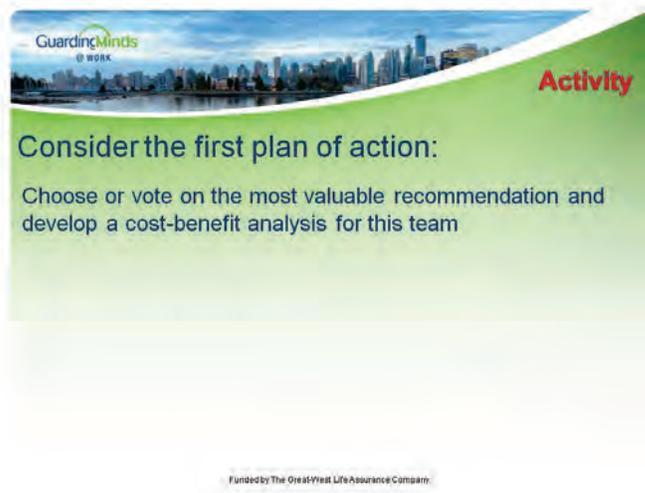
Choose the recommended actions that:

- a) Are most likely to be effective in promoting clear leadership and expectations
- b) Are low cost or no cost in terms of both time and expense
- c) Will have a measurable benefit to the workplace as a whole

Funded by The Great-West Life Assurance Company

Slide # 5

- Review some of the recommended actions in GM@W Suggested Responses document or choose those that you wish to share with the group as possibilities.
- Ask the employees to work in groups of three or more to discuss what each of these may mean for your workplace in regards to practicality, profit, cost and challenges.
- Ask that someone keep notes, and let them know that their group is to report back to the larger group in 15 minutes.
- Ask for a group to volunteer to start the report back and begin the discussion to choose which initiative(s) to begin with.
- Check out the Centre website at www.workplacestrategiesformentalhealth.com for free resources related to clear leadership and expectations.



Slide # 6

- Ask the employees to vote on the most important recommendation that they heard from the previous exercise. Ballots, Post-it notes, stickers or raised hands are all ideas that could be used for voting.
- If there is a discrepancy, see if you can narrow the options down to two and discuss the potential pros and cons of each option and then re-vote, or consider implementing more than one option if this would be practical.
- Develop a statement with the group about why the chosen recommendation is important.



Slide # 7

- Hand out the Action Planning Worksheet to each employee so he or she can follow along.
- Identify each step required to implement the chosen action(s).
- Review the steps in implementing the various actions and ask for volunteers to take on different actions. If individuals feel uncomfortable taking on an action by themselves, suggest working in pairs or groups.
- Set a follow-up date to review progress on the action items together, as well as an expected completion date.

GM@W Action Planning Worksheet

Name: _____

Position: _____ Date: ____/____/____

PF3: CLEAR LEADERSHIP & EXPECTATIONS

OBJECTIVE: A work environment where there is effective leadership and support that helps employees know what they need to do, how their work contributes to the organization, and whether there are impending changes.

PF3 GM@W Survey Results

PF3 GM@W Survey Score: _____ (5 to 20)

Date administered: ____/____/____



PF3 GM@W Organizational Review Results

PF3 GM@W Organizational Review Score: _____ (5 to 20)

Date administered: ____/____/____



Serious Concerns = 5 to 9 **Significant Concerns = 10 to 13** **Minimal Concerns* = 14 to 16** **Relative Strengths** = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

	Selected Action(s) (What exactly are you planning to do?)	Starting Date (What is a realistic date to begin?)	End Date (Is the action ongoing or will it end? If so, when?)	Action Team (Who is involved? Be specific.)	Indicator(s) (What changes do you expect to result from this Action?)	Evaluation Date (When will you determine if the Action was successful?)
Action Priority 1:						
Action Priority 2: <i>(if applicable)</i>						
Action Priority 3: <i>(if applicable)</i>						



Slide # 8

For this slide, we suggest encouraging your employees to check out the *Workplace Strategies for Mental Health* website: www.workplacestrategiesformentalhealth.com. The website features a number of employee-specific resources they can access free:

- Self-assessment tools to check their current state of mental health
- Information about mental health, addiction and mental illness
- Approaches to mental wellness and coping with workplace stressors
- *Working Through It*, which is a video-based series of video clips by, and for, those struggling while at work, off work or returning to work

On the **Agenda**



Facilitator's Guide

Civility & Respect

Civility & Respect



Slide # 1

For this slide, you want to ensure that you have already introduced:

- yourself
- your role within the organization, if unknown to the group
- why you are engaging the group in this discussion
- the importance of addressing psychological health and safety in your organization

The importance of addressing psychological health and safety in your organization can be highlighted by stating the following:

1. Depression will rank second only to heart disease as the leading cause of disability worldwide by the year 2020, which can impact the workplace in areas such as bottom-line production and team work.
2. There are current and emerging legal requirements in Canada for the protection of employee psychological health and safety and the promotion of civility and respect at work.
3. Organizations that value and improve the health of the workplace can improve their organization profile. An improved profile can result in better recruitment and retention rates, enhancing the potential for growth. We want you and potential employees to know that we value your contribution to the organization, that you do good work and that we want to help you to continue to be successful at work.

After these statements, you might say: “The focus of this session is to discuss civility and respect in the workplace”.

On the Agenda



Slide # 2

This slide provides a definition of civility and respect. We recommend starting with the definition provided by *Guarding Minds @ Work*TM: “A civil and respectful workplace ensures a work environment where employees are respectful and considerate in their interactions with one another, as well as with customers, clients, and the public”. Then open the floor for questions about the definition. An idea to get employees to start participating in your presentation is to ask a volunteer in the audience to read the slide. You may wish to share additional information such as:

1. What does a civil and respectful workplace mean?

Possible Answer: Showing esteem, care and consideration for others, as well as recognizing the dignity and inherent value of each individual in the workplace.

2. Why is a respectful workplace important?

Possible Answer: It allows for greater problem resolution, enhanced supervisor-staff relationships and a greater interest in personal development.

About PF4: Civility & Respect

What are Psychosocial Factors?

Psychosocial factors are elements that impact employees' psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers).

What is PF4: Civility & Respect?

GM@W defines PF4: Civility & Respect as present in a work environment where employees are respectful and considerate in their interactions with one another, as well as with customers, clients and the public. Civility and respect are based on showing esteem, care and consideration for others, and acknowledging their dignity.

Why is Civility & Respect important?

A civil and respectful workplace is related to greater job satisfaction, greater perceptions of fairness, a more positive attitude, improved morale, better teamwork, greater interest in personal development, engagement in problem resolution, enhanced supervisor-staff relationships, and reduction in sick leave and turnover. Organizations characterized by civility and respect create a positive atmosphere marked by high spirits and work satisfaction. This allows people to enjoy the environment, whether they are staff, clients or customers.

What happens when civility and respect are missing from the workplace?

When a workplace lacks civility and respect, this can lead to emotional exhaustion amongst staff. In addition to health problems, an incivil and disrespectful workplace is associated with greater conflict and job withdrawal. A work environment that is incivil and disrespectful also exposes organizations to the threat of more grievances and legal risks.

Probably the most extreme example of disrespectful behaviour is bullying. Exposure to workplace bullying is associated with psychological complaints, depression, burnout, anxiety, aggression, psychosomatic complaints and musculoskeletal health complaints. Bullying not only affects those directly involved, but also affects bystanders, as they too experience higher levels of stress. A number of provinces currently have, or are considering, legislation to address such behaviours.

How can Civility & Respect be improved?

Start by conducting the GM@W Organizational Review and/or the GM@W Survey and reviewing the results. If **Civility & Respect** is identified as an area of concern or relative strength, refer to the GM@W Action Resources for a practical strategy and evidence-based and effective suggested actions that can improve **Civility & Respect**. It is also important to discuss the findings with employees to gain a further understanding of the results and to obtain input into possible interventions. Furthermore, it is important to evaluate the undertaken interventions over time to ensure they are effective and to take corrective action where needed. Consider reviewing the resources below. Finally, refer back to the GM@W website on occasion for new ideas about how **Civility & Respect** can be enhanced.

Further information about Civility & Respect:

- Belton, L., & Dyrenforth, S. (2007). Civility in the workplace: Measuring the positive outcomes of a respectful work environment. *Healthcare Executive*, 22(5): 40, 42-43. Retrieved from <http://www.ncbi.nlm.nih.gov/pubmed/17892116>
- Crocker, M., & Henderson, C. (2008). A 12-step managerial civility recovery model. *People & Strategy*. Retrieved from http://findarticles.com/p/articles/mi_6768/is_3_31/ai_n31909630/
- Gilbert, M. & Bilsker, D. (2012). *Psychological Health and Safety: An Action Guide for Employers*. Retrieved from http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf
- Ramarajan, L., Barsade, S., & Burack, O. (2008). The influence of organizational respect on emotional exhaustion in the human services. *The Journal of Positive Psychology*, 3(1), 4-18. Retrieved from <http://people.hbs.edu/lramarajan/RamarajanBarsadeBurack.pdf>
- Legacy Business Cultures. (2012). *Respectful Workplace*. <http://www.respectfulworkplace.com/articles/>
- The Great-West Life Assurance Company. (2012). PF4: Civility and Respect. In *Centre Resources by GM@W Factor and On the Agenda*. Retrieved from <http://www.workplacestrategiesformentalhealth.com>
- Vartia, M. (2001). Consequences of workplace bullying with respect to the well-being of its targets and the observers of bullying. *Scandinavian Journal of Work, Environment & Health*, 27(1), 63-69. Retrieved from http://www.sjweh.fi/download.php?abstract_id=588&file_nro=1

www.guardingmindsatwork.ca

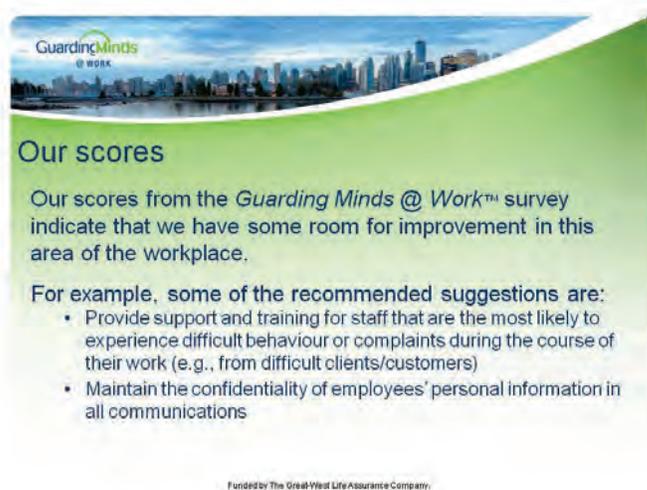


Slide # 3

This slide details what a civil and respectful workplace may look like. Simply read the points on the slide. If you would like to expand on the information, we suggest elaborating on what a workplace without civility and respect may look like. You can suggest the following and why you don't want this for your group:

- Emotional exhaustion among staff
- Greater conflict
- Greater job withdrawal
- More grievances and conflict
- Increased bullying

On the Agenda



Slide # 4

If your workplace completed the *Guarding Minds @ Work* (GM@W) Survey, you may wish to review the scores now. Let your employees know that there is always room for improvement, and it is also important to recognize and retain what is already working.

- Review the suggestions on the slide and let them know that putting psychological health and safety on the agenda is an active step to increase workplace civility and respect.
- If your workplace has not undertaken the GM@W Review or Survey, ask the employees if they feel the suggestions on the slide would be helpful, and why or why not.

GM@W Suggested Responses

Please consult the *Selection of GM@W Suggested Actions* and *Selection of Effective Actions: Applying a Quality Framework* documents to help you select GM@W suggested actions to undertake for Civility & Respect.

PF4: CIVILITY & RESPECT

OBJECTIVE: A work environment where employees are respectful and considerate in their interactions with one another, as well as with customers, clients and the public.

PF4: GM@W Survey Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS
PF4: GM@W Organizational Review Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS

Serious Concerns = 5 to 9 Significant Concerns = 10 to 13 Minimal Concerns* = 14 to 16 Relative Strengths = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

The list below contains actions that you can take to respond to actual or potential concerns related to **Civility & Respect**. Many of these actions have been found to be effective in research studies, have been recommended as best practices, or have been found valuable in applied settings. Some have been informed by emerging case law and regulatory requirements. **Civility & Respect** is an area of particular importance from this perspective (see also: PF1, 5, 9 and 12). The actions are drawn from diverse industries and sectors, and not all may be applicable or feasible in your particular workplace. This list is not exhaustive, nor is it intended to be prescriptive. Rather, these are suggestions for possible courses of action.

If **Civility & Respect** has been flagged as a **Relative Strength** in your workplace, it is important not to overlook this finding. You can do this by developing policies that protect this relative strength and engaging staff in discussions of how this strength can be enhanced by implementing the suggested actions below.

If **Civility & Respect** has been flagged as an area of concern in your workplace, consider which of these actions might be appropriate. In making your decision, it can be helpful to keep the following six key quality dimensions in mind: Appropriateness, Acceptability, Accessibility, Effectiveness, Efficiency and Safety (see *Selection of Effective Actions: Applying a Quality Framework* for more information).

The actions below fall into four main categories: (1) norms, values and practices of the work environment; (2) training and development initiatives; (3) communication strategies and approaches; and (4) formal policies and programs. You may have already initiated some of the actions – but consider the others. You may also have other ideas for actions you could implement – there is a space for writing these down at the end of this document. **Remember, not every action that might enhance Civility & Respect in your workplace is listed here. Implementing the following actions, however, will provide a strong foundation for building a psychologically healthy and safe workplace.**

Work Environment (Norms, Values & Practices)

- Maintain a workplace culture where disrespectful or uncivil behaviour is immediately addressed
- Manage conflict in an effective and timely fashion, and ensure follow-up with all parties involved
- Ensure that supervisors/managers are present, available and in contact with employees to more easily discern and resolve problems
- Promote and reinforce respectful leadership behaviour

Training & Development

- Provide training and resources on civil and respectful workplace behaviour (e.g., interpersonal conflict resolution, anger management)
- Provide support and training for staff who are most likely to experience difficult behaviour or complaints during the course of their work (e.g., from difficult customers/clients)
- Implement diversity training throughout the organization (e.g., on mental disability issues)

Communication

- Adopt nondiscriminatory language in all communications
- Maintain the confidentiality of employees' personal information in all communications
- Distribute policies on civility and respect regularly to all staff and ensure accessibility and placement of prominently-located copies (e.g., bulletin board, employee handbook)

Formal Policies & Programs

- Create and enforce guidelines and/or a code of ethics detailing expectations and consequences for inappropriate behaviour
- Provide resources on civility and respect policy when recruiting, hiring and orienting staff
- Maintain "zero-tolerance" policies for disrespectful behaviour, but also allow for constructive problem-solving
- Ensure formal investigation, documentation and resolution of incidents of inappropriate behaviour, including inappropriate client/customer behaviour
- Consider dispute resolution alternatives (e.g., ombudsperson, informal third-party intervention, formal mediation)

Additional resources have been created to help you take action, including: presentation slides and supporting materials (freely available at www.workplacestrategiesformentalhealth.com/ota) and a new resource - *Psychological Health and Safety: An Action Guide for Employers*, developed on behalf of the Mental Health Commission of Canada Workforce Advisory Committee, that is a practical tool designed to help employers develop implementation plans on the basis of GM@W findings (freely available at www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf).

We encourage you to review these resources for additional suggested actions.

Other Actions:

- _____

- _____

- _____

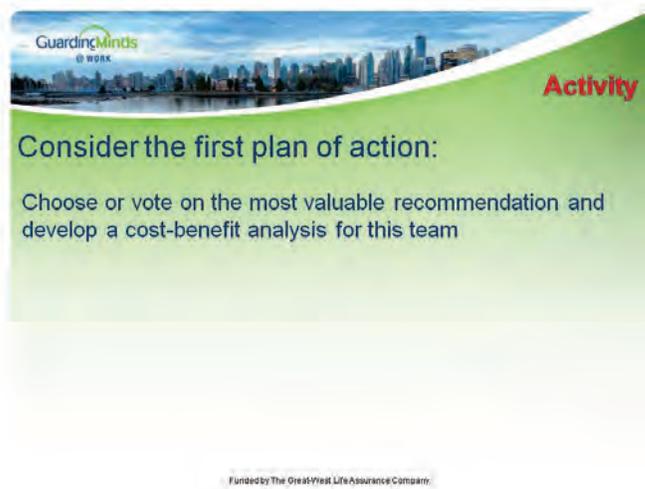
There won't be a perfect set of actions – often it's a matter of choosing the actions most likely to accomplish positive outcomes while generating the fewest potential problems.

Once you have selected one or more actions to undertake, enter them into the corresponding *GM@W Action Planning Worksheet*, pick your start date, identify who will be involved – your Action Team, and get started!



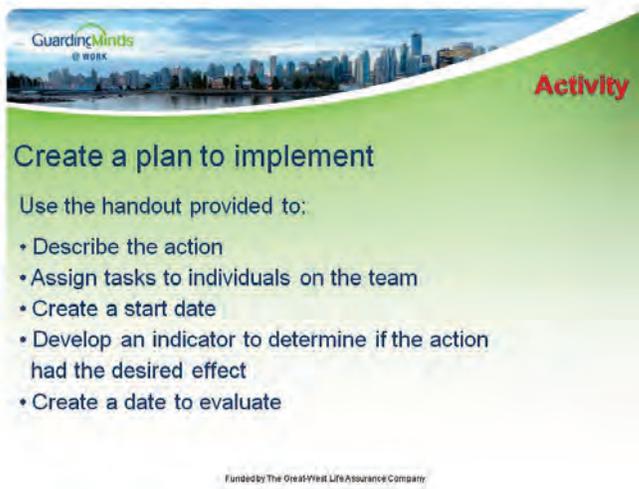
Slide # 5

- Review the recommended actions in the GM@W Suggested Responses document or choose those that you wish to share with the group as possibilities.
- Ask the employees to work in groups of three or more to review the suggested responses and discuss what each of these may mean for your workplace in regards to practicality, profit, cost and challenges.
- Ask that someone keep notes, and let them know that their group is to report back to the larger group in 15 minutes.
- Ask for a group to volunteer to start the report back and begin the discussion to choose which initiative(s) to begin with.
- Check out the Centre website at www.workplacestrategiesformentalhealth.com for free resources related to civility and respect.



Slide # 6

- Ask the employees to vote on the most important recommendation that they heard from the previous exercise. Ballots, Post-it Notes, stickers or raised hands are all ideas that could be used for voting.
- If there is a discrepancy, see if you can narrow the options down to two and discuss the potential pros and cons of each option and then re-vote, or consider implementing more than one option at once if this would be practical.
- Develop a statement with the group about why the chosen recommendation is important to them; get to the underlying need that is being met.



Slide # 7

- Hand out the Action Planning Worksheet to each employee so he or she can follow along.
- Identify each step required to implement the chosen action(s).
- Review the steps and ask for volunteers to take on different actions. If individuals feel uncomfortable taking on an action by themselves, suggest working in pairs or groups.
- Set a follow-up date to review progress on the action items together, as well as an expected completion date.

GM@W Action Planning Worksheet

Name: _____

Position: _____ Date: ____/____/____

PF4: CIVILITY & RESPECT

OBJECTIVE: A work environment where employees are respectful and considerate in their interactions with one another, as well as with customers, clients and the public.

PF4 GM@W Survey Results

PF4 GM@W Survey Score: _____ (5 to 20)

Date administered: ____/____/____



PF4 GM@W Organizational Review Results

PF4 GM@W Organizational Review Score: _____ (5 to 20)

Date administered: ____/____/____



Serious Concerns = 5 to 9 Significant Concerns = 10 to 13 Minimal Concerns* = 14 to 16 Relative Strengths = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

	Selected Action(s) (What exactly are you planning to do?)	Starting Date (What is a realistic date to begin?)	End Date (Is the action ongoing or will it end? If so, when?)	Action Team (Who is involved? Be specific.)	Indicator(s) (What changes do you expect to result from this Action?)	Evaluation Date (When will you determine if the Action was successful?)
Action Priority 1:						
Action Priority 2: <i>(if applicable)</i>						
Action Priority 3: <i>(if applicable)</i>						



Slide # 8

Funded by The Great-West Life Assurance Company.
Guarding Minds @ Work is a trademark of The Consortium for Organizational Mental Health and is used with permission.

For this slide, we suggest encouraging your employees to check out the *Workplace Strategies for Mental Health* website at www.workplacestrategiesformentalhealth.com. The website features a number of employee-specific resources they can access for free:

- Self-assessment tools to check their current state of mental health
- Information about mental health, addiction and mental illness
- Approaches to mental wellness and coping with workplace stressors
- *Working Through It*, which is a video-based series of video clips by, and for, those struggling while at work, off work or returning to work

On the **Agenda**



Facilitator's Guide

Psychological Competencies & Requirements

Psychological Competencies & Requirements



Slide # 1

For this slide, you want to ensure that you have already introduced:

- yourself
- your role within the organization, if unknown to the group
- why you are engaging the group in this discussion
- the importance of addressing psychological health and safety in your organization

The importance of addressing psychological health and safety in your organization can be highlighted by stating the following:

1. Depression will rank second only to heart disease as the leading cause of disability worldwide by the year 2020, which can impact the workplace in areas such as bottom-line production and team work.
2. There are current and emerging legal requirements in Canada for the protection of employee psychological health and safety and the promotion of civility and respect at work.
3. Organizations that value and improve the health of the workplace can improve their organization profile. An improved profile can result in better recruitment and retention rates, enhancing the potential for growth. We want you and potential employees to know that we value your contribution to the organization, that you do good work and that we want to help you to continue to be successful at work.

After these statements, you might say: “The focus of this session is to discuss psychological competencies and requirements in the workplace”.

On the Agenda



Slide # 2

This slide provides a definition of psychological competencies and requirements in the workplace. We recommend starting with the definition provided by *Guarding Minds @ Work*™: “Effective psychological competencies and requirements occurs in a work environment where there is a good fit between an employee’s interpersonal and emotional competencies and the requirements of the position they hold.” Then open the floor for questions about the definition. An idea to get employees to start participating in your presentation is to ask a volunteer in the audience to read the slide.

You may wish to share additional information such as:

1. What does psychological competencies and requirements in the workplace mean?

Possible Answer: This means that employees have the technical skills and knowledge for a particular position, but they also have the psychological skills and emotional intelligence to do the job. Emotional intelligence means self-awareness, impulse control, persistence, self-motivation and empathy required for the position.

2. Why is psychological competencies and requirements important?

Possible Answer: It has been found that it is more important for employees to feel that they fit their job, rather than being assessed to match a particular job.

About PF5: Psychological Competencies & Requirements

What are Psychosocial Factors?

Psychosocial factors are elements that impact employees' psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers).

What is PF5: Psychological Competencies & Requirements?

GM@W defines PF5: Psychological Competencies & Requirements as present in a work environment where there is a good fit between employees' interpersonal and emotional competencies and the requirements of the position they hold. This means that employees not only possess the technical skills and knowledge for a particular position, but they also have the psychological skills and emotional intelligence to do the job. Emotional intelligence includes self-awareness, impulse control, persistence, self-motivation, empathy and social deftness. Of note is the fact that a subjective job fit has been found to be more important than an objective job fit, meaning it is more important for employees to feel they fit their job, rather than being assessed and matched to the job.

Why is Psychological Competencies & Requirements important?

A fit between employees' psychological competencies and the requirements of the position they hold is associated with fewer somatic health complaints, lower levels of depression, greater self-esteem and a more positive self-concept. It is also associated with enhanced performance, job satisfaction and employee retention.

What happens when there is a misfit between employees' psychological competencies and the requirements of the position they hold?

A misfit between employees' psychological competencies and the requirements of the position they hold may result in job strain. This strain can be expressed as emotional distress and arousal, excessive cognitive rumination, defensiveness, energy depletion and lower mood levels. Organizationally, competencies and requirements misfit is linked to a reduction of applicants in the recruitment and training process, lack of enjoyment and engagement, poor productivity, conflict, and greater voluntary turnover.

How can Psychological Competencies & Requirements be improved?

Start by conducting the GM@W Organizational Review and/or the GM@W Survey and reviewing the results. If **Psychological Competencies & Requirements** is identified as an area of concern or relative strength, refer to the GM@W Action Resources for a practical strategy and evidence-based and effective suggested actions that can improve **Psychological Competencies & Requirements**. It is also important to discuss the findings with employees to gain a further understanding of the results and to obtain input into possible interventions. Furthermore, it is important to evaluate the undertaken interventions over time to ensure they are effective and to take corrective action where needed. Consider reviewing the resources below. Finally, refer back to the GM@W website on occasion for new ideas about how **Psychological Competencies & Requirements** can be enhanced.

Further information about Psychological Competencies & Requirements:

- Canadian Mental Health Association, Ontario. (2012). *Mental health works*. Retrieved from <http://www.mentalhealthworks.ca>
- Carless, S. (2005). Person-job fit versus person-organization fit as predictors of organizational attraction and job acceptance intentions: A longitudinal study. *Journal of Occupational & Organizational Psychology*, 78(3), 411-429. doi: 10.1348/096317905X25995
- Gilbert, M. & Bilsker, D. (2012). *Psychological Health and Safety: An Action Guide for Employers*. Retrieved from http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf
- Goleman, D. (1995). *Emotional intelligence*. New York: Bantam Books.
- Scroggins, W. (2008). The relationship between employee fit perceptions, job performance, and retention: Implications of perceived fit. *Employee Responsibilities & Rights Journal*, 20(1), 57-71. doi: 10.1007/s10672-007-9060-0
- Shaw, J., & Gupta, N. (2004). Job complexity, performance and well-being: When does supplies-values fit matter? *Personnel Psychology*, 57(4), 847-879. doi: 10.1111/j.1744-6570.2004.00008.x
- The Great-West Life Assurance Company. (2012). PF5: Psychological Competencies and Requirements. In *Centre Resources by GM@W Factor and On the Agenda*. Retrieved from <http://www.workplacestrategiesformentalhealth.com>

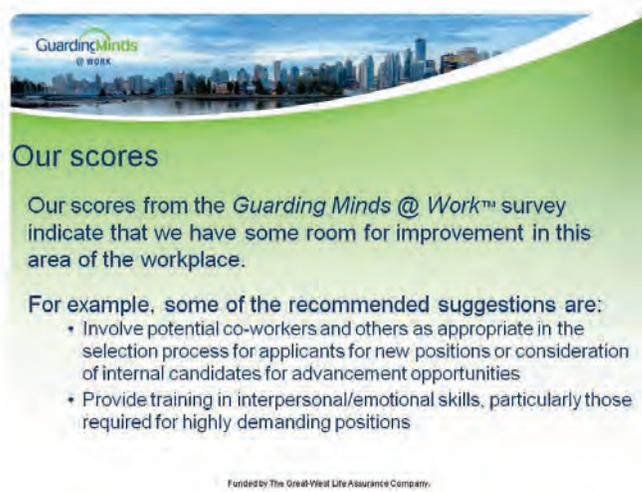
www.guardingmindsatwork.ca



Slide # 3

This slide details what psychological competencies and requirements in the workplace may look like. Simply read the points on the slide. If you would like to expand on the information, we suggest elaborating on what a workplace without psychological competencies and requirements may look like. You can suggest the following and why you don't want this for your group:

- Job strain
- Emotional distress
- Defensiveness of employees
- Lower mood levels
- Increased turnover



Slide # 4

If your workplace completed the *Guarding Minds @ Work* (GM@W) Survey, you may wish to review the scores now. Let your employees know that there is always room for improvement, and it is also important to recognize and retain what is already working.

- Review the suggestions on the slide and let them know that putting psychological health and safety on the agenda is an active step to increase interpersonal competencies.
- If your workplace has not undertaken the GM@W Review or Survey, ask the employees if they feel the suggestions on the slide would be helpful, and why or why not.

GM@W Suggested Responses

Please consult the *Selection of GM@W Suggested Actions* and *Selection of Effective Actions: Applying a Quality Framework* documents to help you select GM@W suggested actions to undertake for Psychological Competencies & Requirements.

PF5: PSYCHOLOGICAL COMPETENCIES & REQUIREMENTS

OBJECTIVE: A work environment where there is a good fit between employees' interpersonal and emotional competencies and the requirements of the position they hold.

PF5: GM@W Survey Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS
PF5: GM@W Organizational Review Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS

Serious Concerns = 5 to 9 Significant Concerns = 10 to 13 Minimal Concerns* = 14 to 16 Relative Strengths = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

The list below contains actions that you can take to respond to actual or potential concerns related to **Psychological Competencies & Requirements**. Many of these actions have been found to be effective in research studies, have been recommended as best practices, or have been found valuable in applied settings. Some have been informed by emerging case law and regulatory requirements. *Psychological Competencies & Requirements is an area of particular importance from this perspective (see also: PF1, 4, 9 and 12).* The actions are drawn from diverse industries and sectors, and not all may be applicable or feasible in your particular workplace. This list is not exhaustive, nor is it intended to be prescriptive. Rather, these are suggestions for possible courses of action.

If **Psychological Competencies & Requirements** has been flagged as a **Relative Strength** in your workplace, it is important not to overlook this finding. You can do this by developing policies that protect this relative strength and engaging staff in discussions of how this strength can be enhanced by implementing the suggested actions below.

If **Psychological Competencies & Requirements** has been flagged as an area of concern in your workplace, consider which of these actions might be appropriate. In making your decision, it can be helpful to keep the following six key quality dimensions in mind: Appropriateness, Acceptability, Accessibility, Effectiveness, Efficiency and Safety (see *Selection of Effective Actions: Applying a Quality Framework* for more information).

The actions below fall into four main categories: (1) norms, values and practices of the work environment; (2) training and development initiatives; (3) communication strategies and approaches; and (4) formal policies and programs. You may have already initiated some of the actions – but consider the others. You may also have other ideas for actions you could implement – there is a space for writing these down at the end of this document. **Remember, not every action that might enhance Psychological Competencies & Requirements in your workplace is listed here. Implementing the following actions, however, will provide a strong foundation for building a psychologically healthy and safe workplace.**

Work Environment (Norms, Values & Practices)

- Ensure that hiring and promotion decisions consider interpersonal/emotional competencies in addition to technical skills and knowledge (Note: “interpersonal/emotional competencies” refer to abilities and capacities to manage emotions and relationships, and to effectively solve challenging interpersonal problems at work)
- Develop a culture in which the concept of emotional intelligence is understood, valued and used as a criterion for recruitment, selection, recognition/reward and promotion
- Involve potential coworkers and others in the selection process of applicants for new positions or consideration of internal candidates for advancement opportunities

Training & Development

- Provide training and interview guidelines for evaluating an applicant’s potential interpersonal/emotional fit with the specific position, as well as with the overall organization
- Orient new employees to the interpersonal/emotional competencies needed for their jobs
- Provide training in interpersonal/emotional skills, particularly those required for highly-demanding positions

Communication

- Provide reinforcement and praise for demonstration of interpersonal/emotional competencies
- Conduct regular and collaborative performance evaluations that include constructive feedback about interpersonal/emotional behaviour
- Where appropriate, consider a process allowing employees to explore internal positions that may better match their interpersonal/emotional competencies (e.g., via job-shadowing or career-development discussions)

Formal Policies & Programs

- Create detailed job descriptions that include interpersonal/emotional competencies requirements
- Enhance the selection process by allowing candidates to preview job interpersonal/emotional competencies requirements during the hiring process
- Provide a probationary period of employment for new hires to ensure good job fit and provide further feedback, training and support as needed
- Perform job analyses to evaluate the interpersonal/emotional, physical and knowledge competencies requirements of the job, and complementary values and interests

Additional resources have been created to help you take action, including: presentation slides and supporting materials (freely available at www.workplacestrategiesformentalhealth.com/ota) and a new resource - *Psychological Health and Safety: An Action Guide for Employers*, developed on behalf of the Mental Health Commission of Canada Workforce Advisory Committee, that is a practical tool designed to help employers develop implementation plans on the basis of GM@W findings (freely available at www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf).

We encourage you to review these resources for additional suggested actions.

Other Actions:

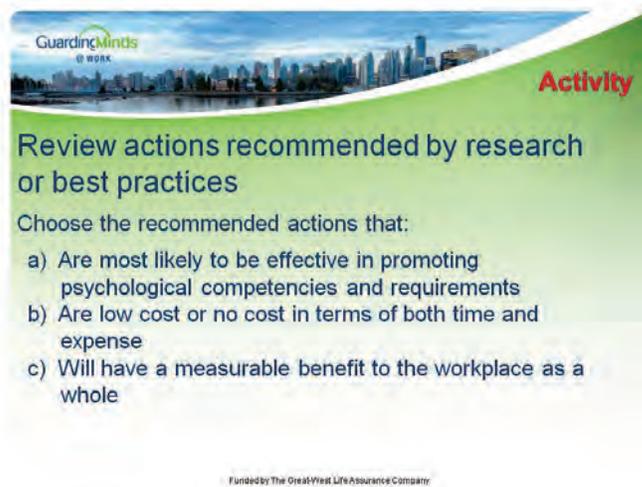
- _____

- _____

- _____

There won't be a perfect set of actions – often it's a matter of choosing the actions most likely to accomplish positive outcomes while generating the fewest potential problems.

Once you have selected one or more actions to undertake, enter them into the corresponding *GM@W Action Planning Worksheet*, pick your start date, identify who will be involved – your Action Team, and get started!



Guarding Minds @ work

Activity

Review actions recommended by research or best practices

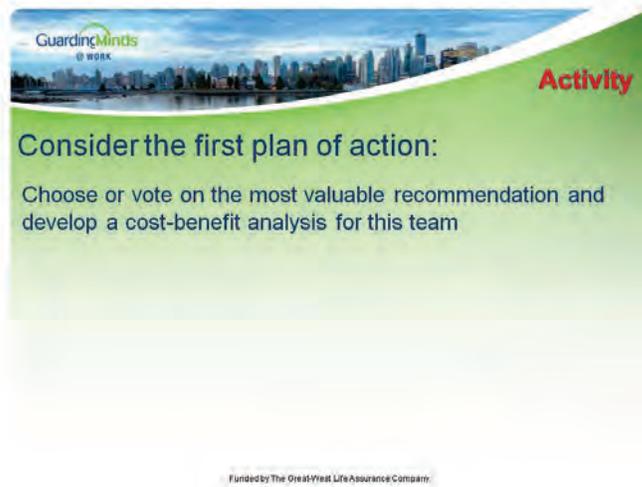
Choose the recommended actions that:

- Are most likely to be effective in promoting psychological competencies and requirements
- Are low cost or no cost in terms of both time and expense
- Will have a measurable benefit to the workplace as a whole

Funded by The Great-West Life Assurance Company

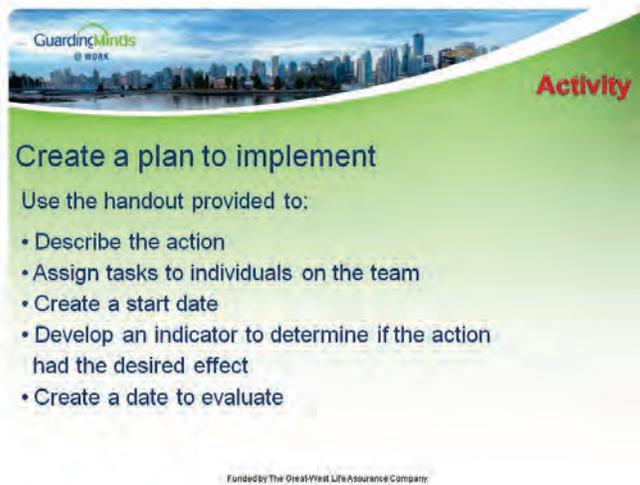
Slide # 5

- Review the recommended actions in the GM@W Suggested Responses document or choose those that you wish to share with the group as possibilities.
- Ask the employees to work in groups of three or more to review the suggested responses and discuss what each of these may mean for your workplace in regards to practicality, profit, cost and challenges.
- Ask that someone keep notes, and let them know that their group is to report back to the larger group in 15 minutes.
- Ask for a group to volunteer to start the report back and begin the discussion to choose which initiative(s) to begin with.
- Check out the Centre website at www.workplacestrategiesformentalhealth.com for free resources related to psychological competencies and requirements.



Slide # 6

- Ask the employees to vote on the most important recommendation that they heard from the previous exercise. Ballots, Post-it notes, stickers or raised hands are all ideas that could be used for voting.
- If there is a discrepancy, see if you can narrow the options down to two and discuss the potential pros and cons of each option and then re-vote, or consider implementing more than one option at once if this would be practical.
- Develop a statement with the group about why the chosen recommendation is important to them; get to the underlying need that is being met.



Slide # 7

- Hand out the Action Planning Worksheet to each employee so he or she can follow along.
- Identify each step required to implement the chosen action(s).
- Review the steps and ask for volunteers to take on different actions. If individuals feel uncomfortable taking on an action by themselves, suggest working in pairs or groups.
- Set a follow-up date to review progress on the action items together, as well as an expected completion date.

GM@W Action Planning Worksheet

Name: _____

Position: _____ Date: ____/____/____

PF5: PSYCHOLOGICAL COMPETENCIES & REQUIREMENTS

OBJECTIVE: A work environment where there is a good fit between employees' interpersonal and emotional competencies and the requirements of the position they hold.

PF5 GM@W Survey Results

PF5 GM@W Survey Score: _____ (5 to 20)

Date administered: ____/____/____



PF5 GM@W Organizational Review Results

PF5 GM@W Organizational Review Score: _____ (5 to 20)

Date administered: ____/____/____



Serious Concerns = 5 to 9 Significant Concerns = 10 to 13 Minimal Concerns* = 14 to 16 Relative Strengths = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

	Selected Action(s) (What exactly are you planning to do?)	Starting Date (What is a realistic date to begin?)	End Date (Is the action ongoing or will it end? If so, when?)	Action Team (Who is involved? Be specific.)	Indicator(s) (What changes do you expect to result from this Action?)	Evaluation Date (When will you determine if the Action was successful?)
Action Priority 1:						
Action Priority 2: <i>(if applicable)</i>						
Action Priority 3: <i>(if applicable)</i>						



Slide # 8

For this slide, we suggest encouraging your employees to check out the *Workplace Strategies for Mental Health* website at www.workplacestrategiesformentalhealth.com. The website features a number of employee-specific resources they can access for free:

- Self-assessment tools to check their current state of mental health
- Information about mental health, addiction and mental illness
- Approaches to mental wellness and coping with workplace stressors
- *Working Through It*, which is a video-based series of video clips by, and for, those struggling while at work, off work or returning to work

On the **Agenda**



Facilitator's Guide

Growth & Development

Growth & Development



Slide # 1

For this slide, you want to ensure that you have already introduced:

- yourself
- your role within the organization, if unknown to the group
- why you are engaging the group in this discussion
- the importance of addressing psychological health and safety in your organization

The importance of addressing psychological health and safety in your organization can be highlighted by stating the following:

1. Depression will rank second only to heart disease as the leading cause of disability worldwide by the year 2020, which can impact the workplace in areas such as bottom-line production and team work.
2. There are current and emerging legal requirements in Canada for the protection of employee psychological health and safety and the promotion of civility and respect at work.
3. Organizations that value and improve the health of the workplace can improve their organization profile. An improved profile can result in better recruitment and retention rates, enhancing the potential for growth. We want you and potential employees to know that we value your contribution to the organization, that you do good work and that we want to help you to continue to be successful at work.

After these statements, you might say: “The focus of this session is to discuss employee growth and development in the workplace”.

On the Agenda



Slide # 2

This slide provides a definition of employee growth and development. We recommend starting with the definition provided by *Guarding Minds @ Work*[™]: “Growth and development occur in a work environment where employees receive encouragement and support in the development of their interpersonal, emotional and job skills.” Then open the floor for questions about the definition. An idea to get employees to start participating in your presentation is to ask a volunteer in the audience to read the slide. You can also offer additional information such as:

1. What does growth and development in the workplace mean?

Possible Answer: They mean the workplace provides a range of opportunities for employees to build their skills to help with their current jobs and prepare for possible future positions.

2. Why are growth and development important?

Possible Answer: They allow for greater goal commitment on behalf of employees because employees feel supported in their future aspirations.

About PF6: Growth & Development

What are Psychosocial Factors?

Psychosocial factors are elements that impact employees' psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers).

What is PF6: Growth & Development?

GM@W defines PF6: Growth & Development as present in a work environment where employees receive encouragement and support in the development of their interpersonal, emotional and job skills. Such workplaces provide a range of internal and external opportunities for employees to build their repertoire of competencies, which will not only help with their current jobs, but will also prepare them for possible future positions.

Why is Growth & Development important?

Employee development increases goal commitment, organizational commitment and job satisfaction. Employees feel that organizations care when they support growth and development, and skill acquisition and career development directly enhance employee well-being. It is important to ensure that growth opportunities extend beyond learning specific technical skills necessary for job performance, also including opportunities to learn personal and interpersonal skills that are critical to successfully caring for oneself and relating to others.

What happens when employees don't have opportunities for growth and development?

Employees who are not challenged by their work will grow bored, their well-being will suffer, and their performance will drop. When staff do not have opportunities to learn and improve their interpersonal and psychological skills, the result can be conflict, disengagement and distress.

How can Growth & Development be improved?

Start by conducting the GM@W Organizational Review and/or the GM@W Survey and reviewing the results. If **Growth & Development** is identified as an area of concern or relative strength, refer to the GM@W Action Resources for a practical strategy and evidence-based and effective suggested actions that can improve **Growth & Development**. It is also important to discuss the findings with employees to gain a further understanding of the results and to obtain input into possible interventions. Furthermore, it is important to evaluate the undertaken interventions over time to ensure they are effective and to take corrective action where needed. Consider reviewing the resources below. Finally, refer back to the GM@W website on occasion for new ideas about how **Growth & Development** can be enhanced.

Further information about Growth & Development:

- Briscoe, D. (1987). The 10 commandments of development. *Training & Development Journal*, 41(8), 54.
- Gilbert, M. & Bilsker, D. (2012). *Psychological Health and Safety: An Action Guide for Employers*. Retrieved from http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf
- Jacobs, R., & Washington, C. (2003). Employee development and organizational performance: A review of literature and directions for future research. *Human Resource Development International*, 6(3), 343-354.
doi: <http://dx.doi.org/10.1080/13678860110096211>
- Lee, C., & Bruvold, N. (2003). Creating value for employees: Investment in employee development. *International Journal of Human Resource Management*, 14(6), 981-1000. Retrieved from <http://www.mobilityagenda.org/value.pdf>
- Putrich, D. (2005). Employee development on a shoestring. *Computerworld*, 39(27), 32.
- The Great-West Life Assurance Company. (2012). PF6: Growth and Development. In *Centre Resources by GM@W Factor and On the Agenda*. Retrieved from <http://www.workplacestrategiesformentalhealth.com>

www.guardingmindsatwork.ca

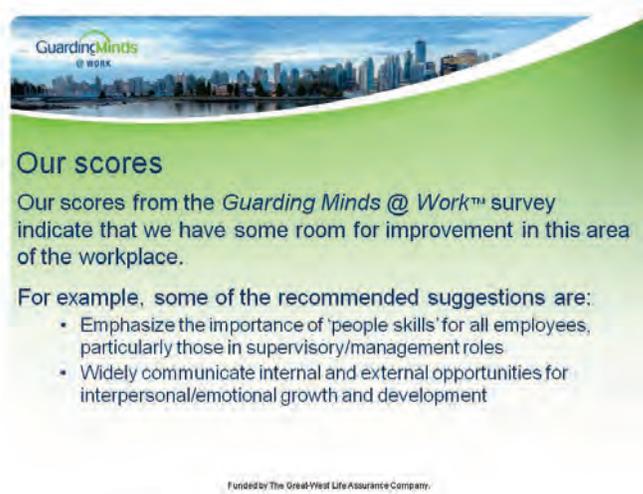


Slide # 3

This slide details what employee growth and development might look like. Simply read the points on the slide. If you would like to expand on the information, we suggest elaborating on what a non-supportive employee growth and development workplace may look like.

You can suggest the following and why you don't want this for your group:

- Employees do not feel challenged and can begin to feel bored
- Performance will drop
- Increased co-worker conflict



Slide # 4

If your workplace completed the *Guarding Minds @ Work* (GM@W) Survey, you may wish to review the scores now. Let your employees know that there is always room for improvement, and it is also important to recognize and retain what is already working.

- Review the suggestions on the slide and let them know that putting psychological health and safety on the agenda is an active step to support employee growth and development in the workplace.
- If your workplace has not undertaken the GM@W Review or Survey, ask the employees if they feel the suggestions on the slide would be helpful, and why or why not.

GM@W Suggested Responses

Please consult the *Selection of GM@W Suggested Actions* and *Selection of Effective Actions: Applying a Quality Framework* documents to help you select GM@W suggested actions to undertake for Growth & Development.

PF6: GROWTH & DEVELOPMENT

OBJECTIVE: A work environment where employees receive encouragement and support in the development of their interpersonal, emotional and job skills.

PF6: GM@W Survey Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS
PF6: GM@W Organizational Review Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS

Serious Concerns = 5 to 9 **Significant Concerns = 10 to 13** **Minimal Concerns* = 14 to 16** **Relative Strengths** = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

The list below contains actions that you can take to respond to actual or potential concerns related to **Growth & Development**. Many of these actions have been found to be effective in research studies, have been recommended as best practices, or have been found valuable in applied settings. Some have been informed by emerging case law and regulatory requirements. The actions are drawn from diverse industries and sectors, and not all may be applicable or feasible in your particular workplace. This list is not exhaustive, nor is it intended to be prescriptive. Rather, these are suggestions for possible courses of action.

If **Growth & Development** has been flagged as a **Relative Strength** in your workplace, it is important not to overlook this finding. You can do this by developing policies that protect this relative strength and engaging staff in discussions of how this strength can be enhanced by implementing the suggested actions below.

If **Growth & Development** has been flagged as an area of concern in your workplace, consider which of these actions might be appropriate. In making your decision, it can be helpful to keep the following six key quality dimensions in mind: Appropriateness, Acceptability, Accessibility, Effectiveness, Efficiency and Safety (see *Selection of Effective Actions: Applying a Quality Framework* for more information).

The actions below fall into four main categories: (1) norms, values and practices of the work environment; (2) training and development initiatives; (3) communication strategies and approaches; and (4) formal policies and programs. You may have already initiated some of the actions – but consider the others. You may also have other ideas for actions you could implement – there is a space for writing these down at the end of this document. **Remember, not every action that might enhance Growth & Development in your workplace is listed here. Implementing the following actions, however, will provide a strong foundation for building a psychologically healthy and safe workplace.**

Work Environment (Norms, Values & Practices)

- Foster a culture where the development of interpersonal/emotional competencies is valued and encouraged (Note: “interpersonal/emotional competencies” refer to abilities and capacities to manage emotions and relationships, and to effectively solve challenging interpersonal problems at work)
- Emphasize the importance of “people skills” for all employees, but particularly for those in leadership roles
- Provide a range of resources and opportunities to enhance interpersonal/emotional competencies (e.g., on-site library, intranet)

Training & Development

- Obtain staff input regarding the training they need to enhance their interpersonal/emotional growth and development
- Provide opportunities for job-shadowing, job-sharing or mentoring that facilitate interpersonal/emotional skill development
- Provide dedicated time and funds for training that includes a focus on developing employees’ interpersonal/emotional skills

Communication

- Provide organizational acknowledgement and reinforcement for staff who have demonstrated exemplary interpersonal/emotional behaviour throughout the course of their work
- Ensure that supervisors/leaders provide frequent and constructive feedback on employee performance and offer opportunities and support for further interpersonal/emotional skill development
- Widely communicate internal and external opportunities for interpersonal/emotional growth and development

Formal Policies & Programs

- Create and maintain detailed development plans for employees that include goals for interpersonal/emotional skill development, and review these in performance evaluations
- Provide opportunities for staff to develop skills that make them competitive for internal career postings
- Consider the interpersonal/emotional competencies of candidates in promotion decisions

Additional resources have been created to help you take action, including: presentation slides and supporting materials (freely available at www.workplacestrategiesformentalhealth.com/ota) and a new resource - *Psychological Health and Safety: An Action Guide for Employers*, developed on behalf of the Mental Health Commission of Canada Workforce Advisory Committee, that is a practical tool designed to help employers develop implementation plans on the basis of GM@W findings (freely available at www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf).

We encourage you to review these resources for additional suggested actions.

Other Actions:

- _____

- _____

- _____

There won't be a perfect set of actions – often it's a matter of choosing the actions most likely to accomplish positive outcomes while generating the fewest potential problems.

Once you have selected one or more actions to undertake, enter them into the corresponding *GM@W Action Planning Worksheet*, pick your start date, identify who will be involved – your Action Team, and get started!

Guarding Minds @ work

Activity

Review actions recommended by research or best practices

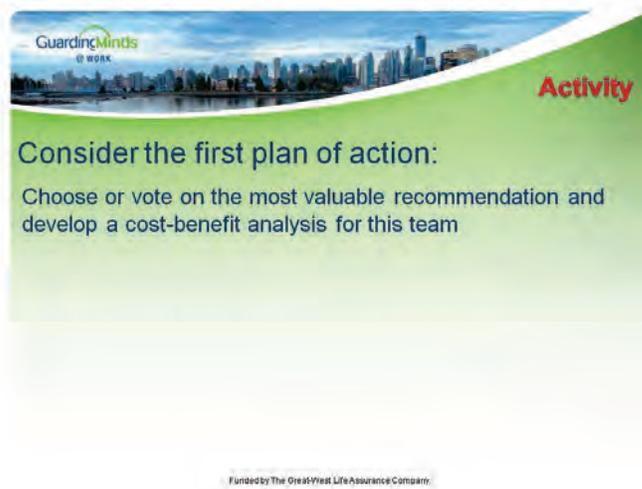
Choose the recommended actions that:

- a) Are most likely to be effective in enhancing growth and development opportunities
- b) Are low cost or no cost in terms of both time and expense
- c) Will have a measurable benefit to the workplace as a whole

Funded by The Great-West Life Assurance Company

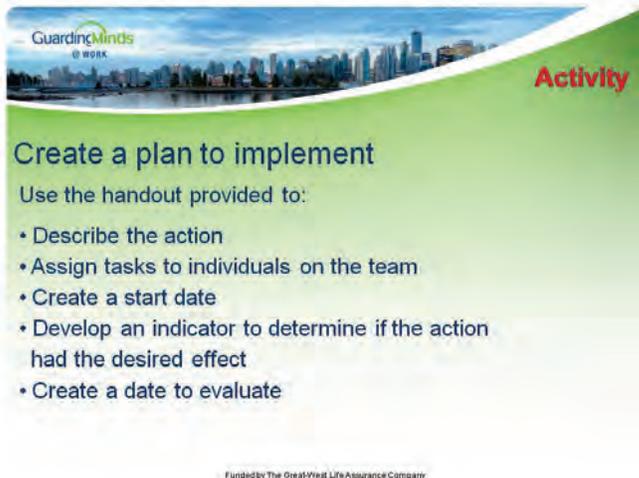
Slide # 5

- Review the recommended actions in the GM@W Suggested Responses document or choose those that you wish to share with the group as possibilities.
- Ask the employees to work in groups of three or more to discuss what each of these may mean for your workplace in regards to practicality, profit, cost and challenges.
- Ask that someone keep notes, and let them know that their group is to report back to the larger group in 15 minutes.
- Ask for a group to volunteer to start the report back and begin the discussion to choose which initiative(s) to begin with. .
- Check out the Centre website at www.workplacestrategiesformentalhealth.com for free resources related to growth and development.



Slide # 6

- Ask the employees to vote on the most important recommendation that they heard from the previous exercise. Ballots, Post-it Notes, stickers or raised hands are all ideas that could be used for voting.
- If there is a discrepancy, see if you can narrow the options down to two and discuss the potential pros and cons of each option and then re-vote, or consider implementing more than one option at once if this would be practical.
- Develop a statement with the group about why the chosen recommendation is important to them; get to the underlying need that is being met.



Slide # 7

- Hand out the Action Planning Worksheet to each employee so he or she can follow along.
- Identify each step required to implement the chosen action(s).
- Review the steps for implementing the various actions and ask for volunteers to take on different actions. If individuals feel uncomfortable taking on an action by themselves, suggest working in pairs or groups.
- Set a follow-up date to review progress on the action items together, as well as an expected completion date.

GM@W Action Planning Worksheet

Name: _____

Position: _____ Date: ____/____/____

PF6: GROWTH & DEVELOPMENT

OBJECTIVE: A work environment where employees receive encouragement and support in the development of their interpersonal, emotional and job skills.

PF6 GM@W Survey Results

PF6 GM@W Survey Score: _____ (5 to 20)

Date administered: ____/____/____



PF6 GM@W Organizational Review Results

PF6 GM@W Organizational Review Score: _____ (5 to 20)

Date administered: ____/____/____



Serious Concerns = 5 to 9 Significant Concerns = 10 to 13 Minimal Concerns* = 14 to 16 Relative Strengths = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

	Selected Action(s) (What exactly are you planning to do?)	Starting Date (What is a realistic date to begin?)	End Date (Is the action ongoing or will it end? If so, when?)	Action Team (Who is involved? Be specific.)	Indicator(s) (What changes do you expect to result from this Action?)	Evaluation Date (When will you determine if the Action was successful?)
Action Priority 1:						
Action Priority 2:						
Action Priority 3:						



Slide # 8

Funded by The Great-West Life Assurance Company.
Guarding Minds @ Work is a trademark of The Consortium for Organizational Mental Health and is used with permission.

For this slide, we suggest encouraging your employees to check out the *Workplace Strategies for Mental Health* website at www.workplacestrategiesformentalhealth.com. The website features a number of employee-specific resources they can access for free:

- Self-assessment tools to check their current state of mental health
- Information about mental health, addiction and mental illness
- Approaches to mental wellness and coping with workplace stressors
- *Working Through It*, which is a video-based series of video clips by, and for, those struggling while at work, off work or returning to work

On the **Agenda**



Facilitator's Guide

Recognition & Reward

Recognition & Reward



Slide # 1

For this slide, you want to ensure that you have already introduced:

- yourself
- your role within the organization, if unknown to the group
- why you are engaging the group in this discussion
- the importance of addressing psychological health and safety in your organization

The importance of addressing psychological health and safety in your organization can be highlighted by stating the following:

1. Depression will rank second only to heart disease as the leading cause of disability worldwide by the year 2020, which can impact the workplace in areas such as bottom-line production and team work.
2. There are current and emerging legal requirements in Canada for the protection of employee psychological health and safety and the promotion of civility and respect at work.
3. Organizations that value and improve the health of the workplace can improve their organization profile. An improved profile can result in better recruitment and retention rates, enhancing the potential for growth. We want you and potential employees to know that we value your contribution to the organization, that you do good work and that we want to help you to continue to be successful at work.

After these statements, you might say: “The focus of this session is to discuss recognition and reward in the workplace”.

On the Agenda



Slide # 2

This slide provides a definition of recognition and reward in the workplace. We recommend starting with the proposed definition provided by *Guarding Minds @ Work*[™]: “Recognition and reward occurs in a work environment where there is appropriate acknowledgment and appreciation of employees’ efforts in a fair and timely manner.” Then open the floor for questions about the definition. An idea to get employees to start participating in your presentation is to ask a volunteer in the audience to read the slide. You may wish to share additional information such as:

1. What do recognition and reward mean?

Possible Answer: It means engaging in regular and appropriate financial compensation as well as team celebrations, recognition of years served at work, and/or milestones reached in the personal and professional lives of employees.

2. Why are recognition and reward important?

Possible Answer: They motivate employees to work, as well as to try to exceed work expectations. When employees are recognized and rewarded for their work, it improves their self-esteem and enhances team success.

About PF7: Recognition & Reward

What are Psychosocial Factors?

Psychosocial factors are elements that impact employees' psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers).

What is PF7: Recognition & Reward?

GM@W defines PF7: Recognition & Reward as present in a work environment where there is appropriate acknowledgement and appreciation of employees' efforts in a fair and timely manner. This includes appropriate and regular financial compensation, as well as employee or team celebrations, recognition of years served, and/or milestones reached.

Why is Recognition & Reward important?

Recognizing and rewarding employees motivates them, fuels their desire to excel, builds their self-esteem, encourages employees to exceed expectations, and enhances team success. This, in turn, provides staff with more energy and enthusiasm and a greater sense of pride and participation in their work. In addition, employees who receive recognition are more likely to treat colleagues and customers with courtesy, respect and understanding.

What happens when employees don't receive appropriate recognition and reward?

When employees believe that their efforts are not appreciated it can undermine their confidence in their work and trust in the organization. At the least, employees are likely to feel demoralized; alternatively, they may quit. An imbalance between effort and reward is a significant contributor to burnout and emotional distress leading to a range of psychological and physical disorders.

How can Recognition & Reward be improved?

Start by conducting the GM@W Organizational Review and/or the GM@W Survey and reviewing the results. If **Recognition & Reward** is identified as an area of concern or relative strength, refer to the GM@W Action Resources for a practical strategy and evidence-based and effective suggested actions that can improve **Recognition & Reward**. It is also important to discuss the findings with employees to gain a further understanding of the results and to obtain input into possible interventions. Furthermore, it is important to evaluate the undertaken interventions over time to ensure they are effective and to take corrective action where needed. Consider reviewing the resources below. Finally, refer back to the GM@W website on occasion for new ideas about how **Recognition & Reward** can be enhanced.

Further information about Recognition & Reward:

- Canadian Mental Health Association, Ontario. (2012). *Mental health works*. Retrieved from <http://www.mentalhealthworks.ca>
- de Jonge, J., & Bosma, H. (2000). Job strain, effort-reward imbalance and employee well-being: A large-scale cross-sectional study. *Social Science & Medicine*, 50(9), 1317-1327. Retrieved from <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.196.1790&rep=rep1&type=pdf>
- Gilbert, M. & Bilsker, D. (2012). *Psychological Health and Safety: An Action Guide for Employers*. Retrieved from http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf
- Harrell, R. (2001). Employee recognition brings excellence to the forefront. *Health Care Registration: The Newsletter for Health Care Registration Professionals*, 11(1), 10-11.
- Harrell, R. & Bruno, A. (2001). Genuine recognition is never trite. *Health Care Registration: The Newsletter for Health Care Registration Professionals*, 11(2), 7-9.
- Nelson, B. (2002). The rewards of recognition. *Leader to Leader*, 23, 16-19.
- Nelson, B. (2002). Tips to make employee recognition a habit. *Health Care Registration: The Newsletter for Health Care Registration Professionals*, 11(12), 11-13.
- The Great-West Life Assurance Company. (2012). PF7: Recognition and Reward. In *Centre Resources by GM@W Factor and On the Agenda*. Retrieved from <http://www.workplacestrategiesformentalhealth.com>

www.guardingmindsatwork.ca



Slide # 3

This slide details what recognition and reward in the workplace may look like. Simply read the points on the slide. If you would like to expand on the information, we suggest elaborating on what a non-rewarding workplace may look like. You can suggest the following and why you don't want this for your group:

- Employees begin to feel demoralized
- Lack of recognition can lead to emotional distress and burnout
- Employees begin to lose faith in their organization and may choose to quit



Our scores

Our scores from the *Guarding Minds @ Work™* survey indicate that we have some room for improvement in this area of the workplace.

For example, some of the recommended suggestions are:

- Demonstrate appreciation for staff who go the extra mile at work
- Create a culture where praise outweighs criticism (e.g., the '80/20' rule, 8 positively reinforcing comments for every 2 points of constructive criticism)

Funded by The Great-West Life Assurance Company.

Slide # 4

If your workplace or a sector in the workplace completed the *Guarding Minds @ Work* (GM@W) Survey, you may wish to review the scores now. Let your employees know that there is always room for improvement, and it is also important to recognize and retain what is already working.

- Review the suggestions on the slide and let them know that putting psychological health and safety on the agenda is an active step to increase recognition and reward in the workplace.
- If your workplace has not undertaken the GM@W Review or Survey, ask the employees if they feel the suggestions on the slide would be helpful, and why or why not.

GM@W Suggested Responses

Please consult the *Selection of GM@W Suggested Actions* and *Selection of Effective Actions: Applying a Quality Framework* documents to help you select GM@W suggested actions to undertake for Recognition & Reward.

PF7: RECOGNITION & REWARD

OBJECTIVE: A work environment where there is appropriate acknowledgement and appreciation of employees' efforts in a fair and timely manner.

PF7: GM@W Survey Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS
PF7: GM@W Organizational Review Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS

Serious Concerns = 5 to 9 **Significant Concerns = 10 to 13** **Minimal Concerns* = 14 to 16** **Relative Strengths** = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

The list below contains actions that you can take to respond to actual or potential concerns related to **Recognition & Reward**. Many of these actions have been found to be effective in research studies, have been recommended as best practices, or have been found valuable in applied settings. Some have been informed by emerging case law and regulatory requirements. The actions are drawn from diverse industries and sectors, and not all may be applicable or feasible in your particular workplace. This list is not exhaustive, nor is it intended to be prescriptive. Rather, these are suggestions for possible courses of action.

If **Recognition & Reward** has been flagged as a **Relative Strength** in your workplace, it is important not to overlook this finding. You can do this by developing policies that protect this relative strength and engaging staff in discussions of how this strength can be enhanced by implementing the suggested actions below.

If **Recognition & Reward** has been flagged as an area of concern in your workplace, consider which of these actions might be appropriate. In making your decision, it can be helpful to keep the following six key quality dimensions in mind: Appropriateness, Acceptability, Accessibility, Effectiveness, Efficiency and Safety (see *Selection of Effective Actions: Applying a Quality Framework* for more information).

The actions below fall into four main categories: (1) norms, values and practices of the work environment; (2) training and development initiatives; (3) communication strategies and approaches; and (4) formal policies and programs. You may have already initiated some of the actions – but consider the others. You may also have other ideas for actions you could implement – there is a space for writing these down at the end of this document. **Remember, not every action that might enhance Recognition & Reward in your workplace is listed here. Implementing the following actions, however, will provide a strong foundation for building a psychologically healthy and safe workplace.**

Work Environment (Norms, Values & Practices)

- Demonstrate appreciation for staff who “go the extra mile” at work
- Recognize and celebrate employees’ personal and professional milestones
- Recognize effort as well as outcomes

Training & Development

- Train managers/supervisors on the importance of providing regular and appropriate recognition to their employees
- Train managers/supervisors in the art of providing constructive feedback
- Recognize employees for their participation in ongoing training and development activities

Communication

- Openly acknowledge individual or team successes and accomplishments (e.g., at staff meetings, on posters or plaques, in newsletters)
- Create a transparent system for informing higher management levels about positive feedback employees receive (e.g., from customers/clients)
- Provide regular recognition events (e.g., staff meetings, breakfasts, employee-of-the-month programs)

Formal Policies & Programs

- Create individual and group-level recognition and incentives for accomplishment of particular tasks/milestones
- Conduct regular review of employee salaries and provide appropriate adjustments
- Provide performance-based incentives and bonuses, which may include non-monetary awards (e.g., time off, better shifts, preferred task selection)
- Provide recognition in a timely manner

Additional resources have been created to help you take action, including: presentation slides and supporting materials (freely available at www.workplacestrategiesformentalhealth.com/ota) and a new resource - *Psychological Health and Safety: An Action Guide for Employers*, developed on behalf of the Mental Health Commission of Canada Workforce Advisory Committee, that is a practical tool designed to help employers develop implementation plans on the basis of GM@W findings (freely available at www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf).

We encourage you to review these resources for additional suggested actions.

Other Actions:

- _____

- _____

- _____

There won't be a perfect set of actions – often it's a matter of choosing the actions most likely to accomplish positive outcomes while generating the fewest potential problems.

Once you have selected one or more actions to undertake, enter them into the corresponding *GM@W Action Planning Worksheet*, pick your start date, identify who will be involved – your Action Team, and get started!

Activity

Review actions recommended by research or best practices

Choose the recommended actions that:

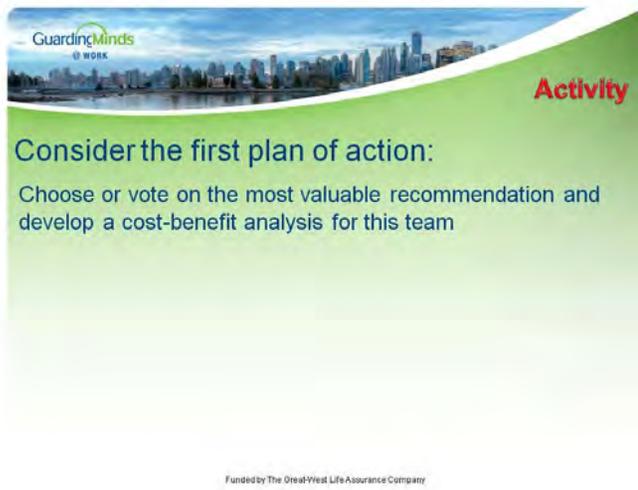
- a) Are most likely to be effective in creating and maintaining effective recognition and reward
- b) Are low cost or no cost in terms of both time and expense
- c) Will have a measurable benefit to the workplace as a whole

Funded by The Great-West Life Assurance Company

Slide # 5

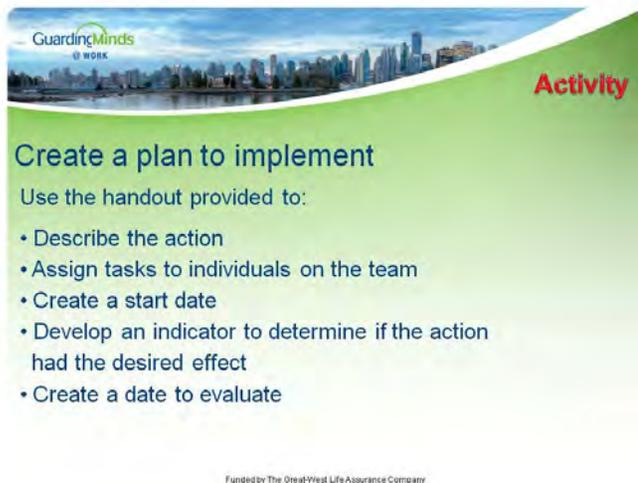
- Review the recommended actions in the GM@W Suggested Responses document, or choose those that you wish to share with the group as possibilities.
- Ask the employees to work in groups of three or more to review the suggested responses, and discuss what each of these may mean for your workplace in regards to practicality, profit, cost and challenges.
- Ask that someone keep notes, and let them know that their group is to report back to the larger group in 15 minutes.
- Ask for a group to volunteer to start the report back and begin the discussion to choose which initiative(s) to begin with.
- Check out the Centre website at www.workplacestrategiesformentalhealth.com for free resources related to recognition and reward.

On the Agenda



Slide # 6

- Ask the employees to vote on the most important recommendation that they heard from the previous exercise. Ballots, Post-it Notes, stickers or raised hands are all ideas that could be used for voting.
- If there is a discrepancy, see if you can narrow the options down to two and discuss the potential pros and cons of each option and then re-vote, or consider implementing more than one option at once if this would be practical.
- Develop a statement with the group about why the chosen recommendation is important; get to the underlying need that is being met.



Slide # 7

- Hand out the Action Planning Worksheet to each employee so he or she can follow along.
- Identify each step required to implement the chosen action(s).
- Review the steps and ask for volunteers to take on different actions. If individuals feel uncomfortable taking on an action themselves, suggest working in pairs or groups.
- Set a follow-up date to review progress on the action items together, as well as an expected completion date.

GM@W Action Planning Worksheet

Name: _____

Position: _____ Date: ____/____/____

PF7: RECOGNITION & REWARD

OBJECTIVE: A work environment where there is appropriate acknowledgement and appreciation of employees' efforts in a fair and timely manner.

PF7 GM@W Survey Results

PF7 GM@W Survey Score: _____ (5 to 20)

Date administered: ____/____/____



PF7 GM@W Organizational Review Results

PF7 GM@W Organizational Review Score: _____ (5 to 20)

Date administered: ____/____/____



Serious Concerns = 5 to 9 **Significant Concerns = 10 to 13** **Minimal Concerns* = 14 to 16** **Relative Strengths** = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

	Selected Action(s) (What exactly are you planning to do?)	Starting Date (What is a realistic date to begin?)	End Date (Is the action ongoing or will it end? If so, when?)	Action Team (Who is involved? Be specific.)	Indicator(s) (What changes do you expect to result from this Action?)	Evaluation Date (When will you determine if the Action was successful?)
Action Priority 1:						
Action Priority 2: <i>(if applicable)</i>						
Action Priority 3: <i>(if applicable)</i>						



Slide # 8

For this slide, we suggest encouraging your employees to check out the *Workplace Strategies for Mental Health* website at www.workplacestrategiesformentalhealth.com. The website features a number of employee-specific resources they can access for free:

- Self-assessment tools to check their current state of mental health
- Information about mental health, addiction and mental illness
- Approaches to mental wellness and coping with workplace stressors
- *Working Through*, It which is a video-based series of video clips by, and for, those struggling while at work, off work or returning to work

On the **Agenda**



Facilitator's Guide

Involvement & Influence

Involvement & Influence



Slide # 1

For this slide, you want to ensure that you have already introduced:

- yourself
- your role within the organization, if unknown to the group
- why you are engaging the group in this discussion
- the importance of addressing psychological health and safety in your organization

The importance of addressing psychological health and safety in your organization can be highlighted by stating the following:

1. Depression will rank second only to heart disease as the leading cause of disability worldwide by the year 2020, which can impact the workplace in areas such as bottom-line production and team work.
2. There are current and emerging legal requirements in Canada for the protection of employee psychological health and safety and the promotion of civility and respect at work.
3. Organizations that value and improve the health of the workplace can improve their organization profile. An improved profile can result in better recruitment and retention rates, enhancing the potential for growth. We want you and potential employees to know that we value your contribution to the organization, that you do good work and that we want to help you to continue to be successful at work.

After these statements, you might say: “The focus of this session is to discuss the importance of involvement and influence in the workplace”.

On the Agenda



Slide # 2

This slide provides a definition of employee involvement and influence in the workplace. We recommend starting with the proposed definition provided by *Guarding Minds @ Work™*: “Employee involvement and influence in the workplace occurs in a workplace where employees are included in discussions about how their work is done and how important decisions are made.” Then open the floor for questions about the definition. An idea to get employees to start participating in your presentation is to ask a volunteer in the audience to read the slide. You may wish to share additional information such as:

1. What do employee involvement and influence in the workplace mean?

Possible Answer: Employee involvement and influence in the workplace can relate to an employee’s specific job, team or department. These discussions can sometimes lead to the employee’s involvement in greater organizational areas as a whole (i.e., representing the organization in community events).

2. Why is employee involvement and influence important?

Possible Answer: When employees feel that they have meaningful input into the work that they do, they are more likely to be engaged in the workplace and to take pride in working for their organization.

About PF8: Involvement & Influence

What are Psychosocial Factors?

Psychosocial factors are elements that impact employees' psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers).

What is PF8: Involvement & Influence?

GM@W defines PF8: Involvement & Influence as present in a work environment where employees are included in discussions about how their work is done and how important decisions are made. Opportunities for involvement can relate to an employee's specific job, the activities of a team or department, or issues involving the organization as a whole.

Why is Involvement & Influence important?

When employees feel they have meaningful input into their work they are more likely to be engaged, to have higher morale, and to take pride in their organization. This, in turn, increases their willingness to make extra effort when required. Job involvement is, thus, associated with increased psychological well-being, enhanced innovation, and organizational commitment.

What happens when employees lack involvement or influence?

If employees do not believe they have a voice in the affairs of the organization, they are likely to feel a sense of indifference or helplessness. Job alienation, or non-involvement, is associated with cynicism and distress, greater turnover, and burnout.

How can Involvement & Influence be improved?

Start by conducting the GM@W Organizational Review and/or the GM@W Survey and reviewing the results. If **Involvement & Influence** is identified as an area of concern or relative strength, refer to the GM@W Action Resources for a practical strategy and evidence-based and effective suggested actions that can improve **Involvement & Influence**. It is also important to discuss the findings with employees to gain a further understanding of the results and to obtain input into possible interventions. Furthermore, it is important to evaluate the undertaken interventions over time to ensure they are effective and to take corrective action where needed. Consider reviewing the resources below. Finally, refer back to the GM@W website on occasion for new ideas about how **Involvement & Influence** can be enhanced.

Further information about Involvement & Influence:

- Canadian Mental Health Association, Ontario. (2012). *Mental health works*. Retrieved from <http://www.mentalhealthworks.ca>
- Elloy, D., Everett, J., & Flynn, W. (1991). An examination of the correlates of job involvement. *Group & Organization Studies*, 16(2), 160-177. doi: 10.1177/105960119101600204
- Gilbert, M. & Bilsker, D. (2012). *Psychological Health and Safety: An Action Guide for Employers*. Retrieved from http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf
- Misra, S., Kanungo, R., von Rosenstiel, L., & Stuhler, E. (1985). The motivational formulation of job and work involvement: A cross-national study. *Human Relations*, 38(6), 501-518. doi: 10.1177/001872678503800601
- The Great-West Life Assurance Company. (2012). PF8: Involvement and Influence. In *Centre Resources by GM@W Factor and On the Agenda*. Retrieved from <http://www.workplacestrategiesformentalhealth.com>

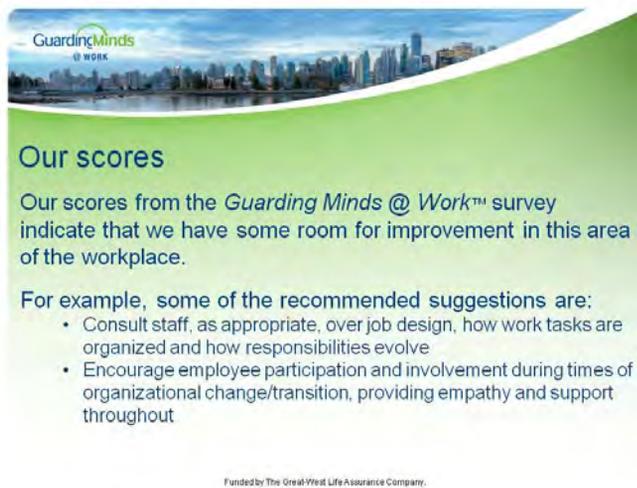
www.guardingmindsatwork.ca



Slide # 3

This slide details what employee involvement and influence may look like. Simply read the points on the slide. If you would like to expand on the information, we suggest elaborating on what a non-involving workplace place may look like. You can suggest the following and why you don't want this for your group:

- Greater cynicism
- Greater burnout
- Greater employee distress



Slide # 4

If your workplace or a sector in the workplace completed the *Guarding Minds @ Work* (GM@W) Survey, you may wish to review the scores now. Let your employees know that there is always room for improvement, and it is important to recognize and retain what is already working.

- Review the suggestions on the slide and let them know that putting psychological health and safety on the agenda is an active step to increase employee involvement and influence in the workplace.
- If your workplace has not undertaken the GM@W Review or Survey, ask the employees if they feel the suggestions on the slide would be helpful, and why or why not.

GM@W Suggested Responses

Please consult the *Selection of GM@W Suggested Actions* and *Selection of Effective Actions: Applying a Quality Framework* documents to help you select GM@W suggested actions to undertake for Involvement & Influence.

PF8: INVOLVEMENT & INFLUENCE

OBJECTIVE: A work environment where employees are included in discussions about how their work is done and how important decisions are made.

PF8: GM@W Survey Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS
PF8: GM@W Organizational Review Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS

Serious Concerns = 5 to 9 **Significant Concerns = 10 to 13** **Minimal Concerns* = 14 to 16** **Relative Strengths** = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

The list below contains actions that you can take to respond to actual or potential concerns related to **Involvement & Influence**. Many of these actions have been found to be effective in research studies, have been recommended as best practices, or have been found valuable in applied settings. Some have been informed by emerging case law and regulatory requirements. The actions are drawn from diverse industries and sectors, and not all may be applicable or feasible in your particular workplace. This list is not exhaustive, nor is it intended to be prescriptive. Rather, these are suggestions for possible courses of action.

If **Involvement & Influence** has been flagged as a **Relative Strength** in your workplace, it is important not to overlook this finding. You can do this by developing policies that protect this relative strength and engaging staff in discussions of how this strength can be enhanced by implementing the suggested actions below.

If **Involvement & Influence** has been flagged as an area of concern in your workplace, consider which of these actions might be appropriate. In making your decision, it can be helpful to keep the following six key quality dimensions in mind: Appropriateness, Acceptability, Accessibility, Effectiveness, Efficiency and Safety (see *Selection of Effective Actions: Applying a Quality Framework* for more information).

The actions below fall into four main categories: (1) norms, values and practices of the work environment; (2) training and development initiatives; (3) communication strategies and approaches; and (4) formal policies and programs. You may have already initiated some of the actions – but consider the others. You may also have other ideas for actions you could implement – there is a space for writing these down at the end of this document. **Remember, not every action that might enhance Involvement & Influence in your workplace is listed here. Implementing the following actions, however, will provide a strong foundation for building a psychologically healthy and safe workplace.**

Work Environment (Norms, Values & Practices)

- Foster a culture where all staff have some level of responsibility, autonomy and accountability (i.e., avoid “micro-management”)
- Combine top-down (leadership-driven) and bottom-up (employee-driven) approaches to work-related decisions, ensuring formal and informal mechanisms for soliciting input and feedback on how to make improvements to work (e.g., suggestion boxes, opinion surveys)
- Provide staff control, as appropriate, over job design, how work tasks are organized, and how responsibilities evolve

Training & Development

- Provide training to help staff maintain a sense of control over work (e.g., priority-setting and time management)
- Provide training in effective communication skills (e.g., interpersonal problem-solving and negotiation)
- Provide training and support that allow work units/work teams to operate autonomously (e.g., self-directed work teams)

Communication

- Minimize the impact of organizational/work unit change by communicating effectively about impending transitions or workflow changes and providing rationale for decisions
- Encourage employee participation and involvement during times of organizational change/transition
- Encourage discussions between supervisors/managers and employees about how work is done and how it could be improved
- Provide timely response to employee suggestions regarding how work could be improved or enhanced

Formal Policies & Programs

- Maintain current and accurate written job descriptions that specify roles and responsibilities
- Create employment agreements/contracts that explicitly value and encourage employee input into how work is conducted
- Ensure that all staff have an identified contact person (e.g., supervisor, office manager, union steward) for issues pertaining to how their work is done
- Provide profit-sharing/stock option opportunities, as appropriate

Additional resources have been created to help you take action, including: presentation slides and supporting materials (freely available at www.workplacestrategiesformentalhealth.com/ota) and a new resource - *Psychological Health and Safety: An Action Guide for Employers*, developed on behalf of the Mental Health Commission of Canada Workforce Advisory Committee, that is a practical tool designed to help employers develop implementation plans on the basis of GM@W findings (freely available at www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf).

We encourage you to review these resources for additional suggested actions.

Other Actions:

- _____

- _____

- _____

There won't be a perfect set of actions – often it's a matter of choosing the actions most likely to accomplish positive outcomes while generating the fewest potential problems.

Once you have selected one or more actions to undertake, enter them into the corresponding *GM@W Action Planning Worksheet*, pick your start date, identify who will be involved – your Action Team, and get started!

Guarding Minds @ WORK

Activity

Review actions recommended by research or best practices

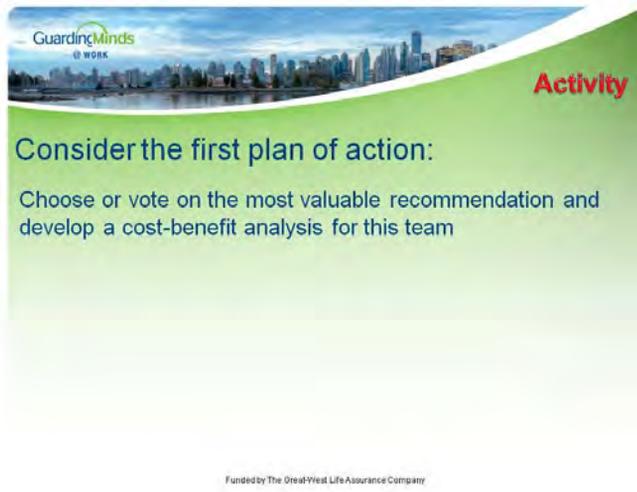
Choose the recommended actions that:

- a) Are most likely to be effective in promoting involvement and influencing employees
- b) Are low cost or no cost in terms of both time and expense
- c) Will have a measurable benefit to the workplace as a whole

Funded by The Great-West Life Assurance Company

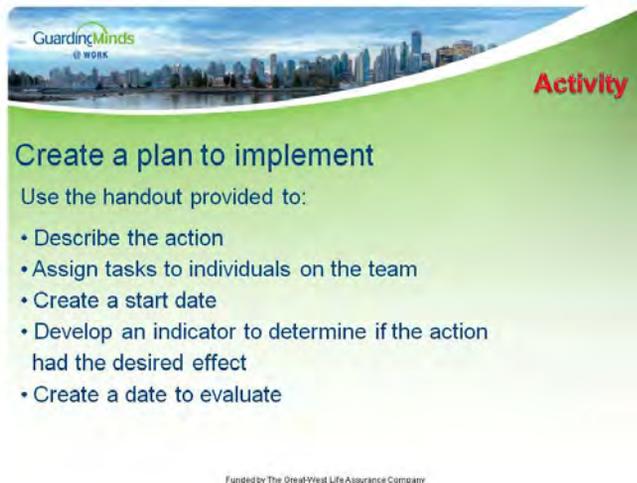
Slide # 5

- Review the recommended actions in the GM@W Suggested Responses document or choose those that you wish to share with the group as possibilities.
- Ask the employees to work in groups of three or more to review the suggested responses and discuss what each of these may mean for your workplace in regards to practicality, profit, cost and challenges.
- Ask that someone keep notes, and let them know that their group is to report back to the larger group in 15 minutes.
- Ask for a group to volunteer to start the report back and begin the discussion to choose which initiative(s) to begin with.
- Check out the Centre website at www.workplacestrategiesformentalhealth.com for free resources related to involvement and influence.



Slide # 6

- Ask the employees to vote on the most important recommendation that they heard from the previous exercise. Ballots, Post-it Notes, stickers or raised hands are all ideas that could be used for voting.
- If there is a discrepancy, see if you can narrow the options down to two and discuss the potential pros and cons of each option and then re-vote, or consider implementing more than one option at once if this would be practical.
- Develop a statement with the group about why the chosen recommendation is important to them; get to the underlying need that is being met.



Slide # 7

- Hand out the Action Planning Worksheet to each employee so he or she can follow along.
- Identify each step required to implement the chosen action(s).
- Review the steps and ask for volunteers to take on different actions. If individuals feel uncomfortable taking on an action by themselves, suggest working in pairs or groups.
- Set a follow-up date to review progress on the action items together, as well as an expected completion date.

GM@W Action Planning Worksheet

Name: _____

Position: _____ Date: ____/____/____

PF8: INVOLVEMENT & INFLUENCE

OBJECTIVE: A work environment where employees are included in discussions about how their work is done and how important decisions are made.

PF8 GM@W Survey Results

PF8 GM@W Survey Score: _____ (5 to 20)

Date administered: ____/____/____



PF8 GM@W Organizational Review Results

PF8 GM@W Organizational Review Score: _____ (5 to 20)

Date administered: ____/____/____



Serious Concerns = 5 to 9 Significant Concerns = 10 to 13 Minimal Concerns* = 14 to 16 Relative Strengths = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

	Selected Action(s) (What exactly are you planning to do?)	Starting Date (What is a realistic date to begin?)	End Date (Is the action ongoing or will it end? If so, when?)	Action Team (Who is involved? Be specific.)	Indicator(s) (What changes do you expect to result from this Action?)	Evaluation Date (When will you determine if the Action was successful?)
Action Priority 1:						
Action Priority 2: <i>(if applicable)</i>						
Action Priority 3: <i>(if applicable)</i>						



Slide # 8

For this slide, we suggest encouraging your employees to check out the *Workplace Strategies for Mental Health* website at www.workplacestrategiesformentalhealth.com. The website features a number of employee-specific resources they can access for free:

- Self-assessment tools to check their current state of mental health
- Information about mental health, addiction and mental illness
- Approaches to mental wellness and coping with workplace stressors
- *Working Through It*, which is a video-based series of video clips by, and for, those struggling while at work, off work or returning to work

On the **Agenda**



Facilitator's Guide

Workload Management

Workload Management



Slide # 1

For this slide, you want to ensure that you have already introduced:

- yourself
- your role within the organization, if unknown to the group
- why you are engaging the group in this discussion
- the importance of addressing psychological health and safety in your organization

The importance of addressing psychological health and safety in your organization can be highlighted by stating the following:

1. Depression will rank second only to heart disease as the leading cause of disability worldwide by the year 2020, which can impact the workplace in areas such as bottom-line production and team work.
2. There are current and emerging legal requirements in Canada for the protection of employee psychological health and safety and the promotion of civility and respect at work.
3. Organizations that value and improve the health of the workplace can improve their organization profile. An improved profile can result in better recruitment and retention rates, enhancing the potential for growth. We want you and potential employees to know that we value your contribution to the organization, that you do good work and that we want to help you to continue to be successful at work.

After these statements, you might say: “The focus of this session is to discuss managing workload in the workplace”.

On the Agenda



Slide # 2

This slide provides a definition of managing workload in the workplace. We recommend starting with the proposed definition provided by *Guarding Minds @ Work*TM: “Managing workload in the workplace means an environment where tasks and responsibilities can be accomplished successfully within the time available.” Then open the floor for questions about the definition. An idea to get employees to start participating in your presentation is to ask a volunteer in the audience to read the slide. You may wish to share additional information such as:

1. What does managing workload in the workplace mean?

Possible Answer: Research indicates that it is not just the amount of work that makes a difference in employee satisfaction and success, but also the extent to which employees have the resources (time, equipment and support) to do the work well.

2. Why is managing workload in the workplace so important?

Possible Answer: Workload management is important because there is a unique relationship between job demands, intellectual demands and job satisfaction.

About PF9: Workload Management

What are Psychosocial Factors?

Psychosocial factors are elements that impact employees' psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers).

What is PF9: Workload Management?

GM@W defines PF9: Workload Management as present in a work environment where tasks and responsibilities can be accomplished successfully within the time available. This is the psychosocial factor that many working Canadians describe as being the biggest workplace stressor (i.e., having too much to do and not enough time to do it). Research has demonstrated that it is not just the amount of work that makes a difference, but also the extent to which employees have the resources (time, equipment, support) to do the work well.

Why is Workload Management important?

Most employees are not only willing to work hard, but experience a 'good day's work' as fulfilling and rewarding. Workload management is important because there is a unique relationship between job demands, intellectual demands and job satisfaction. Job demands reduce job satisfaction, whereas intellectual demands, or decision-making latitude, increase job satisfaction. Even when there are high demands, if employees also have high decision-making ability, they will be able to thrive. Having high decision-making latitude also allows for positive coping behaviours to be learned and experienced.

What happens when employees can't manage their workload?

If any system is subject to excess load without respite it will break. This is as true for people as it is for equipment. Increased demands, without opportunities for control, result in physical, psychological and emotional fatigue, and increase stress and strain. This has a negative influence on performance. Emotionally fatigued individuals also have a diminished sense of personal accomplishment and an increased sense of inadequacy. One of the main reasons employees feel negatively about their jobs and their employers is excessive workload.

How can Workload Management be improved?

Start by conducting the GM@W Organizational Review and/or the GM@W Survey and reviewing the results. If **Workload Management** is identified as an area of concern or relative strength, refer to the GM@W Action Resources for a practical strategy and evidence-based and effective suggested actions that can improve **Workload Management**. It is also important to discuss the findings with employees to gain a further understanding of the results and to obtain input into possible interventions. Furthermore, it is important to evaluate the undertaken interventions over time to ensure they are effective and to take corrective action where needed. Consider reviewing the resources below. Finally, refer back to the GM@W website on occasion for new ideas about how **Workload Management** can be enhanced.

Further information about Workload Management:

- Barnes, C., & Van Dyne, L. (2009). 'I'm tired': Differential effects of physical and emotional fatigue on workload management strategies. *Human Relations*, 62(1), 59-92. doi: 10.1177/0018726708099518
- Gilbert, M. & Bilsker, D. (2012). *Psychological Health and Safety: An Action Guide for Employers*. Retrieved from http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf
- Health and Safety Executive. (2012). Work related stress – together we can tackle it. In *Guidance*. Retrieved from <http://www.hse.gov.uk/stress/index.htm>
- Karasek, R. (1979). Job demands, job decision latitude, and mental strain: Implications for job redesign. *Administrative Science Quarterly*, 24(2), 285-308. Retrieved from <http://www.jstor.org/stable/2392498>
- Lardner, R., Amati, C., & Briner, R. (2002). *Stress management standards for workload*. Retrieved from <http://www.keilcentre.co.uk/Data/Sites/1/Workload%20-%20Stress%20Management%20StandardsFinal.pdf>
- The Great-West Life Assurance Company. (2012). PF9: Workload Management. In *Centre Resources by GM@W Factor and On the Agenda*. Retrieved from <http://www.workplacestrategiesformentalhealth.com>

www.guardingmindsatwork.ca

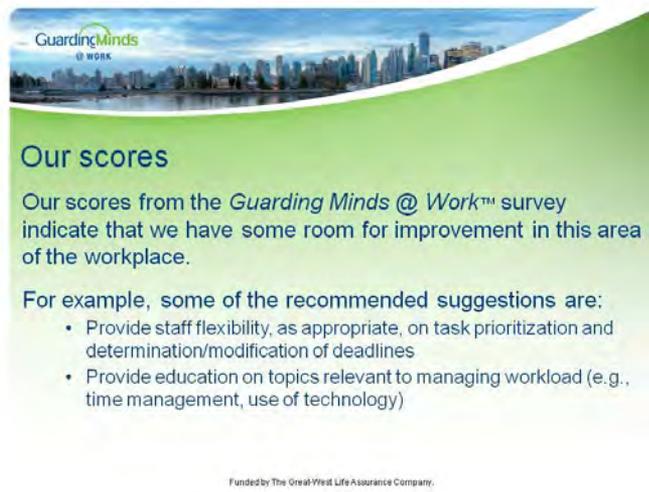


Slide # 3

This slide details what a workplace with a well-managed workload may look like. Simply read the points on the slide. If you would like to expand on the information, we suggest elaborating on what a workplace with a poorly-managed workload may look like. You can suggest the following and why you don't want this for your group:

- Physical, psychological and emotional fatigue among employees
- Increased sense of inadequacy among employees
- Employees have a diminished sense of personal accomplishment

On the Agenda



Our scores

Our scores from the *Guarding Minds @ Work™* survey indicate that we have some room for improvement in this area of the workplace.

For example, some of the recommended suggestions are:

- Provide staff flexibility, as appropriate, on task prioritization and determination/modification of deadlines
- Provide education on topics relevant to managing workload (e.g., time management, use of technology)

Funded by The Great-West Life Assurance Company.

Slide # 4

If your workplace or a sector in the workplace completed the *Guarding Minds @ Work* (GM@W) Survey, you may wish to review the scores now. Let your employees know that there is always room for improvement, and it is also important to recognize and retain what is already working.

- Review the suggestions on the slide and let them know that putting psychological health and safety on the agenda is an active step towards managing workload.
- If your workplace has not undertaken the GM@W Review and Survey, ask the employees if they feel the suggestions on the slide would be helpful, and why or why not.

GM@W Suggested Responses

Please consult the *Selection of GM@W Suggested Actions* and *Selection of Effective Actions: Applying a Quality Framework* documents to help you select GM@W suggested actions to undertake for Workload Management.

PF9: WORKLOAD MANAGEMENT

OBJECTIVE: A work environment where tasks and responsibilities can be accomplished successfully within the time available.

PF9: GM@W Survey Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS
PF9: GM@W Organizational Review Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS

Serious Concerns = 5 to 9 **Significant Concerns = 10 to 13** **Minimal Concerns* = 14 to 16** **Relative Strengths** = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

The list below contains actions that you can take to respond to actual or potential concerns related to **Workload Management**. Many of these actions have been found to be effective in research studies, have been recommended as best practices, or have been found valuable in applied settings. Some have been informed by emerging case law and regulatory requirements. **Workload Management** is an area of particular importance from this perspective (see also: PF1, 4, 5, and 12). The actions are drawn from diverse industries and sectors, and not all may be applicable or feasible in your particular workplace. This list is not exhaustive, nor is it intended to be prescriptive. Rather, these are suggestions for possible courses of action.

If **Workload Management** has been flagged as a **Relative Strength** in your workplace, it is important not to overlook this finding. You can do this by developing policies that protect this relative strength and engaging staff in discussions of how this strength can be enhanced by implementing the suggested actions below.

If **Workload Management** has been flagged as an area of concern in your workplace, consider which of these actions might be appropriate. In making your decision, it can be helpful to keep the following six key quality dimensions in mind: Appropriateness, Acceptability, Accessibility, Effectiveness, Efficiency and Safety (see *Selection of Effective Actions: Applying a Quality Framework* for more information).

The actions below fall into four main categories: (1) norms, values and practices of the work environment; (2) training and development initiatives; (3) communication strategies and approaches; and (4) formal policies and programs. You may have already initiated some of the actions – but consider the others. You may also have other ideas for actions you could implement – there is a space for writing these down at the end of this document. **Remember, not every action that might enhance Workload Management in your workplace is listed here. Implementing the following actions, however, will provide a strong foundation for building a psychologically healthy and safe workplace.**

Work Environment (Norms, Values & Practices)

- Cultivate a work culture that clearly values the quality of work done, not simply the quantity of work (e.g., hours worked)
- Assign workload equitably, with consideration for varying levels of responsibility associated with different positions
- Allow staff flexibility, as appropriate, on task prioritization and determination/modification of deadlines
- Ensure that the necessary equipment and supports are available (e.g., tools, technology, support staff) to help complete work competently and efficiently
- Generate, communicate and implement timely strategies for dealing with peak periods of demand (e.g., temporary staff, job pools, job sharing)
- Acknowledge and appreciate employees' efforts during times of high work demand

Training & Development

- Orient new staff comprehensively, providing accurate and realistic information about job demands and expectations
- Assign tasks based on the particular strengths and abilities of individuals, ensuring equity throughout the process
- Provide education on topics relevant to managing workload (e.g., time management, use of technology)
- Provide education on resiliency, stress management and burnout (e.g., on signs and effects of stress and strategies for self-care)

Communication

- Communicate regularly with staff about how they can optimally manage and adjust their workload
- Inform and prepare staff for anticipated periods of increased work (e.g., seasonal demands, peak shift hours)
- Actively involve employees in the development of strategies to better manage workload (e.g., reduction or elimination of redundant or unnecessary tasks)

Formal Policies & Programs

- Create written job descriptions that include explicit and reasonable productivity expectations
- Provide pay or accrued time off for approved overtime worked
- Ensure that systems are in place to cover staffing shortages (e.g., due to vacation, sick leave, unfilled positions)
- Conduct job analyses/audits to determine workload demands, equity in work distribution and areas for improvement
- Provide non-remunerative perks during times of excessive work demands (e.g., meals, coverage of transportation costs)

Additional resources have been created to help you take action, including: presentation slides and supporting materials (freely available at www.workplacestrategiesformentalhealth.com/ota) and a new resource - *Psychological Health and Safety: An Action Guide for Employers*, developed on behalf of the Mental Health Commission of Canada Workforce Advisory Committee, that is a practical tool designed to help employers develop implementation plans on the basis of GM@W findings (freely available at www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf).

We encourage you to review these resources for additional suggested actions.

Other Actions:

- _____

- _____

- _____

There won't be a perfect set of actions – often it's a matter of choosing the actions most likely to accomplish positive outcomes while generating the fewest potential problems.

Once you have selected one or more actions to undertake, enter them into the corresponding *GM@W Action Planning Worksheet*, pick your start date, identify who will be involved – your Action Team, and get started!

GuardingMinds
@ WORK

Activity

Review actions recommended by research or best practices

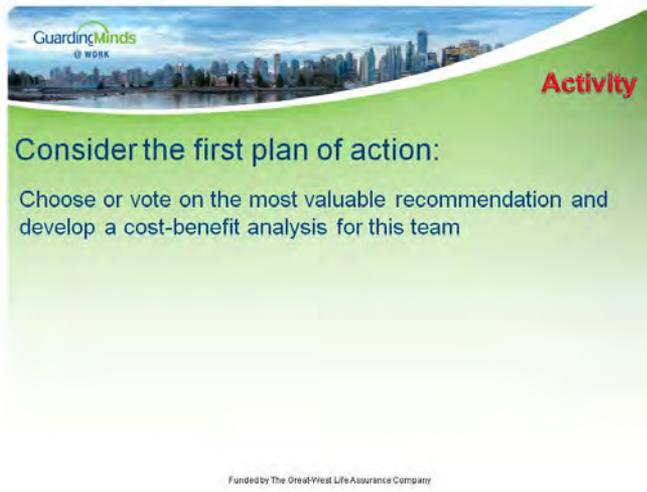
Choose the recommended actions that:

- a) Are most likely to be effective in promoting effective workload management
- b) Are low cost or no cost in terms of both time and expense
- c) Will have a measurable benefit to the workplace as a whole

Funded by The Great-West Life Assurance Company

Slide # 5

- Review the recommended actions in the GM@W Suggested Responses document, or choose those that you wish to share with the group as possibilities.
- Ask the employees to work in groups of three or more to review the suggested responses, and discuss what each of these may mean for your workplace in regards to practicality, profit, cost and challenges.
- Ask that someone keep notes, and let them know that their group is to report back to the larger group in 15 minutes.
- Ask for a group to volunteer to start the report back and begin the discussion to choose which initiative(s) to begin with.
- Check out the Centre website at www.workplacestrategiesformentalhealth.com for free resources related to workload management.



Slide # 6

- Ask the employees to vote on the most important recommendation that they heard from the previous exercise. Ballots, Post-it Notes, stickers or raised hands are all ideas that could be used for voting.
- If there is a discrepancy, see if you can narrow the options down to two and discuss the potential pros and cons of each option and then re-vote, or consider implementing more than one option at once if this would be practical.
- Develop a statement with the group about why the chosen recommendation is important; get to the underlying need that is being met.



Slide # 7

- Hand out the Action Planning Worksheet to each employee so he or she can follow along.
- Identify each step required to implement the chosen action(s).
- Review the steps and ask for volunteers to take on different actions. If individuals feel uncomfortable taking on an action by themselves, suggest working in pairs or groups.
- Set a follow-up date to review progress on the action items together, as well as an expected completion date.

GM@W Action Planning Worksheet

Name: _____

Position: _____ Date: ____/____/____

PF9: WORKLOAD MANAGEMENT

OBJECTIVE: A work environment where tasks and responsibilities can be accomplished successfully within the time available.

PF9 GM@W Survey Results

PF9 GM@W Survey Score: _____ (5 to 20)

Date administered: ____/____/____



PF9 GM@W Organizational Review Results

PF9 GM@W Organizational Review Score: _____ (5 to 20)

Date administered: ____/____/____



Serious Concerns = 5 to 9 **Significant Concerns = 10 to 13** **Minimal Concerns* = 14 to 16** **Relative Strengths** = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

	Selected Action(s) (What exactly are you planning to do?)	Starting Date (What is a realistic date to begin?)	End Date (Is the action ongoing or will it end? If so, when?)	Action Team (Who is involved? Be specific.)	Indicator(s) (What changes do you expect to result from this Action?)	Evaluation Date (When will you determine if the Action was successful?)
Action Priority 1:						
Action Priority 2: <i>(if applicable)</i>						
Action Priority 3: <i>(if applicable)</i>						



Slide # 8

For this slide, we suggest encouraging your employees to check out the *Workplace Strategies for Mental Health* website at www.workplacestrategiesformentalhealth.com. The website features a number of employee-specific resources they can access for free:

- Self-assessment tools to check their current state of mental health
- Information about mental health, addiction and mental illness
- Approaches to mental wellness and coping with workplace stressors
- *Working Through It*, which is a video-based series of video clips by, and for, those struggling while at work, off work or returning to work

On the **Agenda**



Facilitator's Guide

Engagement

Engagement



Slide # 1

For this slide, you want to ensure that you have already introduced:

- yourself
- your role within the organization, if unknown to the group
- why you are engaging the group in this discussion
- the importance of addressing psychological health and safety in your organization

The importance of addressing psychological health and safety in your organization can be highlighted by stating the following:

1. Depression will rank second only to heart disease as the leading cause of disability worldwide by the year 2020, which can impact the workplace in areas such as bottom-line production and team work.
2. There are current and emerging legal requirements in Canada for the protection of employee psychological health and safety and the promotion of civility and respect at work.
3. Organizations that value and improve the health of the workplace can improve their organization profile. An improved profile can result in better recruitment and retention rates, enhancing the potential for growth. We want you and potential employees to know that we value your contribution to the organization, that you do good work and that we want to help you to continue to be successful at work.

After these statements, you might say: “The focus of this session is to discuss employee engagement in the workplace”.

On the Agenda



Slide # 2

This slide provides a definition of employee engagement in the workplace. We recommend starting with the proposed definition provided by *Guarding Minds @ Work*TM: “Employee engagement in the workplace occurs in a work environment where employees enjoy and feel connected to their work, and where they feel motivated to do their job well.” Then open the floor for questions about the definition. An idea to get employees to start participating in your presentation is to ask a volunteer in the audience to read the slide. You may wish to share additional information such as:

1. What does employee engagement in the workplace mean?

Possible Answer: Employee engagement can be physical, emotional or cognitive. Physically engaged employees see work as a source of energy, emotionally engaged employees are positive about their work, and cognitively engaged employees can devote their full attention to their work.

2. Why is employee engagement in the workplace important?

Possible Answer: Engaged employees feel more connected to their work because they can relate to, and are committed to, the overall success and mission of their workplace.

About PF10: Engagement

What are Psychosocial Factors?

Psychosocial factors are elements that impact employees' psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers).

What is PF10: Engagement?

GM@W defines PF10: Engagement as present in a work environment where employees feel connected to their work and are motivated to do their job well. Employee engagement can be physical, emotional and/or cognitive.

Physical engagement is based on the amount of exertion an employee puts into his or her job. Physically engaged employees view work as a source of energy. Emotionally engaged employees have a positive job outlook and are passionate about their work. Cognitively engaged employees devote more attention to their work and are absorbed in their job. Whatever the source, engaged employees feel connected to their work because they can relate to, and are committed to, the overall success and mission of their company.

Engagement is similar to, but should not be mistaken for: job satisfaction, job involvement, organizational commitment, psychological empowerment, and intrinsic motivation.

Why is Engagement important?

Not only is employee engagement important for individual satisfaction and psychological health, but it also leads to positive outcomes for the organization. The three-year Total Return to Shareholders (TRS) for companies with engaged workforces can be double that of the average company. In addition to profitability, employee engagement is related to greater customer satisfaction, enhanced task performance, greater morale, greater motivation, and increased organizational citizenship behaviours (discretionary behaviours that are beneficial to the organization and are a matter of personal choice).

What happens when employees aren't engaged?

A recent poll in the U.S. found that the economic impact of disengaged workers is an estimated \$300 billion annually in productivity losses. Furthermore, disengaged workers can lead to greater economic impact from psychological and medical consequences. In addition to financial hardships, a workforce that is not engaged is more likely to demonstrate greater employee turnover, workplace deviance (in the form of withholding effort), counterproductive behaviour, and withdrawal behaviours.

How can Engagement be improved?

Start by conducting the GM@W Organizational Review and/or the GM@W Survey and reviewing the results. If **Engagement** is identified as an area of concern or relative strength, refer to the GM@W Action Resources for a practical strategy and evidence-based and effective suggested actions that can improve **Engagement**. It is also important to discuss the findings with employees to gain a further understanding of the results and to obtain input into possible interventions. Furthermore, it is important to evaluate the undertaken interventions over time to ensure they are effective and to take corrective action where needed. Consider reviewing the resources below. Finally, refer back to the GM@W website on occasion for new ideas about how **Engagement** can be enhanced.

Further information about Engagement:

- Corace, C. (2007). Engagement: Enrolling the quiet majority. *Organization Development Journal*, 25(2), 171-175.
- Gallup Management Journal. (2006). *Unhappy workers are unhealthy too*. Retrieved from <http://gmj.gallup.com/content/14545/gallup-study-unhappy-workers-unhealthy-too.aspx>
- Gilbert, M. & Bilsker, D. (2012). *Psychological Health and Safety: An Action Guide for Employers*. Retrieved from http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf
- Harter, J. K., Schmidt, F., & Keyes, C. L. M. (2003). *Well-being in the workplace and its relationship to business outcomes: A review of the Gallup studies*. Retrieved from <http://media.gallup.com/documents/whitePaper--Well-BeingInTheWorkplace.pdf>
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33, 692-724. Retrieved from <http://www.jstor.org/stable/256287>
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1, 3-30. Retrieved from <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.182.2845&rep=rep1&type=pdf>
- Rich, B. L. (2007). *Job engagement: Construct validation and relationships with job satisfaction, job involvement and intrinsic motivation*. (Doctoral dissertation, University of Florida).
- The Great-West Life Assurance Company. (2012). PF10: Engagement. In *Centre Resources by GM@W Factor and On the Agenda*. Retrieved from <http://www.workplacestrategiesformentalhealth.com>
- Trahan, B. (2007). Debunking five myths concerning employee engagement. *Public Manager*, 36(1), 53-59.

www.guardingmindsatwork.ca



Slide # 3

This slide details what employee engagement in the workplace may look like. Simply read the points on the slide. If you would like to expand on the information, we suggest elaborating on what a workplace without employee engagement may look like. You can suggest the following and why you don't want this for your group:

- Greater employee turnover
- Greater workplace deviance by employees (they don't make an effort)
- Counter-productive behaviour (i.e., surfing the web rather than completing data entry)



Slide # 4

If your workplace or a sector in the workplace completed the *Guarding Minds @ Work* (GM@W) Survey, you may wish to review the scores now. Let your employees know that there is always room for improvement, and it is also important to recognize and retain what is already working.

- Review the suggestions on the slide and let them know that putting psychological health and safety on the agenda is an active step to increase employee engagement.
- If your workplace has not undertaken the GM@W Review or Survey, ask the employees if they feel the suggestions on the slide would be helpful, and why or why not.

GM@W Suggested Responses

Please consult the *Selection of GM@W Suggested Actions* and *Selection of Effective Actions: Applying a Quality Framework* documents to help you select GM@W suggested actions to undertake for Engagement.

PF10: ENGAGEMENT

OBJECTIVE: A work environment where employees feel connected to their work and are motivated to do their job well.

PF10: GM@W Survey Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS
PF10: GM@W Organizational Review Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS

Serious Concerns = 5 to 9 **Significant Concerns = 10 to 13** **Minimal Concerns* = 14 to 16** **Relative Strengths** = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

The list below contains actions that you can take to respond to actual or potential concerns related to **Engagement**. Many of these actions have been found to be effective in research studies, have been recommended as best practices, or have been found valuable in applied settings. Some have been informed by emerging case law and regulatory requirements. The actions are drawn from diverse industries and sectors, and not all may be applicable or feasible in your particular workplace. This list is not exhaustive, nor is it intended to be prescriptive. Rather, these are suggestions for possible courses of action.

If **Engagement** has been flagged as a **Relative Strength** in your workplace, it is important not to overlook this finding. You can do this by developing policies that protect this relative strength and engaging staff in discussions of how this strength can be enhanced by implementing the suggested actions below.

If **Engagement** has been flagged as an area of concern in your workplace, consider which of these actions might be appropriate. In making your decision, it can be helpful to keep the following six key quality dimensions in mind: Appropriateness, Acceptability, Accessibility, Effectiveness, Efficiency and Safety (see *Selection of Effective Actions: Applying a Quality Framework* for more information).

The actions below fall into four main categories: (1) norms, values and practices of the work environment; (2) training and development initiatives; (3) communication strategies and approaches; and (4) formal policies and programs. You may have already initiated some of the actions – but consider the others. You may also have other ideas for actions you could implement – there is a space for writing these down at the end of this document. **Remember, not every action that might enhance Engagement in your workplace is listed here. Implementing the following actions, however, will provide a strong foundation for building a psychologically healthy and safe workplace.**

Work Environment (Norms, Values & Practices)

- Create a sense of community at work (e.g., provide opportunities for team building, teamwork)
- Provide opportunities for staff to socialize and/or participate in community events (e.g., staff BBQs, holiday parties, fundraising efforts)
- Commit to “people-first” values at the organizational level (e.g., hire managers with the appropriate skills, lead by example)
- Recognize and appreciate staff willingness to “go the extra mile” at work (e.g., helping others during illness/absence, participating in optional job-related activities or special committees)
- Proactively monitor engagement among staff, and take pre-emptive and appropriate action before someone leaves/becomes disengaged
- Foster conditions in which team members can use their talents to the fullest
- Create a pleasant and welcoming work environment (e.g., plants, artwork, natural lighting), including a common staff room where employees can gather

Training & Development

- Train leaders to be competent in building staff engagement
- Focus on talent development and coaching of team members to help them grow
- Train and support staff to be organizational representatives (“ambassadors”) to enhance recruitment and help build/sustain a positive public profile

Communication

- Communicate organizational mission, values and ideology to staff and the public
- Publicly acknowledge individual, team and/or organizational accomplishments and successes
- Solicit input from employees (e.g., via focus groups) on things that can be done to build their engagement at work
- Ensure that employees have a voice in the creation of organizational goals

Formal Policies & Programs

- Ensure leadership accountability for retention and engagement (e.g., use metrics to document leaders’ impact on retention and morale among their teams)
- Provide monetary and/or non-monetary incentives tied to length of employment
- Support employees in temporary/unstable positions (i.e., those in temporary or contract positions, or who may be impacted by upcoming layoffs or restructuring)
- Incorporate a job preview component in the hiring process, to increase job satisfaction and retention

Additional resources have been created to help you take action, including: presentation slides and supporting materials (freely available at www.workplacestrategiesformentalhealth.com/ota) and a new resource - *Psychological Health and Safety: An Action Guide for Employers*, developed on behalf of the Mental Health Commission of Canada Workforce Advisory Committee, that is a practical tool designed to help employers develop implementation plans on the basis of GM@W findings (freely available at www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf).

We encourage you to review these resources for additional suggested actions.

Other Actions:

- _____

- _____

- _____

There won't be a perfect set of actions – often it's a matter of choosing the actions most likely to accomplish positive outcomes while generating the fewest potential problems.

Once you have selected one or more actions to undertake, enter them into the corresponding *GM@W Action Planning Worksheet*, pick your start date, identify who will be involved – your Action Team, and get started!

Guarding Minds @ WORK

Activity

Review actions recommended by research or best practices

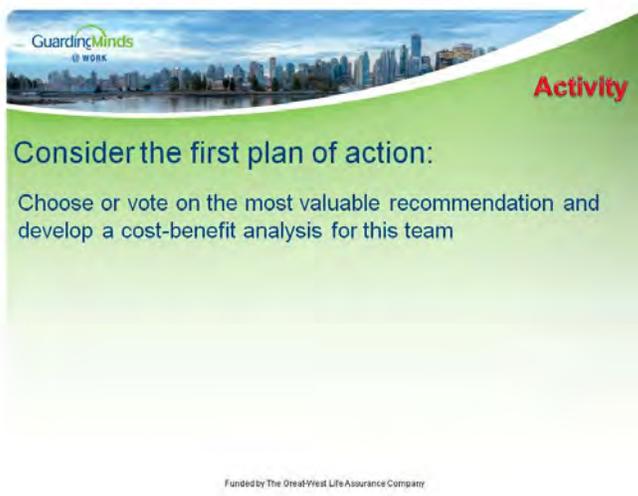
Choose the recommended actions that:

- a) Are most likely to be effective in promoting and maintaining employee engagement
- b) Are low cost or no cost in terms of both time and expense
- c) Will have a measurable benefit to the workplace as a whole

Funded by The Great-West Life Assurance Company

Slide # 5

- Review the recommended actions in the GM@W Suggested Responses document or choose those that you wish to share with the group as possibilities.
- Ask the employees to work in groups of three or more to review the suggested responses and discuss what each of these may mean for your workplace in regards to practicality, profit, cost and challenges.
- Ask that someone keep notes, and let them know that their group is to report back to the larger group in 15 minutes.
- Ask for a group to volunteer to start the report back and begin the discussion to choose which initiative(s) to begin with.
- Check out the Centre website at www.workplacestrategiesformentalhealth.com for free resources related to engagement.



Slide # 6

- Ask the employees to vote on the most important recommendation that they heard from the previous exercise. Ballots, Post-it Notes, stickers or raised hands are all ideas that could be used for voting.
- If there is a discrepancy, see if you can narrow the options down to two and discuss the potential pros and cons of each option and then re-vote, or consider implementing more than one option at once if this would be practical.
- Develop a statement with the group about why the chosen recommendation is important.



Slide # 7

- Hand out the Action Planning Worksheet to each employee so he or she can follow along.
- Identify each step required to implement the chosen action(s).
- Review the steps and ask for volunteers to take on different actions. If individuals feel uncomfortable taking on an action by themselves, suggest working in pairs or groups.
- Set a follow-up date to review progress on the action items together, as well as an expected completion date.

GM@W Action Planning Worksheet

Name: _____

Position: _____ Date: ____/____/____

PF10: ENGAGEMENT

OBJECTIVE: A work environment where employees feel connected to their work and are motivated to do their job well.

PF10 GM@W Survey Results

PF10 GM@W Survey Score: _____ (5 to 20)

Date administered: ____/____/____



PF10 GM@W Organizational Review Results

PF10 GM@W Organizational Review Score: _____ (5 to 20)

Date administered: ____/____/____



Serious Concerns = 5 to 9 **Significant Concerns = 10 to 13** **Minimal Concerns* = 14 to 16** **Relative Strengths** = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

	Selected Action(s) (What exactly are you planning to do?)	Starting Date (What is a realistic date to begin?)	End Date (Is the action ongoing or will it end? If so, when?)	Action Team (Who is involved? Be specific.)	Indicator(s) (What changes do you expect to result from this Action?)	Evaluation Date (When will you determine if the Action was successful?)
Action Priority 1:						
Action Priority 2: <i>(if applicable)</i>						
Action Priority 3: <i>(if applicable)</i>						



Slide # 8

For this slide, we suggest encouraging your employees to check out the *Workplace Strategies for Mental Health* website at www.workplacestrategiesformentalhealth.com. The website features a number of employee-specific resources they can access for free:

- Self-assessment tools to check their current state of mental health
- Information about mental health, addiction and mental illness
- Approaches to mental wellness and coping with workplace stressors
- *Working Through It*, which is a video-based series of video clips by, and for, those struggling while at work, off work or returning to work

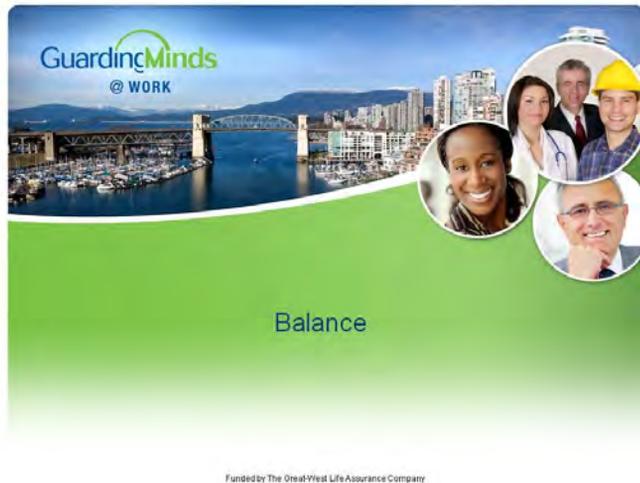
On the **Agenda**



Facilitator's Guide

Balance

Balance



Slide # 1

For this slide, you want to ensure that you have already introduced:

- yourself
- your role within the organization, if unknown to the group
- why you are engaging the group in this discussion
- the importance of addressing psychological health and safety in your organization

The importance of addressing psychological health and safety in your organization can be highlighted by stating the following:

1. Depression will rank second only to heart disease as the leading cause of disability worldwide by the year 2020, which can impact the workplace in areas such as bottom-line production and team work.
2. There are current and emerging legal requirements in Canada for the protection of employee psychological health and safety and the promotion of civility and respect at work.
3. Organizations that value and improve the health of the workplace can improve their organization profile. An improved profile can result in better recruitment and retention rates, enhancing the potential for growth. We want you and potential employees to know that we value your contribution to the organization, that you do good work and that we want to help you to continue to be successful at work.

After these statements, you might say: “The focus of this session is to discuss the promotion of balance in the workplace”.

On the Agenda



Slide # 2

This slide provides a definition of promoting balance in the workplace. We recommend starting with the proposed definition provided by *Guarding Minds @ Work*TM: “Work-life balance is recognition of the need for balance between the demands of work, family and personal life.” Then open the floor for questions about the definition. An idea to get employees to start participating in your presentation is to ask a volunteer in the audience to read the slide. You may wish to share additional information such as:

1. What does balance in the workplace mean?

Possible Answer: Showing respect for the fact that everyone has multiple roles in life: as employees, parents, partners, colleagues.

2. Why is balance in the workplace important?

Possible Answer: This recognition and balancing of roles allows for fulfillment of individual strengths and responsibilities, while also having success at work. This success allows employees to feel valued and that they are contributing at both work and home.

About PF11: Balance

What are Psychosocial Factors?

Psychosocial factors are elements that impact employees' psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers).

What is PF11: Balance?

GM@W defines PF11: Balance as present in a work environment where there is recognition of the need for balance between the demands of work, family and personal life. This psychosocial factor reflects the reality that everyone has multiple roles: as professors, parents, partners, etc. This complexity is enriching and allows fulfillment of individual strengths and responsibilities, but conflicting responsibilities can lead to role conflict or overload.

Why is Balance important?

A work environment where employers recognize the need for work-life balance makes employees feel valued and happier both at work and at home. When employers recognize that work-life balance is important, they realize the need for greater workplace flexibility. This flexibility helps minimize conflict by allowing employees to accomplish the tasks necessary in their daily lives. Balance reduces stress and the possibility that home issues will spill over into work, or vice versa. Balance allows staff to maintain their concentration, confidence, responsibility, and sense of control at work. Organizationally, this translates into enhanced employee commitment, job satisfaction, organizational citizenship behaviours (discretionary behaviours that are beneficial to the organization and are a matter of personal choice) and job performance. In turn, balance is associated with enhanced well-being and reduced stress. These effects have been demonstrated over time, showing a direct causal relationship to physical and psychological health.

What happens when balance is compromised?

Job stress is on the rise, surging from 20 percent in 1990 to 33 percent in 2000. Employees with higher job stress are more likely to be dissatisfied with work and be absent either physically or mentally. One source of stress is conflict between work and family roles. When work-family conflict occurs, health and well-being are undermined. This imbalance can lead to constant tiredness, bad temper, and inability to progress. These can, in turn, lead to additional stress-related illness, as well as higher cholesterol, depressive symptoms, and overall decreased health. The impact on the organization is increased costs due to benefit payouts, absenteeism, disability, and turnover.

How can Balance be improved?

Start by conducting the GM@W Organizational Review and/or the GM@W Survey and reviewing the results. If **Balance** is identified as an area of concern or relative strength, refer to the GM@W Action Resources for a practical strategy and evidence-based and effective suggested actions that can improve **Balance**. It is also important to discuss the findings with employees to gain a further understanding of the results and to obtain input into possible interventions. Furthermore, it is important to evaluate the undertaken interventions over time to ensure they are effective and to take corrective action where needed. Consider reviewing the resources below. Finally, refer back to the GM@W website on occasion for new ideas about how **Balance** can be enhanced.

Further information about Balance:

- Byrne, U. (2005). Work-life balance: Why are we talking about it at all? *Business Information Review*, 22(1), 53-59. doi: [10.1177/0266382105052268](https://doi.org/10.1177/0266382105052268)
- Casey, P., & Grzywacz, J. (2008). Employee health and well-being: The role of flexibility and work-family balance. *Psychologist-Manager Journal*, 11(10), 31-47. doi: [10.1080/10887150801963885](https://doi.org/10.1080/10887150801963885)
- Gallup Management Journal. (2006). Unhappy workers are unhealthy too. Retrieved from <http://gmj.gallup.com/content/14545/gallup-study-unhappy-workers-unhealthy-too.aspx>
- Gilbert, M. & Bilsker, D. (2012). *Psychological Health and Safety: An Action Guide for Employers*. Retrieved from http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf
- Grzywacz, J., & Carlson, D. (2007). Conceptualizing work-family balance: Implications for practice and research. *Advances in Developing Human Resources*, 9(4), 455-471. doi: [10.1177/1523422307305487](https://doi.org/10.1177/1523422307305487)
- Harter, J. K., Schmidt, F., & Keyes, C. L. M. (2003). Well-being in the workplace and its relationship to business outcomes: A review of the Gallup studies. Retrieved from <http://media.gallup.com/documents/whitePaper--Well-BeingInTheWorkplace.pdf>
- Health and Safety Executive. (2012). Work related stress – together we can tackle it. In *Guidance*. Retrieved from <http://www.hse.gov.uk/stress/index.htm>
- Higgins, C., & Duxbury, L. (2005). Saying “no” in a culture of hours, money and non-support. *Ivey Business Journal*, 69(6), 1-5. Retrieved from <http://www.ivey.com.hk/executive/Saying%20No%20in%20a%20Culture%20of%20Hours,%20Money%20and%20Non-support.pdf>
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33, 692-724. Retrieved from <http://www.jstor.org/stable/256287>
- The Great-West Life Assurance Company. (2012). PF11: Balance. In *Centre Resources by GM@W Factor and On the Agenda*. Retrieved from <http://www.workplacestrategiesformentalhealth.com>

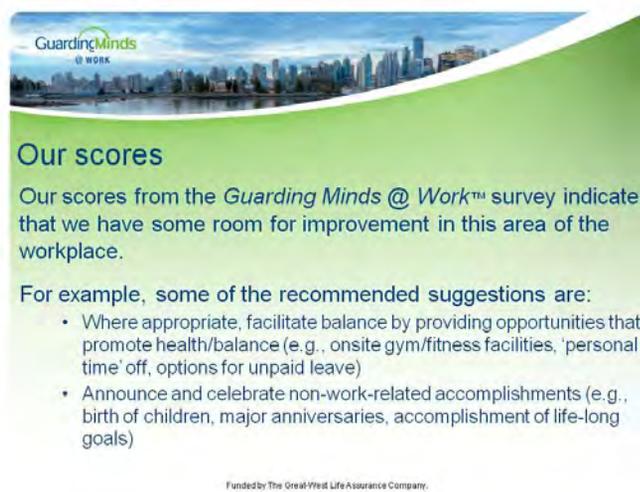
www.guardingmindsatwork.ca



Slide # 3

This slide details what balance in the workplace looks like. Simply read the points on the slide. If you would like to expand on the information, we suggest elaborating on what non-balance may look like. You can suggest the following and why you don't want this for your group:

- Employees with low balance are more likely to be absent from work either physically or mentally
- Employees begin to feel increased conflict at home and at work, and between their work-home roles
- Employees may complain of feeling persistent fatigue



Our scores

Our scores from the *Guarding Minds @ Work™* survey indicate that we have some room for improvement in this area of the workplace.

For example, some of the recommended suggestions are:

- Where appropriate, facilitate balance by providing opportunities that promote health/balance (e.g., onsite gym/fitness facilities, 'personal time' off, options for unpaid leave)
- Announce and celebrate non-work-related accomplishments (e.g., birth of children, major anniversaries, accomplishment of life-long goals)

Funded by The Great-West Life Assurance Company.

Slide # 4

If your workplace or a sector in the workplace completed the *Guarding Minds @ Work* (GM@W) Survey, you may wish to review the scores now. Let your employees know that there is always room for improvement, and it is also important to recognize and retain what is already working.

- Review the suggestions on the slide and let them know that putting psychological health and safety on the agenda is an active step to increase promotion of balance in the workplace.
- If your workplace has not undertaken the GM@W Review or Survey, ask the employees if they feel the suggestions on the slide would be helpful, and why or why not.

GM@W Suggested Responses

Please consult the *Selection of GM@W Suggested Actions* and *Selection of Effective Actions: Applying a Quality Framework* documents to help you select GM@W suggested actions to undertake for Balance.

PF11: BALANCE

OBJECTIVE: A work environment where there is recognition of the need for balance between the demands of work, family and personal life.

PF11: GM@W Survey Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS
PF11: GM@W Organizational Review Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS

Serious Concerns = 5 to 9 Significant Concerns = 10 to 13 Minimal Concerns* = 14 to 16 Relative Strengths = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

The list below contains actions that you can take to respond to actual or potential concerns related to **Balance**. Many of these actions have been found to be effective in research studies, have been recommended as best practices, or have been found valuable in applied settings. Some have been informed by emerging case law and regulatory requirements. The actions are drawn from diverse industries and sectors, and not all may be applicable or feasible in your particular workplace. This list is not exhaustive, nor is it intended to be prescriptive. Rather, these are suggestions for possible courses of action.

If **Balance** has been flagged as a **Relative Strength** in your workplace, it is important not to overlook this finding. You can do this by developing policies that protect this relative strength and engaging staff in discussions of how this strength can be enhanced by implementing the suggested actions below.

If **Balance** has been flagged as an area of concern in your workplace, consider which of these actions might be appropriate. In making your decision, it can be helpful to keep the following six key quality dimensions in mind: Appropriateness, Acceptability, Accessibility, Effectiveness, Efficiency and Safety (see *Selection of Effective Actions: Applying a Quality Framework* for more information).

The actions below fall into four main categories: (1) norms, values and practices of the work environment; (2) training and development initiatives; (3) communication strategies and approaches; and (4) formal policies and programs. You may have already initiated some of the actions – but consider the others. You may also have other ideas for actions you could implement – there is a space for writing these down at the end of this document. **Remember, not every action that might enhance Balance in your workplace is listed here. Implementing the following actions, however, will provide a strong foundation for building a psychologically healthy and safe workplace.**

Work Environment (Norms, Values & Practices)

- Have management support and model positive work/life balance behaviour (i.e., ensure that messaging is consistent with demonstrated behaviour/expectations)
- Facilitate balance by providing opportunities that promote health and balance (e.g., on-site gym/fitness facilities, provision of “personal time” off, options for unpaid leaves)
- Offer supports (e.g., appropriate technology and resources) for staff who work from home/off-site

Training & Development

- Provide information on creating and sustaining a balanced approach to the demands of work and personal life (e.g., enhanced resiliency, coping and problem-solving skills)
- Provide training opportunities for managers/supervisors to support both themselves and their employees in the management of work/life demands
- Provide a range of educational opportunities (internal and external) on non-job-related topics (e.g., attending “lunch-and-learn” sessions on childcare or eldercare issues)

Communication

- Communicate organizational commitment to balance as integral to overall health and productivity
- Increase awareness of existing company and community resources/programs that support work/life balance
- Support staff who wish to share non-work-related accomplishments (e.g., birth of children, major anniversaries, accomplishment of lifelong goals)

Formal Policies & Programs

- Provide flexible work arrangements, where possible (e.g., compressed work schedules, work from home, virtual conferencing, part-time work, contract opportunities, job sharing)
- Provide appropriate support for shift workers (e.g., limit split shifts, provide advance notice of shift changes, permit trading of shifts)
- Offer personal and family supports for both child and elder care (e.g., comprehensive benefits, daycare, fitness facility access, health education, family responsibility leave)
- Assess employees' perceptions of the value of benefits when making decisions concerning these programs (e.g., provide flexible/"opt-out" options)
- Offer opportunities to earn time off during peak work periods (e.g., to use during lower workload demand periods)
- Encourage use of allocated time off
- Develop parameters around communication, availability and technology use (e.g., email, phone) during off-work periods and have leaders model this approach

Additional resources have been created to help you take action, including: presentation slides and supporting materials (freely available at www.workplacestrategiesformentalhealth.com/ota) and a new resource - *Psychological Health and Safety: An Action Guide for Employers*, developed on behalf of the Mental Health Commission of Canada Workforce Advisory Committee, that is a practical tool designed to help employers develop implementation plans on the basis of GM@W findings (freely available at www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf).

We encourage you to review these resources for additional suggested actions.

Other Actions:

- _____

- _____

- _____

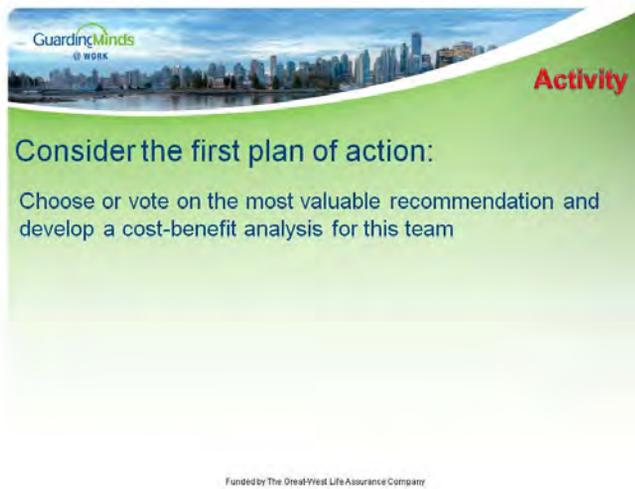
There won't be a perfect set of actions – often it's a matter of choosing the actions most likely to accomplish positive outcomes while generating the fewest potential problems.

Once you have selected one or more actions to undertake, enter them into the corresponding *GM@W Action Planning Worksheet*, pick your start date, identify who will be involved – your Action Team, and get started!



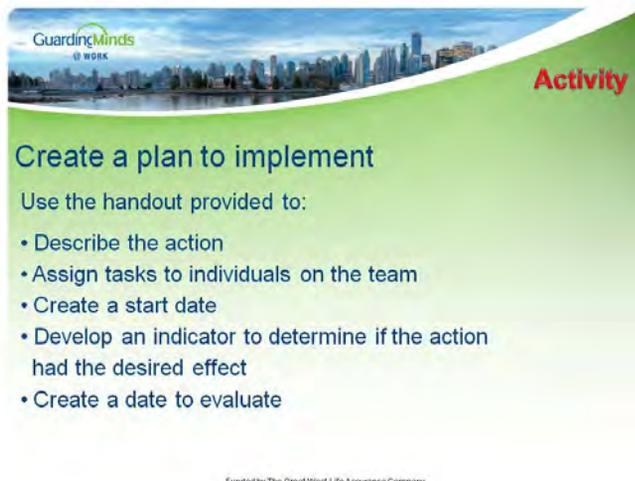
Slide # 5

- Review the recommended actions in GM@W Suggested Responses document or choose those that you wish to share with the group as possibilities.
- Ask the employees to work in groups of three or more to review the suggested responses and discuss what each of these may mean for your workplace in regards to practicality, profit, cost and challenges.
- Ask that someone keep notes, and let them know that their group is to report back to the larger group in 15 minutes.
- Ask for a group to volunteer to start the report back and begin the discussion to choose which initiative(s) to begin with.
- Check out the Centre website at www.workplacestrategiesformentalhealth.com for free resources related to balance.



Slide # 6

- Ask the employees to vote on the most important recommendation that they heard from the previous exercise. Ballots, Post-it Notes, stickers or raised hands are all ideas that could be used for voting.
- If there is a discrepancy, see if you can narrow the options down to two and discuss the potential pros and cons of each option and then re-vote, or consider implementing more than one option at once if this would be practical.
- Develop a statement with the group about why the chosen recommendation is important.



Slide # 7

- Hand out the Action Planning Worksheet to each employee so he or she can follow along.
- Identify each step required to implement the chosen action(s).
- Review the steps and ask for volunteers to take on different actions. If individuals feel uncomfortable taking on an action by themselves, suggest working in pairs or groups.
- Set a follow-up date to review progress on the action items together, as well as an expected completion date.

GM@W Action Planning Worksheet

Name: _____

Position: _____ Date: ____/____/____

PF11: BALANCE

OBJECTIVE: A work environment where there is recognition of the need for balance between the demands of work, family and personal life.

PF11 GM@W Survey Results

PF11 GM@W Survey Score: _____ (5 to 20)

Date administered: ____/____/____



PF11 GM@W Organizational Review Results

PF11 GM@W Organizational Review Score: _____ (5 to 20)

Date administered: ____/____/____



Serious Concerns = 5 to 9 Significant Concerns = 10 to 13 Minimal Concerns* = 14 to 16 Relative Strengths = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

	Selected Action(s) (What exactly are you planning to do?)	Starting Date (What is a realistic date to begin?)	End Date (Is the action ongoing or will it end? If so, when?)	Action Team (Who is involved? Be specific.)	Indicator(s) (What changes do you expect to result from this Action?)	Evaluation Date (When will you determine if the Action was successful?)
Action Priority 1:						
Action Priority 2: <i>(if applicable)</i>						
Action Priority 3: <i>(if applicable)</i>						



Slide # 8

For this slide, we suggest encouraging your employees to check out the *Workplace Strategies for Mental Health* website at www.workplacestrategiesformentalhealth.com. The website features a number of employee-specific resources they can access for free:

- Self-assessment tools to check their current state of mental health
- Information about mental health, addiction and mental illness
- Approaches to mental wellness and coping with workplace stressors
- *Working Through*, It which is a video-based series of video clips by, and for, those struggling while at work, off work or returning to work

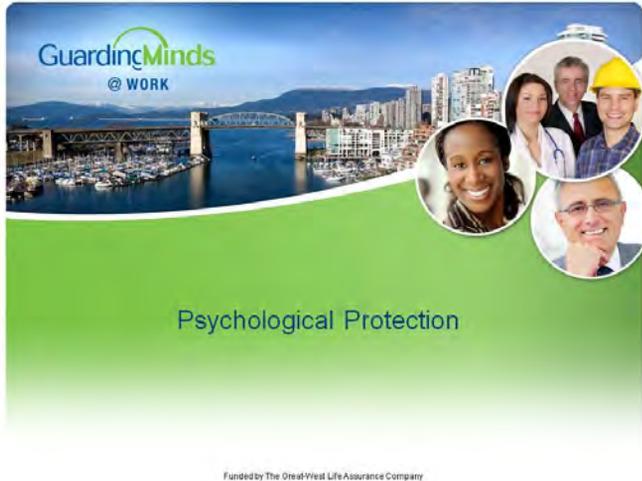
On the **Agenda**



Facilitator's Guide

Psychological Protection

Psychological Protection



Slide # 1

For this slide, you want to ensure that you have already introduced:

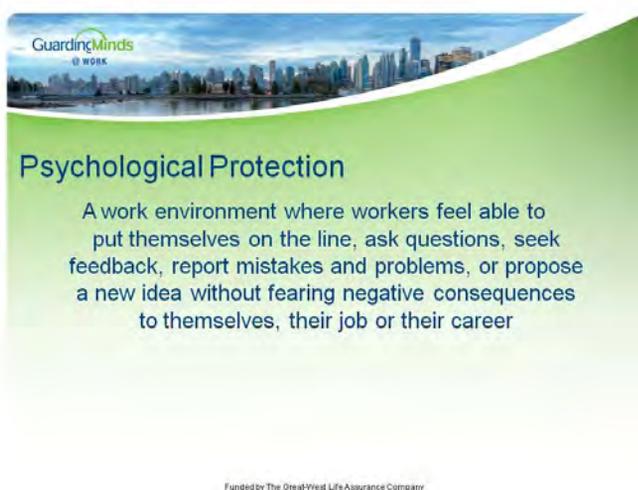
- yourself
- your role within the organization, if unknown to the group
- why you are engaging the group in this discussion
- the importance of addressing psychological health and safety in your organization

The importance of addressing psychological health and safety in your organization can be highlighted by stating the following:

1. Depression will rank second only to heart disease as the leading cause of disability worldwide by the year 2020, which can impact the workplace in areas such as bottom-line production and team work.
2. There are current and emerging legal requirements in Canada for the protection of employee psychological health and safety and the promotion of civility and respect at work.
3. Organizations that value and improve the health of the workplace can improve their organization profile. An improved profile can result in better recruitment and retention rates, enhancing the potential for growth. We want you and potential employees to know that we value your contribution to the organization, that you do good work and that we want to help you to continue to be successful at work.

After these statements, you might say: “The focus of this session is to discuss psychological protection in the workplace”.

On the Agenda



Slide # 2

This slide provides a definition of psychological protection in the workplace. We recommend starting with the proposed definition provided by *Guarding Minds @ Work*TM: “Workplace psychological safety is demonstrated when workers feel able to put themselves on the line, ask questions, seek feedback, report mistakes and problems, or propose a new idea without fearing negative consequences to themselves, their job or their career. A psychologically safe and healthy workplace actively promotes emotional well-being among employees, while taking all reasonable steps to minimize threats to employee mental health.” Then open the floor for questions about the definition. An idea to get employees to start participating in your presentation is to ask a volunteer in the audience to read the slide. You may wish to share additional information such as:

1. What does psychological protection in the workplace mean?

Possible Answer: A psychologically safe workplace actively promotes emotional well-being among employees, while taking all reasonable steps to minimize threats to employee mental health.

2. Why is psychological protection in the workplace important?

Possible Answer: Psychological safety is important because workers who are psychologically safe feel able to put themselves on the line, ask questions, seek feedback, report mistakes and problems, or propose a new idea without fearing negative consequences to themselves, their job or their career.

About PF12: Psychological Protection

What are Psychosocial Factors?

Psychosocial factors are elements that impact employees' psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers).

What is PF12: Psychological Protection?

GM@W defines PF12: Psychological Protection as present in a work environment where employees' psychological safety is ensured. Workplace psychological safety is demonstrated when workers feel able to put themselves on the line, ask questions, seek feedback, report mistakes and problems, or propose a new idea without fearing negative consequences to themselves, their job or their career. A psychologically healthy and safe workplace is one that promotes employees' psychological well-being and actively works to prevent harm to employee psychological health due to negligent, reckless or intentional acts.

Why is Psychological Protection important?

When employees are psychologically protected they demonstrate greater job satisfaction, enhanced team learning behaviour and improved performance. Employees are more likely to speak up and become involved. They show increased morale and engagement and are less likely to experience stress-related illness. Psychologically protected workplaces also experience fewer grievances, conflicts and liability risks.

What happens when employees' psychological safety is not protected?

When employees are not psychologically safe they experience demoralization, a sense of threat, disengagement and strain. They perceive workplace conditions as ambiguous and unpredictable. The organization is at a much greater threat from costly, and potentially crippling, legal and regulatory risk. This can, in turn, undermine shareholder, consumer, and public confidence in the organization.

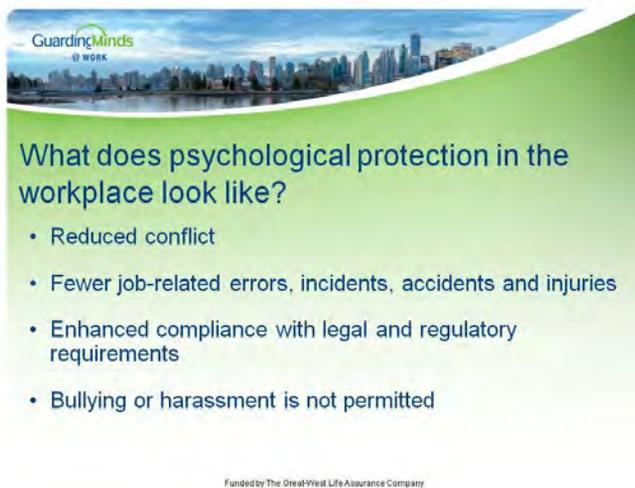
How can Psychological Protection be improved?

Start by conducting the GM@W Organizational Review and/or the GM@W Survey and reviewing the results. If **Psychological Protection** is identified as an area of concern or relative strength, refer to the GM@W Action Resources for a practical strategy and evidence-based and effective suggested actions that can improve **Psychological Protection**. It is also important to discuss the findings with employees to gain a further understanding of the results and to obtain input into possible interventions. Furthermore, it is important to evaluate the undertaken interventions over time to ensure they are effective and to take corrective action where needed. Consider reviewing the resources below. Finally, refer back to the GM@W website on occasion for new ideas about how **Psychological Protection** can be enhanced.

Further information about Psychological Protection:

- American Psychiatric Foundation. (2012). *Partnership for workplace mental health*. Retrieved from <http://www.workplacementalhealth.org/>
- Canadian Mental Health Association, Ontario. (2012). *Mental health works*. Retrieved from <http://mentalhealthworks.ca>
- Gilbert, M. & Bilsker, D. (2012). *Psychological Health and Safety: An Action Guide for Employers*. Retrieved from http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf
- Government of Canada (2012). *Canadian Centre for Occupational Health and Safety*. Retrieved from <http://www.ccohs.ca/>
- May, D., Gilson, R., & Harter, L. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational & Organizational Psychology*, 77(1), 11-37. Retrieved from <http://zonecours.hec.ca/documents/H2007-1-1046395.Douglas.pdf>
- Roussin, C. (2008). Increasing trust, psychological safety, and team performance through dyadic leadership discovery. *Small Group Research*, 39(2), 224-248. doi: 10.1177/1046496408315988
- Schepers, J, de Jong, A., Wetzels, M., & de Ruyter, K. (2008). Psychological safety and social support in groupware adoption: A multi-level assessment in education. *Computers & Education*, 51(2), 757-775. Retrieved from [http://jij.site.onward.nl/pdf/JeroenSchepers.nl%20-%20Schepers,%20De%20Jong,%20Wetzels,%20De%20Ruyter%20\(2008\).pdf](http://jij.site.onward.nl/pdf/JeroenSchepers.nl%20-%20Schepers,%20De%20Jong,%20Wetzels,%20De%20Ruyter%20(2008).pdf)
- The Great-West Life Assurance Company. (2012). PF12: Psychological Protection. In *Centre Resources by GM@W Factor and On the Agenda*. Retrieved from <http://www.workplacestrategiesformentalhealth.com>

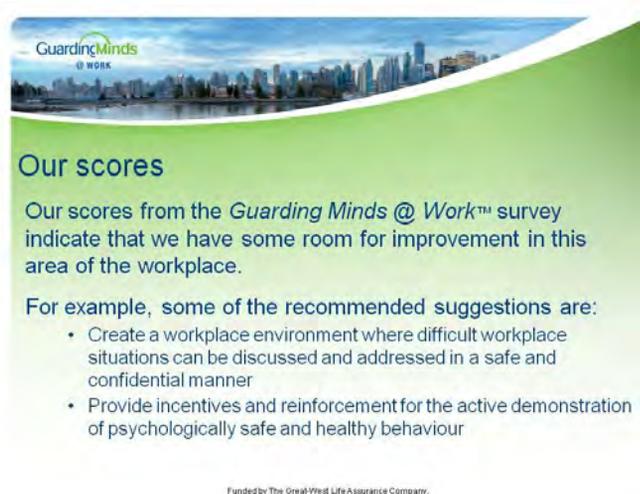
www.guardingmindsatwork.ca



Slide # 3

This slide details what a psychologically protected workplace may look like. Simply read the points on the slide. If you would like to expand on the information, we suggest elaborating on what a non-psychologically protected workplace may look like. You can suggest the following and why you don't want this for your group:

- Employees may feel a sense of disengagement, stress and job strain
- Employees may report feeling threatened to participate in workplace endeavors and change strategies
- The organization may see a rise in legal and regulatory problems



Our scores

Our scores from the *Guarding Minds @ Work*™ survey indicate that we have some room for improvement in this area of the workplace.

For example, some of the recommended suggestions are:

- Create a workplace environment where difficult workplace situations can be discussed and addressed in a safe and confidential manner
- Provide incentives and reinforcement for the active demonstration of psychologically safe and healthy behaviour

Funded by The Great-West Life Assurance Company.

Slide # 4

If your workplace or a sector in the workplace completed the *Guarding Minds @ Work* (GM@W) Survey, you may wish to review the scores now. Let your employees know that there is always room for improvement, and it is also important to recognize and retain what is already working.

- Review the suggestions on the slide and let them know that putting psychological health and safety on the agenda is an active step to increase workplace psychological protection.
- If your workplace has not undertaken the GM@W Review or Survey, ask the employees if they feel the suggestions on the slide would be helpful, and why or why not.

GM@W Suggested Responses

Please consult the *Selection of GM@W Suggested Actions* and *Selection of Effective Actions: Applying a Quality Framework* documents to help you select GM@W suggested actions to undertake for Psychological Protection.

PF12: PSYCHOLOGICAL PROTECTION

OBJECTIVE: A work environment where employees' psychological safety is ensured.

PF12: GM@W Survey Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS
PF12: GM@W Organizational Review Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS

Serious Concerns = 5 to 9 **Significant Concerns = 10 to 13** **Minimal Concerns* = 14 to 16** **Relative Strengths** = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

The list below contains actions that you can take to respond to actual or potential concerns related to **Psychological Protection**. Many of these actions have been found to be effective in research studies, have been recommended as best practices, or have been found valuable in applied settings. Some have been informed by emerging case law and regulatory requirements. **Psychological Protection** is an area of particular importance from this perspective (see also: PSR1, 4, 5 and 9). The actions are drawn from diverse industries and sectors, and not all may be applicable or feasible in your particular workplace. This list is not exhaustive, nor is it intended to be prescriptive. Rather, these are suggestions for possible courses of action.

If **Psychological Protection** has been flagged as a **Relative Strength** in your workplace, it is important not to overlook this finding. You can do this by developing policies that protect this relative strength and engaging staff in discussions of how this strength can be enhanced by implementing the suggested actions below.

If **Psychological Protection** has been flagged as an area of concern in your workplace, consider which of these actions might be appropriate. In making your decision, it can be helpful to keep the following six key quality dimensions in mind: Appropriateness, Acceptability, Accessibility, Effectiveness, Efficiency and Safety (see *Selection of Effective Actions: Applying a Quality Framework* for more information).

The actions below fall into four main categories: (1) norms, values and practices of the work environment; (2) training and development initiatives; (3) communication strategies and approaches; and (4) formal policies and programs. You may have already initiated some of the actions – but consider the others. You may also have other ideas for actions you could implement – there is a space for writing these down at the end of this document. **Remember, not every action that might enhance Psychological Protection in your workplace is listed here. Implementing the following actions, however, will provide a strong foundation for building a psychologically healthy and safe workplace.**

Work Environment (Norms, Values & Practices)

- Create a culture where psychological health and safety is valued, encouraged and promoted
- Ensure organizational justice across all facets of the workplace: ensure fairness in how workplace decisions are made and how procedures are carried out (“procedural justice”); ensure fairness in the outcomes of workplace decisions, such as promotion decisions (“distributive justice”); and communicate explanations for decisions in a respectful manner, with sincerity, care and empathy (“interactional justice”)
- Create a process where difficult workplace situations can be discussed and addressed in a safe and confidential manner
- Recognize that the assurance of psychological safety is more than just a policy – it involves an ongoing process of education, implementation and evaluation, with revisions as needed
- Provide incentives and reinforcement for the active demonstration of psychologically healthy and safe behaviour

Training & Development

- Provide ongoing orientation and training on organizational/union policies and programs on harassment, discrimination, violence at work and conflict management
- Orient and train managers/supervisors, human resources providers, and union personnel to be knowledgeable and accountable for ensuring a psychologically healthy and safe workplace
- Provide training on identifying and dealing with psychosocial stressors in the workplace (e.g., training in assertiveness, problem-solving and stress management)

Communication

- Provide ongoing awareness and communication about existing policies on harassment, discrimination, violence and conflict management (using both formal and informal communication networks)
- Provide safe opportunities for employees to identify and participate in the remediation of psychological safety concerns
- Communicate the availability of resources, educational material and supports available to manage stress

Formal Policies & Programs

- Comply with the National Standard of Canada for Psychological Health and Safety in the Workplace
- Develop policies and programs that assess and address harm to employees (i.e., harassment, discrimination, violence)
- Regularly review and modify policies and programs to reflect emerging case law and regulatory changes
- Create company ethics, values and employee privacy statements with participation from all levels of staff
- Provide internal programs and benefits, as well as information on external resources, that support employees who have experienced work-related harassment, discrimination or violence (e.g., Employee and Family Assistance programs, access to psychologists or other regulated mental health professionals, community services)
- Conduct regular risk assessments and reviews to help understand and monitor factors that may negatively affect employees' psychological health and safety
- Provide programs and services for those working in vulnerable situations/hours (e.g., debriefing, peer support, "safe-walk" programs, secure parking access)
- Provide employees with adequate rest/break or job rotations for particularly burdensome mental or physical tasks (e.g., rest period for night-shift workers)

Additional resources have been created to help you take action, including: presentation slides and supporting materials (freely available at www.workplacestrategiesformentalhealth.com/ota) and a new resource - *Psychological Health and Safety: An Action Guide for Employers*, developed on behalf of the Mental Health Commission of Canada Workforce Advisory Committee, that is a practical tool designed to help employers develop implementation plans on the basis of GM@W findings (freely available at www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf).

We encourage you to review these resources for additional suggested actions.

Other Actions:

- _____

- _____

- _____

There won't be a perfect set of actions – often it's a matter of choosing the actions most likely to accomplish positive outcomes while generating the fewest potential problems.

Once you have selected one or more actions to undertake, enter them into the corresponding *GM@W Action Planning Worksheet*, pick your start date, identify who will be involved – your Action Team, and get started!



Guarding Minds @ work

Activity

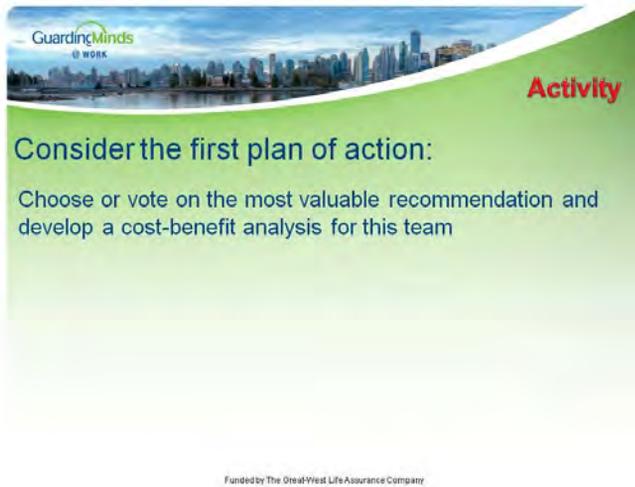
Review actions recommended by research or best practices

Choose the recommended actions that:

- Are most likely to be effective in protecting psychological safety
- Are low cost or no cost in terms of both time and expense
- Will have a measurable benefit to the workplace as a whole

Slide # 5

- Review the recommended actions in the GM@W Suggested Responses document or choose those that you wish to share with the group as possibilities.
- Ask the employees to work in groups of three or more to review the suggested responses and discuss what each of these may mean for your workplace in regards to practicality, profit, cost and challenges.
- Ask that someone keep notes, and let them know that their group is to report back to the larger group in 15 minutes.
- Ask for a group to volunteer to start the report back and begin the discussion to choose which initiative(s) to begin with.
- Check out the Centre website at www.workplacestrategiesformentalhealth.com for free resources related to psychological protection.



Slide # 6

- Ask the employees to vote on the most important recommendation that they heard from the previous exercise. Ballots, Post-it Notes, stickers or raised hands are all ideas that could be used for voting.
- If there is a discrepancy, see if you can narrow the options down to two and discuss the potential pros and cons of each option and then re-vote, or consider implementing more than one option at once if this would be practical.
- Develop a statement with the group about why the chosen recommendation is important.



Activity

Create a plan to implement

Use the handout provided to:

- Describe the action
- Assign tasks to individuals on the team
- Create a start date
- Develop an indicator to determine if the action had the desired effect
- Create a date to evaluate

Slide # 7

Funded by The Great-West Life Assurance Company

- Hand out the Action Planning Worksheet to each employee so he or she can follow along.
- Identify each step required to implement the chosen action(s).
- Review the steps and ask for volunteers to take on different actions. If individuals feel uncomfortable taking on an action by themselves, suggest working in pairs or groups.
- Set a follow-up date to review progress on the action items together, as well as an expected completion date.

GM@W Action Planning Worksheet

Name: _____

Position: _____ Date: ____/____/____

PF12: PSYCHOLOGICAL PROTECTION

OBJECTIVE: A work environment where employees' psychological safety is ensured.

PF12 GM@W Survey Results

PF12 GM@W Survey Score: _____ (5 to 20)

Date administered: ____/____/____



PF12 GM@W Organizational Review Results

PF12 GM@W Organizational Review Score: _____ (5 to 20)

Date administered: ____/____/____



Serious Concerns = 5 to 9 **Significant Concerns = 10 to 13** **Minimal Concerns* = 14 to 16** **Relative Strengths** = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

	Selected Action(s) (What exactly are you planning to do?)	Starting Date (What is a realistic date to begin?)	End Date (Is the action ongoing or will it end? If so, when?)	Action Team (Who is involved? Be specific.)	Indicator(s) (What changes do you expect to result from this Action?)	Evaluation Date (When will you determine if the Action was successful?)
Action Priority 1:						
Action Priority 2: <i>(if applicable)</i>						
Action Priority 3: <i>(if applicable)</i>						



Slide # 8

For this slide, we suggest encouraging your employees to check out the *Workplace Strategies for Mental Health* website at www.workplacestrategiesformentalhealth.com. The website features a number of employee-specific resources they can access for free:

- Self-assessment tools to check their current state of mental health
- Information about mental health, addiction and mental illness
- Approaches to mental wellness and coping with workplace stressors
- *Working Through It*, which is a video-based series of video clips by, and for, those struggling while at work, off work or returning to work

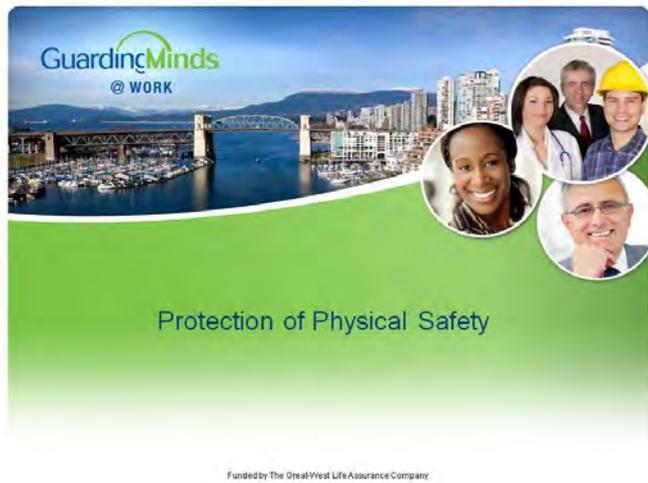
On the **Agenda**



Facilitator's Guide

Protection of Physical Safety

Protection of Physical Safety



Slide # 1

For this slide, you want to ensure that you have already introduced:

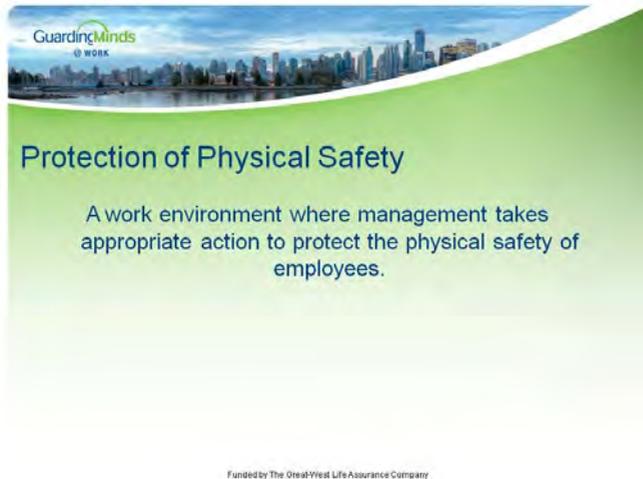
- yourself
- your role within the organization, if unknown to the group
- why you are engaging the group in this discussion
- the importance of addressing psychological health and safety in your organization

The importance of addressing psychological health and safety in your organization can be highlighted by stating the following:

1. Depression will rank second only to heart disease as the leading cause of disability worldwide by the year 2020, which can impact the workplace in areas such as bottom-line production and team work.
2. There are current and emerging legal requirements in Canada for the protection of employee psychological health and safety and the promotion of civility and respect at work.
3. Organizations that value and improve the health of the workplace can improve their organization profile. An improved profile can result in better recruitment and retention rates, enhancing the potential for growth. We want you and potential employees to know that we value your contribution to the organization, that you do good work and that we want to help you to continue to be successful at work.

After these statements, you might say: “The focus of this session is to discuss protection of physical safety in the workplace”.

On the Agenda



Slide # 2

This slide provides a definition of protection of physical safety. We recommend starting with the definition provided by *Guarding Minds @ Work*TM: “Protection of physical safety occurs in a work environment where management takes appropriate action to protect the physical safety of employees.” Following the definition, open the floor for questions about the definition. An idea to get employees to start participating in your presentation is to ask a volunteer in the audience to read the slide. You can also offer additional information such as:

1. How does protection of physical safety affect mental health?

Possible answer: Psychological health is our ability to think, feel and behave in a manner that allows us to perform effectively at work, at home and in our community. Psychological health and mental health are often used interchangeably.

2. Why is protection of physical safety important?

Possible answer: According to research, the more employees feel that they have protection of physical safety, the greater their job attachment, job satisfaction, job commitment and job performance. Plus, the greater the support, the stronger the likelihood that employees will seek and receive appropriate help for mental health issues, and return to work if they have an extended absence.

About PF13: Protection of Physical Safety

What are Psychosocial Factors?

Psychosocial factors are elements that impact employees' psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers).

What is PF13: Protection of Physical Safety?

GM@W defines PF13: Protection of Physical Safety as present in a work environment where management takes appropriate action to protect the physical safety of employees. Appropriate actions may include: policies to protect employees' physical safety; training in safety-related protocols; rapid and appropriate response to physical accidents or situations identified as risky; and clearly demonstrated concern for employees' physical safety.

Why is Protection of Physical Safety important?

Employees who perceive the workplace as protective of physical safety will feel more secure and engaged at work. Research has shown that when employees have higher levels of confidence in safety protection at work, they experience lower rates of psychological distress and mental health problems. The sense of physical safety protection is enhanced by: adequate training with regard to physical safety, trust that the employer minimizes physical hazards, confidence that the employer responds quickly and effectively to safety incidents, and the opportunity to have meaningful input into workplace policies and practices. The protection of physical safety is also an important bridge between traditional Occupational Health and Safety (OH&S) and the new area of Psychological Health and Safety. This factor is linked to the concept of "safety climate": "employees' perceptions of the importance of safety and how it is operationalized within the working environment"¹. Protection of Physical Safety is especially important in workplaces with high levels of safety-sensitivity.

Safety climate is consistent with, and part of, the larger culture or climate of the organization. Correspondingly, a psychologically safe climate is one where there is a shared and enduring belief in, and commitment to, the importance of promoting and protecting the physical and psychological safety of all involved by taking actions to identify and address risks. It involves the complex interaction between events in the workplace or organizational environment; management commitment and leadership; employee perceptions, thoughts and knowledge; and individual and organizational behaviours or practices. Safety culture is therefore dynamic and aspirational rather than fixed. As one author noted, "Like a state of grace, a safety culture is something that is striven for but rarely attained"².

What happens when employees' physical safety is not protected?

Workplaces that fail to protect physical safety are likely to be more dangerous. Also, workers who do not see the workplace as protecting physical safety will feel less secure and less engaged, and this will increase their vulnerability to psychological distress and potential mental health problems.

¹ Cooper, M.D., & Phillips, R.A. (2004). Exploratory analysis of the safety climate and safety behavior analysis. *Journal of Safety Research*, 35, 497-512.

² Reason, J. (1997). *Managing the risks of organizational accidents*. Brookfield, VT: Ashgate.

How can Protection of Physical Safety be improved?

Start by conducting the GM@W Organizational Review and/or the GM@W Survey and reviewing the results. If **Protection of Physical Safety** is identified as an area of concern or relative strength, refer to the GM@W Action Resources for a practical strategy and evidence-based and effective suggested actions that can improve **Protection of Physical Safety**. It is also important to discuss the findings with employees to gain a further understanding of the results and to obtain input into possible interventions. Furthermore, it is important to evaluate the undertaken interventions over time to ensure they are effective and to take corrective action where needed. Consider reviewing the resources below. Finally, refer back to the GM@W website on occasion for new ideas about how **Protection of Physical Safety** can be enhanced.

Further information about Protection of Physical Safety:

- Clarke, S. (2010). An integrative model of safety climate: Linking psychological climate and work attitudes to individual safety outcomes using meta-analysis. *Journal of Occupational and Organizational Psychology*, 83, 553-578. doi: 10.1348/096317909X452122
- Cooper, D. (1995). Measurement of safety climate: A component analysis. *Institute of Occupational Safety & Health Meeting*. Retrieved from http://www.behavioural-safety.com/articles/Measurement_of_safety_climate-a_component_analysis.pdf
- Gilbert, M. & Bilsker, D. (2012). *Psychological Health and Safety: An Action Guide for Employers*. Retrieved from http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf
- Government of Alberta. (2011). *Best practices for the assessment and control of psychological hazards* (Vol. 5). Retrieved from <http://employment.alberta.ca/documents/bp013-bestpractices-volume5.pdf>
- Harvey, S., Kelloway, E.K., & Duncan-Leiper, L. (2003). Trust in management as a buffer of the relationships between overload and strain. *Journal of Occupational Health Psychology*, 8(4), 306-315. doi: 10.1037/1076-8998.8.4.306
- Health and Safety Executive. (2005). *A review of safety culture and safety climate literature for the development of the safety culture inspection toolkit*. Retrieved from <http://www.hse.gov.uk/research/rrpdf/rr367.pdf>
- Idris, M.A., Dollard, M.F., Coward, J., & Dormann, C. (2012). Psychosocial safety climate: Conceptual distinctiveness and effect on job demand and worker psychological health. *Safety Science*, 50, 19-28. doi: 10.1016/j.ssci.2011.06.005
- Rashid, M., & Zimring, C. (2008). A review of the empirical literature on the relationships between indoor environment and stress in health care and office settings: Problems and prospects of sharing evidence. *Environment and Behaviour*, 40(2), 151-190. doi: 10.1177/0013916507311550
- The Great-West Life Assurance Company. (2012). PF13: Protection of Physical Safety. In *Centre Resources by GM@W Factor and On the Agenda*. Retrieved from <http://www.workplacestrategiesformentalhealth.com>
- World Health Organization. (1999). Adverse health effects of noise. In B. Berglund, T. Lindvall, & D. H. Schwela (Eds.), *Guidelines for community noise*. Retrieved from <http://whqlibdoc.who.int/hq/1999/a68672.pdf>

www.guardingmindsatwork.ca



Guarding Minds
@ WORK

What does protection of physical safety in the workplace look like?

Appropriate actions may include:

- Policy to protect workers' physical safety
- Training in safety-related protocols
- Rapid and appropriate response to physical accidents or situations identified as risky
- Clearly demonstrated concern for employees' physical safety

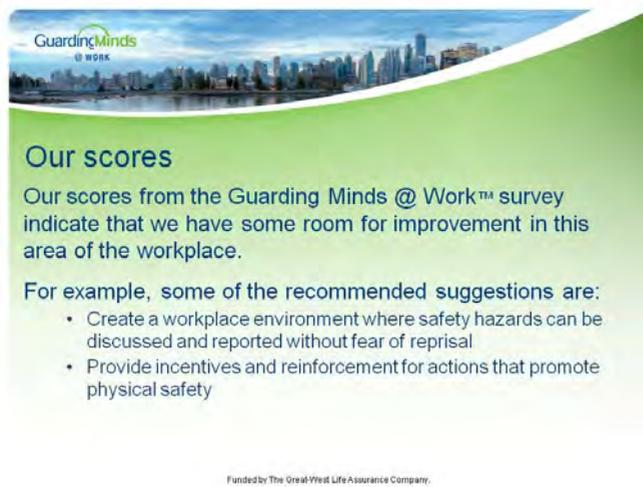
Funded by The Great-West Life Assurance Company

Slide # 3

This slide details what protection of physical safety in the workplace might look like. Simply read the points on the slide. If you would like to expand on the information, we suggest elaborating on what a workplace without protection of physical safety may look like. You can suggest the following and why you don't want this for your group:

- Increased absenteeism and increased burden on those left to carry the load
- Strain
- Workplace conflict
- Turnover
- Greater risk of accidents, incidents and injuries

On the Agenda



Our scores

Our scores from the Guarding Minds @ Work™ survey indicate that we have some room for improvement in this area of the workplace.

For example, some of the recommended suggestions are:

- Create a workplace environment where safety hazards can be discussed and reported without fear of reprisal
- Provide incentives and reinforcement for actions that promote physical safety

Funded by The Great-West Life Assurance Company.

Slide # 4

If your workplace completed the *Guarding Minds @ Work* (GM@W) Survey, you may wish to review the scores now. Let your employees know that there is always room for improvement, and it is also important to recognize and retain what is already working.

- Review the suggestions on the slide and let them know that putting psychological health on the agenda is an active step to increase workplace protection of physical safety.
- If your workplace has not undertaken the GM@W Review or Survey, ask the employees if they feel the suggestions on the slide would be helpful, and why or why not.

GM@W Suggested Responses

Please consult the *Selection of GM@W Suggested Actions* and *Selection of Effective Actions: Applying a Quality Framework* documents to help you select GM@W suggested actions to undertake for Protection of Physical Safety.

PF13: PROTECTION OF PHYSICAL SAFETY

OBJECTIVE: A work environment where management takes appropriate action to protect the physical safety of employees.

PF13: GM@W Survey Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS
PF13: GM@W Organizational Review Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS

Serious Concerns = 5 to 9 **Significant Concerns = 10 to 13** **Minimal Concerns* = 14 to 16** **Relative Strengths** = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

The list below contains actions that you can take to respond to actual or potential concerns related to **Protection of Physical Safety**. Many of these actions have been found to be effective in research studies, have been recommended as best practices, or have been found valuable in applied settings. Some have been informed by emerging case law and regulatory requirements. The actions are drawn from diverse industries and sectors, and not all may be applicable or feasible in your particular workplace. This list is not exhaustive, nor is it intended to be prescriptive. Rather, these are suggestions for possible courses of action.

If **Protection of Physical Safety** has been flagged as a **Relative Strength** in your workplace, it is important not to overlook this finding. You can do this by developing policies that protect this relative strength and engaging staff in discussions of how this strength can be enhanced by implementing the suggested actions below.

If **Protection of Physical Safety** has been flagged as an area of concern in your workplace, consider which of these actions might be appropriate. In making your decision, it can be helpful to keep the following six key quality dimensions in mind: Appropriateness, Acceptability, Accessibility, Effectiveness, Efficiency and Safety (see *Selection of Effective Actions: Applying a Quality Framework* for more information).

The actions below fall into four main categories: (1) norms, values and practices of the work environment; (2) training and development initiatives; (3) communication strategies and approaches; and (4) formal policies and programs. You may have already initiated some of the actions – but consider the others. You may also have other ideas for actions you could implement – there is a space for writing these down at the end of this document. **Remember, not every action that might enhance Protection of Physical Safety in your workplace is listed here. Implementing the following actions, however, will provide a strong foundation for building a psychologically healthy and safe workplace.**

Work Environment (Norms, Values & Practices)

- Review work-scheduling practices to ensure they do not impose undue risk of psychological harm
- Review and, if needed, revise job descriptions to include identification of physical hazards (with particular attention to those that may be hazardous to psychological health)
- Respond promptly and effectively to incidents, work-related illnesses and accidents
- Document all incidents and accidents, as well as responses
- Ensure that timely and effective supports are available following a critical incident (e.g., defusing, debriefing, Employee and Family Assistance Programs, psychological treatment)
- Provide additional supports and services for employees working in high-physical-risk positions and/or environments
- Ensure staff have sufficient opportunities and facilities for rest (particularly individuals working shifts or extended hours)

Training & Development

- Provide training on how to minimize exposure to, and impact of, physical hazards
- Train staff to understand how physical hazards can affect psychological health and safety
- Provide equipment to reduce the impact of physical risks on psychological health (e.g., proper lighting, noise reduction, panic alarms, ventilation)
- Train staff on the identification, reporting and investigation of physical hazards
- Provide employees with clear guidelines on the identification of physical hazards to encourage safe, timely and effective reporting
- Provide staff with the knowledge and skills needed to help cope with the psychological impact of incidents and accidents

Communication

- Ensure that health and safety programs and policies are clearly communicated to, and understood by, all staff, including new hires
- Make health and safety committee reports public and accessible to all staff (e.g., via posting on intranet, newsletter, staff room, bulletin boards)
- Communicate relevant provincial, territorial or federal legislative or regulatory changes in the area of health and safety to all staff
- Communicate organizational and industry safety policies to all staff

Formal Policies & Programs

- Maintain up-to-date protocols for monitoring, reporting and responding to physical hazards
- Include protection of employee physical safety in organizational vision and values
- Implement policies to protect and support employees who report physical risks

Additional resources have been created to help you take action, including: presentation slides and supporting materials (freely available at www.workplacestrategiesformentalhealth.com/ota) and a new resource - *Psychological Health and Safety: An Action Guide for Employers*, developed on behalf of the Mental Health Commission of Canada Workforce Advisory Committee, that is a practical tool designed to help employers develop implementation plans on the basis of GM@W findings (freely available at www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf).

We encourage you to review these resources for additional suggested actions.

Other Actions:

There won't be a perfect set of actions – often it's a matter of choosing the actions most likely to accomplish positive outcomes while generating the fewest potential problems.

Once you have selected one or more actions to undertake, enter them into the corresponding *GM@W Action Planning Worksheet*, pick your start date, identify who will be involved – your Action Team, and get started!



GuardingMinds
@ WORK

Activity

Review actions recommended by research or best practices

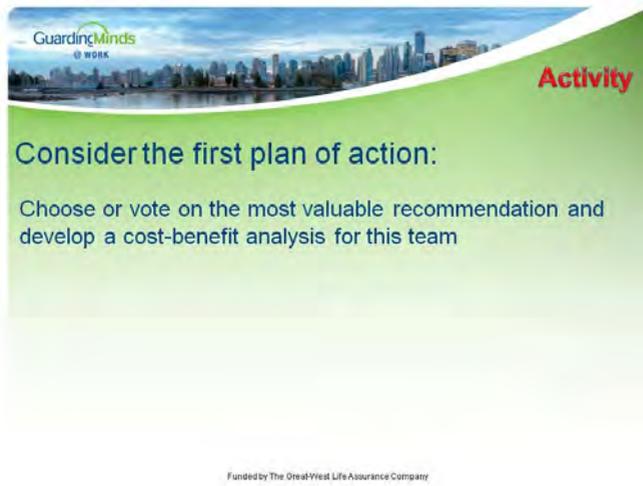
Choose the recommended actions that:

- Are most likely to be effective in providing protection of physical safety
- Are low cost or no cost in terms of both time and expense
- Will have a measurable benefit to the workplace as a whole

Slide # 5

Funded by The Great-West Life Assurance Company

- Review the recommended actions in GM@W Suggested Responses document or choose those that you wish to share with the group as possibilities.
- Ask the employees to work in groups of three or more to review the suggested responses and discuss what each of these may mean for your workplace in regards to practicality, profit, cost and challenges.
- Ask that someone keep notes, and let them know that their group is to report back to the larger group in 15 minutes.
- Ask for a group to volunteer to start the report back and begin the discussion to choose which initiative(s) to begin with.
- Check out the Centre website at www.workplacestrategiesformentalhealth.com for free resources related to protection of physical safety.



Slide # 6

- Ask the employees to vote on the most important recommendation that they heard from the previous exercise. Ballots, Post-it Notes, stickers or raised hands are all ideas that could be used for voting.
- If there is a discrepancy, see if you can narrow the options down to two and discuss the potential pros and cons of each option and then re-vote, or consider implementing more than one option at once if this would be practical.
- Develop a statement with the group about why the chosen recommendation is important to them; get to the underlying need that is being met.



Slide # 7

- Hand out the Action Planning Worksheet to each employee so he or she can follow along.
- Identify each step required to implement the chosen action(s).
- Review the steps and ask for volunteers to take on different actions. If individuals feel uncomfortable taking on an action by themselves, suggest working in pairs or groups.
- Set a follow-up date to review progress on the action items together, as well as an expected completion date.

GM@W Action Planning Worksheet

Name: _____

Position: _____ Date: ____/____/____

PF13: PROTECTION OF PHYSICAL SAFETY

OBJECTIVE: A work environment where management takes appropriate action to protect the physical safety of employees.

PF13 GM@W Survey Results

PF13 GM@W Survey Score: _____ (5 to 20)

Date administered: ____/____/____



PF13 GM@W Organizational Review Results

PF13 GM@W Organizational Review Score: _____ (5 to 20)

Date administered: ____/____/____



Serious Concerns = 5 to 9 Significant Concerns = 10 to 13 Minimal Concerns* = 14 to 16 Relative Strengths = 17 to 20**

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

	Selected Action(s) (What exactly are you planning to do?)	Starting Date (What is a realistic date to begin?)	End Date (Is the action ongoing or will it end? If so, when?)	Action Team (Who is involved? Be specific.)	Indicator(s) (What changes do you expect to result from this Action?)	Evaluation Date (When will you determine if the Action was successful?)
Action Priority 1:						
Action Priority 2: <i>(if applicable)</i>						
Action Priority 3: <i>(if applicable)</i>						



Slide # 8

For this slide, we suggest encouraging your employees to check out the *Workplace Strategies for Mental Health* website at www.workplacestrategiesformentalhealth.com. The website features a number of employee-specific resources they can access for free:

- Self-assessment tools to check their current state of mental health
- Information about mental health, addiction and mental illness
- Approaches to mental wellness and coping with workplace stressors
- *Working Through It*, which is a video-based series of video clips by, and for, those struggling while at work, off work or returning to work