

## Conducting a GM@W Organizational Review: Getting Started

### Why do a GM@W Organizational Review?

A GM@W Organizational Review of existing policies and practices related to the protection of your employees' psychological health is the first step toward determining the extent to which your workplace is psychologically safe. ***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.*** The GM@W Organizational Review is designed to accompany the GM@W Survey, which provides input from your employees' perspectives. Conducting both the GM@W Organizational Review and the GM@W Survey allows a comparison between management and employee perspectives.

Workplaces may differ in the language describing various roles and positions. GM@W uses the terms 'employee', 'staff', 'supervisor', 'management' and 'employer'. Please use the terms appropriate for your workplace when working with GM@W Resources.

### What is involved in the GM@W Organizational Review process?

The GM@W Organizational Review process involves the completion of up to 13 *GM@W Organizational Review Worksheets*, each corresponding to one of the Psychosocial Factors.

Each *GM@W Organizational Review Worksheet* includes:

- ✓ Definition of the Psychosocial Factor
- ✓ Benefits of addressing the factor
- ✓ Information that would be helpful to refer to or collect
- ✓ Checklist of descriptors of your workplace
- ✓ Short employer questionnaire
- ✓ Overall rating

## What do you need to complete the GM@W Organizational Review?

The following may help you complete the *GM@W Organizational Review Worksheets*.

- **Documentation:** Gather and refer to reports or documents with information relevant to employee and organizational functioning.
  - *e.g., rates of and reasons for absenteeism/disability, turnover rates, benefits utilization and costs*
- **Organizational and/or Market-Specific Considerations:** It is important to take into account current factors or trends that may be compromising the psychological health and safety of your workplace.
  - *e.g., lack of available skilled workers, aging workforce, changes in market conditions, pending merger*
- **Employee Input:** Information from your staff may be helpful.
  - *e.g., employee suggestions, health and safety committee reports, employee surveys*

## Who completes the GM@W Organizational Review?

The GM@W Organizational Review may be completed by one or more individuals within the organization – this may vary depending on the size and nature of the organization. For example, the GM@W Organizational Review may be completed by the owner or manager within a small-sized business or work team. In a medium-sized business, the GM@W Organizational Review may be conducted by a designated human resources professional. In a large-sized business, there may be a range of potential individuals available to undertake the process (e.g., human resources professional, occupational health & safety representative, division/department head, regional manager).

You may wish to create a subcommittee or select a small group of staff to participate in the process. To heighten the objectivity of the process, you may also consider using an external consulting group with expertise in the GM@W process.

## Where do you go from here?

Review the 13 *GM@W Organizational Review Worksheets* corresponding to the Psychosocial Factors to determine where you might begin addressing psychological health and safety issues. **We recommend that you complete the *GM@W Organizational Review Worksheets* before, or in parallel with, administering the GM@W Survey to your employees.**

## How to select Psychosocial Factors for the GM@W Organizational Review

It can be difficult to determine where to begin. For this reason, we recommend that you prioritize the *GM@W Organizational Review Worksheets* you will complete. **Focus on one Psychosocial Factor at a time.** This helps to streamline your efforts and increases your likelihood of success.

Begin by completing *GM@W Organizational Review Worksheets* for:

- (a) Factors that disproportionately impact your organization financially.
- (b) Factors that are particularly relevant to changes occurring within your organization or work unit (e.g., if there have been recent changes in leadership, you may want to select the corresponding *GM@W Organizational Review Worksheet* for PF3: Clear Leadership & Expectations).
- (c) Factors that are particularly relevant to key incidents or events (e.g., legal action, suicide).

We recommend that you eventually complete all of the *GM@W Organizational Review Worksheets* in order to provide the most thorough overview of your organization's psychological health and safety. After completing each *GM@W Organizational Review Worksheet*, enter your score into the associated *GM@W Action Planning Worksheet*.

## GM@W Organizational Review Worksheet

### 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.

#### What are the benefits of effectively addressing Psychological Support?

- ✓ Improved overall psychological health of employees
- ✓ Increased productivity
- ✓ Reduced costs from work absence (e.g., sick time, disability costs)
- ✓ Successful/sustainable return-to-work

#### What information may be helpful to refer to or collect?

- ✎ Absenteeism/leave data (e.g., sick leave, short- and long-term disability duration and rates)
- ✎ Data on costs, reasons and rates for benefits utilization (e.g., on psychiatric drug prescriptions, Employee and Family Assistance Programs [EFAP], psychologists or other regulated mental health professionals), including comparison to previous years
- ✎ Existing employee survey data (e.g., on stress/mental health concerns)
- ✎ Return-to-work and accommodation policies and procedures

**How would you describe your workplace/work unit?** *(select all that apply; this will help you answer questions below)*

#### Mental Health Awareness

- Supervisors/managers trained to identify and/or support employees with mental health concerns
- Employees provided with education and/or information on mental health issues

#### Employee Benefits

- Access to psychologists or other regulated mental health professionals
- Employee and Family Assistance Programs
- Prescription drugs
- Short-term disability
- Long-term disability

### Return-to-Work/Accommodation

- Policies to assist employees who remain at work while dealing with mental health problems
- Regular communication with off-work employees
- Formal return-to-work policies and programs

Please answer the questions below with respect to your workplace:

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
1. Our workplace offers services or benefits that adequately address employee psychological and mental health.	4	3	2	1
2. Our supervisors would say or do something helpful if an employee looked distressed while at work.	4	3	2	1
3. Employees feel supported in our workplace when they are dealing with personal or family issues.	4	3	2	1
4. Our workplace supports employees who are returning to work after time off due to a mental health condition.	4	3	2	1
5. People in our workplace have a good understanding of the importance of employee mental health.	4	3	2	1

PF1 GM@W Organizational Review Score (from above): \_\_\_\_\_ (5 to 20)

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results): \_\_\_\_\_ (5 to 20)

**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.

If there is a difference between the **GM@W Organizational Review Score** and the **GM@W Survey Score**, what may be contributing to the difference (e.g., lack of knowledge or understanding, communication gaps)?

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Do issues related to **Psychological Support** present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

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What are the strengths in your workplace in terms of **Psychological Support** (e.g., what do you do well, what should you continue doing)?

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What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

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Is further action required?  YES  NO

If YES, see *GM@W Suggested Responses: PF1*

## GM@W Organizational Review Worksheet

### PF2: ORGANIZATIONAL CULTURE

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

#### What are the benefits of effectively addressing Organizational Culture?

- ✓ Higher job satisfaction and morale
- ✓ Improved teamwork and productivity
- ✓ Enhanced retention and recruitment
- ✓ Positive public/community image

#### What information may be helpful to refer to or collect?

- 📎 Staff feedback (e.g., employee suggestions, meeting records, exit interviews)
- 📎 Existing employee survey data (e.g., on staff engagement/morale)
- 📎 Turnover rates
- 📎 Customer and client feedback

**How would you describe your workplace/work unit?** *(select all that apply; this will help you answer questions below)*

#### Accountability

- Challenging interpersonal situations dealt with quickly and effectively
- Management held accountable for decisions
- Transparency in decision-making

#### Communication & Trust

- Regular communication and input from staff on management decision-making processes
- Staff trust management
- Work environment is characterized by trust, honesty, tolerance and fairness
- Employees trust each other

Please answer the questions below with respect to your workplace:

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
1. All people in our workplace are held accountable for their actions.	4	3	2	1
2. People at work show sincere respect for others' ideas, values and beliefs.	4	3	2	1
3. Difficult situations at work are addressed effectively.	4	3	2	1
4. Employees feel that they are part of a community at work.	4	3	2	1
5. Employees and management trust one another.	4	3	2	1

PF1 GM@W Organizational Review Score (from above): \_\_\_\_\_ (5 to 20)

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results): \_\_\_\_\_ (5 to 20)

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

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Do issues related to **Organizational Culture** present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

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What are the strengths in your workplace in terms of **Organizational Culture** (e.g., what do you do well, what should you continue doing)?

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What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

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Is further action required?  YES  NO

If YES, see *GM@W Suggested Responses: PF2*

## GM@W Organizational Review Worksheet

### 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.

#### What are the benefits of effectively addressing Clear Leadership & Expectations?

- ✓ Employees have clear expectations regarding job responsibilities and roles
- ✓ Positive employee morale and resiliency, particularly during times of stress and change
- ✓ Reduced employee frustration and conflict
- ✓ Enhanced trust in the organization

#### What information may be helpful to refer to or collect?

- 📎 Company vision/mission statements
- 📎 Staff feedback (e.g., employee suggestions, meeting records, exit interviews)
- 📎 Formal performance evaluations of managers/leaders
- 📎 Existing employee survey data (e.g., feedback on leadership)

**How would you describe your workplace/work unit?** *(select all that apply; this will help you answer questions below)*

#### Effective Leadership & Management

- Management accountability (e.g., performance agreements)
- Promotion decisions consider leadership style
- Management training in leadership skills
- Regular performance reviews for leaders/managers

#### Clear & Effective Communication

- Mechanisms for regular communication with staff (e.g., newsletter, bulletin, intranet updates)
- Staff informed in a timely fashion of impending changes
- Opportunities for dialogue between staff and managers/leaders

### Clear Job Roles & Responsibilities

- Clear and current job descriptions
- Regular performance evaluations for employees
- Job demands analyses

Please answer the questions below with respect to your workplace:

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
1. In their jobs, employees know what they are expected to do.	4	3	2	1
2. Leadership in our workplace is effective.	4	3	2	1
3. Staff are informed about important changes at work in a timely manner.	4	3	2	1
4. Supervisors provide helpful feedback to employees on their performance.	4	3	2	1
5. Our organization provides clear, effective communication.	4	3	2	1

PF1 GM@W Organizational Review Score (from above): \_\_\_\_\_ (5 to 20)

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results): \_\_\_\_\_ (5 to 20)

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

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Do issues related to **Clear Leadership & Expectations** present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

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What are the strengths in your workplace in terms of **Clear Leadership & Expectations** (e.g., what do you do well, what should you continue doing)?

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What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

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Is further action required?  YES  NO

If YES, see *GM@W Suggested Responses: PF3*

## GM@W Organizational Review Worksheet

### 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.

#### What are the benefits of effectively addressing Civility & Respect?

- ✓ Effective teamwork and positive morale
- ✓ Reduced conflict
- ✓ Fewer grievances and reduced legal risk
- ✓ Reduced customer/client complaints

#### What information may be helpful to refer to or collect?

- ✎ Current policies/processes pertaining to staff relations (e.g., respectful workplace, harassment)
- ✎ Stated mission statement or code of conduct
- ✎ Employee complaints/grievances (documented or undocumented)
- ✎ Data on conflict (e.g., grievances, mediation proceedings, external consultations)

#### How would you describe your workplace/work unit? *(select all that apply; this will help you answer questions below)*

##### Respectful Workplace

- Employee training, education and resources on staff relations (e.g., conflict management)
- Management training in staff relations (e.g., conflict resolution, mediation)
- Zero tolerance for inappropriate workplace behaviour
- Minimal conflict between employees and/or management

##### Appropriate Resolution of Workplace Conflict (internal)

- Documentation of incidents of inappropriate employee behaviour
- Effective complaint processes/resolution

##### Mechanisms to Address Inappropriate Customer/Client Behaviour

- Supports and training for staff on difficult customers/clients
- Investigation and documentation of incidents of inappropriate behaviour by customers/clients

Please answer the questions below with respect to your workplace:

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
1. People treat each other with respect and consideration in our workplace.				
2. Our workplace effectively handles “people problems” that exist between staff.	4	3	2	1
3. People from all backgrounds are treated fairly in our workplace.	4	3	2	1
4. Unnecessary conflict is kept to a minimum in our workplace	4	3	2	1
5. Our workplace has effective ways of addressing inappropriate behaviour by customers or clients.	4	3	2	1

PF1 GM@W Organizational Review Score (from above): \_\_\_\_\_ (5 to 20)

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results): \_\_\_\_\_ (5 to 20)

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

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Do issues related to **Civility & Respect** present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

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What are the strengths in your workplace in terms of **Civility & Respect** (e.g., what do you do well, what should you continue doing)?

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What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

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Is further action required?  YES  NO

If YES, see *GM@W Suggested Responses: PF4*

## GM@W Organizational Review Worksheet

### PF5: PSYCHOLOGICAL COMPETENCIES & REQUIREMENTS

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

#### What are the benefits of effectively addressing Psychological Competencies & Requirements?

- ✓ Enhanced performance and overall productivity
- ✓ Greater job satisfaction
- ✓ Increased retention of skilled staff
- ✓ Enhanced recruitment success

#### What information may be helpful to refer to or collect?

- 📎 Recruitment and selection procedures
- 📎 Current job descriptions
- 📎 Personnel testing results (e.g., selection tests)
- 📎 Performance evaluation results

#### How would you describe your workplace/work unit?

##### Hiring/Promotion

- Detailed job descriptions that include interpersonal/emotional competencies required for the job
- Comprehensive hiring processes (e.g., structured interviews, questionnaires/selection testing)
- Promotion decisions that consider employees' interpersonal/emotional competencies

##### Support for Interpersonal/Emotional Competencies Development

- Job analyses that identify interpersonal/emotional competencies requirements
- Orientation to interpersonal/emotional competencies needed for the job
- Training in interpersonal/emotional skills required for positions



### Good Fit Between Employee and their Position

- Supervision/mentorship opportunities for new staff
- Supervision/mentorship opportunities for staff in positions that challenge their interpersonal/emotional competencies
- Consideration of opportunities for alternate internal positions in cases of poor job fit

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
<b>Please answer the questions below with respect to your workplace:</b>				
1. Hiring/promotion decisions consider the “people skills” necessary for specific positions.	4	3	2	1
2. Our company hires people who fit well within the organization.	4	3	2	1
3. Employees have the social and emotional skills needed to do their jobs well.	4	3	2	1
4. Supervisors believe that social skills are as valuable as other skills.	4	3	2	1
5. Positions make good use of employees’ personal strengths.	4	3	2	1

PF5 GM@W Organizational Review Score (from above): \_\_\_\_\_ (5 to 20)

PF5 GM@W Survey Score (if applicable, from the GM@W Survey Results): \_\_\_\_\_ (5 to 20)

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Do issues related to **Psychological Competencies & Requirements** present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

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What are the strengths in your workplace in terms of **Psychological Competencies & Requirements** (e.g., what do you do well, what should you continue doing)?

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What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

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Is further action required?  YES  NO

If YES, see

## GM@W Organizational Review Worksheet

### PF6: GROWTH & DEVELOPMENT

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

#### What are the benefits of effectively addressing Growth & Development?

- ✓ Increased employee competency
- ✓ Retention of skilled staff
- ✓ Effective succession planning/internal promotions
- ✓ Enhanced product/service quality

#### What information may be helpful to refer to or collect?

- ✎ Training/development policies (e.g., purpose, stipend amount, frequency)
- ✎ Documentation of internal/external opportunities for training/development
- ✎ Participation rates for staff training and development sessions
- ✎ Statistics on internal promotion rates

#### How would you describe your workplace/work unit? *(select all that apply; this will help you answer questions below)*

##### Performance Feedback

- Performance evaluations include employee training/development plans
- Feedback on areas for interpersonal/emotional skills development *(Note: "interpersonal/emotional skills" refer to individual employees' abilities and capacities to manage emotions and relationships, and to effectively solve challenging interpersonal problems at work)*

##### Training, Development & Advancement Opportunities

- Staff input into training needs for advancement/promotion
- Opportunities for job shadowing and/or new skill development
- Dedicated time and funds for training, growth and development

##### Promotion Decisions

- Existing staff have opportunities for promotion/advancement
- Promotion decisions consider interpersonal/emotional skills of candidates

Please answer the questions below with respect to your workplace:

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
1. Employees receive feedback at work that helps them grow and develop	4	3	2	1
2. Supervisors are open to employee ideas for taking on new opportunities and challenges.	4	3	2	1
3. Employees have opportunities to advance within their organization.	4	3	2	1
4. Our company values employees' ongoing growth and development.	4	3	2	1
5. Employees have the opportunity to develop their "people skills" at work.	4	3	2	1

PF1 GM@W Organizational Review Score (from above): \_\_\_\_\_ (5 to 20)

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results): \_\_\_\_\_ (5 to 20)

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

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Do issues related to **Growth & Development** present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

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What are the strengths in your workplace in terms of **Growth & Development** (e.g., what do you do well, what should you continue doing)?

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What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

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Is further action required?  YES  NO

If YES, see *GM@W Suggested Responses: PF6*

## GM@W Organizational Review Worksheet

### PF7: RECOGNITION & REWARD

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

#### What are the benefits of effectively addressing Recognition & Reward?

- ✓ Enhanced employee satisfaction, motivation and loyalty
- ✓ Improved teamwork and positive employee morale
- ✓ Increased retention and enhanced recruitment of skilled staff
- ✓ Enhanced employee/labour relations

#### What information may be helpful to refer to or collect?

- ✎ Industry/regional information on pay equity
- ✎ Compensation formulas
- ✎ Employee reward systems
- ✎ Employee contracts and/or collective agreement(s)

#### How would you describe your workplace/work unit? *(select all that apply; this will help you answer questions below)*

##### Recognition

- Demonstrated appreciation for staff who “go the extra mile” at work
- Regular recognition events (e.g., breakfasts, employee-of-the-month programs)
- Celebration of individual or team successes and accomplishments

##### Reward

- Regular reviews and appropriate adjustments to employee salaries
- Performance-based bonuses and pay increases
- Profit-sharing/stock option opportunities
- Non-monetary rewards (e.g., time off, better shifts, preferred task selection)

Please answer the questions below with respect to your workplace:

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
1. Immediate supervisors demonstrate appreciation of employees' work.	4	3	2	1
2. Employees are paid fairly for the work they do.	4	3	2	1
3. Our company appreciates extra effort made by employees.	4	3	2	1
4. Our organization celebrates our shared accomplishments.	4	3	2	1
5. Our workplace values employees' commitment and passion for their work.	4	3	2	1

PF1 GM@W Organizational Review Score (from above): \_\_\_\_\_ (5 to 20)

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results): \_\_\_\_\_ (5 to 20)

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

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Do issues related to **Recognition & Reward** present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

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What are the strengths in your workplace in terms of **Recognition & Reward** (e.g., what do you do well, what should you continue doing)?

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What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

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Is further action required?  YES  NO

If YES, see *GM@W Suggested Responses: PF7*



## GM@W Organizational Review Worksheet

### 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.

#### What are the benefits of effectively addressing Involvement & Influence?

- ✓ Enhanced performance and productivity
- ✓ Greater employee motivation and job satisfaction
- ✓ Employees take an active role in addressing challenges at work
- ✓ Positive employee/labour relations

#### What information may be helpful to refer to or collect?

- ✎ Job descriptions
- ✎ Staff feedback (e.g., employee suggestions, meeting records, exit interviews)
- ✎ Performance evaluation data
- ✎ Organizational charts

#### How would you describe your workplace/work unit? *(select all that apply; this will help you answer questions below)*

##### Involvement

- Encouragement of staff to discuss with supervisors/managers how their work is done
- Informal mechanisms for soliciting employee input and feedback (e.g., suggestion box, email)
- Regular staff, safety and/or team meetings
- Timely communication of information about changes that may impact employees' work

##### Influence

- Staff control, as appropriate, over how work tasks are organized
- Solicitation of employee input on how to make improvements to work

Please answer the questions below with respect to your workplace:

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
1. Employees are able to talk to their immediate supervisors about how they do their work.	4	3	2	1
2. Employees have some control over how they organize their work.	4	3	2	1
3. Employee opinions and suggestions are considered at work.	4	3	2	1
4. Employees are informed of important changes that may impact how their work is done.	4	3	2	1
5. Our workplace encourages input from all staff on important decisions related to their work.	4	3	2	1

PF1 GM@W Organizational Review Score (from above): \_\_\_\_\_ (5 to 20)

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results): \_\_\_\_\_ (5 to 20)

**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.

If there is a difference between the **GM@W Organizational Review Score** and the **GM@W Survey Score**, what may be contributing to the difference (e.g., lack of knowledge or understanding, communication gaps)?

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Do issues related to **Involvement & Influence** present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

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What are the strengths in your workplace in terms of **Involvement & Influence** (e.g., what do you do well, what should you continue doing)?

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What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

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Is further action required?  YES  NO

If YES, see *GM@W Suggested Responses: PF8*

## GM@W Organizational Review Worksheet

### PF9: WORKLOAD MANAGEMENT

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

#### What are the benefits of effectively addressing Workload Management?

- ✓ Enhanced performance and productivity
- ✓ Reduced staff stress and/or burnout
- ✓ Fewer job-related errors, incidents, accidents and injuries
- ✓ Increased retention

#### What information may be helpful to refer to or collect?

- ✎ Accurate records of hours worked
- ✎ Processes for task and project assignment
- ✎ Staff feedback about workload and work pace
- ✎ Data on job-related errors, incidents, accidents and injuries

#### How would you describe your workplace/work unit? *(select all that apply; this will help you answer questions below)*

##### Workload Expectations

- Explicit and reasonable workload expectations
- Written job descriptions that include productivity expectations
- Overtime pay or accrued time off provided for overtime worked

##### Flexibility & Equity

- Deadlines modifiable as necessary
- Workload assigned equitably
- Staff flexibility, as appropriate, to prioritize tasks

##### Supports

- Timely mechanisms for dealing with short-term increases in workload
- Equipment, support and resource needs dealt with in a timely fashion
- Systems in place to cover staffing shortages (e.g., vacation, sick leave, unfilled positions)

Please answer the questions below with respect to your workplace:

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
1. The amount of work employees are expected to do is reasonable for their positions.	4	3	2	1
2. Employees can talk to their supervisors about the amount of work they have to do.	4	3	2	1
3. Employees have the equipment and resources needed to do their jobs well.	4	3	2	1
4. Employees' work is free from unnecessary interruptions and disruptions.	4	3	2	1
5. Employees have control over prioritizing tasks and responsibilities when facing multiple demands.	4	3	2	1

PF1 GM@W Organizational Review Score (from above): \_\_\_\_\_ (5 to 20)

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results): \_\_\_\_\_ (5 to 20)

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

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If there is a difference between the **GM@W Organizational Review Score** and the **GM@W Survey Score**, what may be contributing to the difference (e.g., lack of knowledge or understanding, communication gaps)?

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Do issues related to **Workload Management** present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

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What are the strengths in your workplace in terms of **Workload Management** (e.g., what do you do well, what should you continue doing)?

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What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

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Is further action required?  YES  NO

If YES, see *GM@W Suggested Responses: PF9*

## GM@W Organizational Review Worksheet

### PF10: ENGAGEMENT

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

#### What are the benefits of effectively addressing Engagement?

- ✓ Enhanced performance and productivity
- ✓ High employee morale and motivation
- ✓ Enhanced recruitment and increased retention of skilled candidates
- ✓ Improved customer and client relations

#### What information may be helpful to refer to or collect?

- ✎ Absenteeism rates and turnover rates
- ✎ Existing employee survey data (e.g., on engagement)
- ✎ Staff feedback (e.g., employee suggestions, meeting records, exit interviews)
- ✎ Measures of quality and/or productivity

#### How would you describe your workplace/work unit? *(select all that apply; this will help you answer questions below)*

##### Commitment & Effort

- Staff willingness to “go the extra mile” at work when needed
- Staff participation in optional job-related activities (e.g., special committees)
- Employee willingness to help others (e.g., cover shifts during illness/absence)

##### Employee Satisfaction

- Staff participate in company social events (e.g., staff BBQs, holiday parties)
- Positive morale observed even during times of change
- Low levels of turnover

Please answer the questions below with respect to your workplace:

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
1. Employees enjoy their work.	4	3	2	1
2. Employees are willing to give extra effort at work if needed.	4	3	2	1
3. Employees describe work as an important part of who they are.	4	3	2	1
4. Employees are committed to the success of our organization.	4	3	2	1
5. Employees are proud of the work they do.	4	3	2	1

PF1 GM@W Organizational Review Score (from above): \_\_\_\_\_ (5 to 20)

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results): \_\_\_\_\_ (5 to 20)

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

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If there is a difference between the **GM@W Organizational Review Score** and the **GM@W Survey Score**, what may be contributing to the difference (e.g., lack of knowledge or understanding, communication gaps)?

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Do issues related to **Engagement** present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

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What are the strengths in your workplace in terms of **Engagement** (e.g., what do you do well, what should you continue doing)?

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What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

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Is further action required?  YES  NO

If YES, see *GM@W Suggested Responses: PF10*

## GM@W Organizational Review Worksheet

### PF11: BALANCE

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

#### What are the benefits of effectively addressing Balance?

- ✓ Greater staff satisfaction and morale
- ✓ Reduced staff stress and burnout
- ✓ Enhanced performance and productivity
- ✓ Reduced absenteeism and disability

#### What information may be helpful to refer to or collect?

- ✎ Accurate records of time worked (including time worked outside of regular work times)
- ✎ Data on use of vacation time and accrued time off
- ✎ Absenteeism/leave data (e.g., sick leave, short- and long-term disability duration and rates)
- ✎ Data on costs, reasons and rates for benefits utilization

#### How would you describe your workplace/work unit? *(select all that apply; this will help you answer questions below)*

##### Flexibility

- Flexible work arrangements, where possible (e.g., work from home, part-time work, job sharing)
- Opportunities to earn time off during peak work periods (e.g., to use during lower workload demand periods)
- Mechanisms to track employee usage of allotted time off (e.g., to ensure earned leave is used)

##### Supports

- Comprehensive benefits for employees and their families
- Personal and family supports through work (e.g., daycare, fitness facility access, health education)
- Management exhibits and supports positive work-life balance behaviour

Please answer the questions below with respect to your workplace:

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
1. Our workplace encourages employees to take their entitled breaks (e.g., lunchtime, sick time, vacation time, earned days off, parental leave).	4	3	2	1
2. Employees are able to reasonably balance the demands of work and personal life.	4	3	2	1
3. Our workplace promotes work-life balance.	4	3	2	1
4. Employees can talk to their supervisors when they are having trouble maintaining work-life balance.	4	3	2	1
5. Employees have energy left at the end of most workdays for their personal life.	4	3	2	1

PF1 GM@W Organizational Review Score (from above): \_\_\_\_\_ (5 to 20)

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results): \_\_\_\_\_ (5 to 20)

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

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If there is a difference between the **GM@W Organizational Review Score** and the **GM@W Survey Score**, what may be contributing to the difference (e.g., lack of knowledge or understanding, communication gaps)?

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Do issues related to **Balance** present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

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What are the strengths in your workplace in terms of **Balance** (e.g., what do you do well, what should you continue doing)?

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What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

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Is further action required?  YES  NO

If YES, see *GM@W Suggested Responses: PF11*

## GM@W Organizational Review Worksheet

### PF12: PSYCHOLOGICAL PROTECTION

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

#### What are the benefits of effectively addressing Psychological Protection?

- ✓ Reduced costs from work absence (e.g., sick time, disability costs)
- ✓ Reduced conflict
- ✓ Fewer job-related errors, incidents, accidents and injuries
- ✓ Fewer grievances and reduced legal liability

#### What information may be helpful to refer to or collect?

- 📎 Data on length and costs of absence from work
- 📎 Policies/processes related to staff relations (e.g., respectful workplace, harassment)
- 📎 Documentation of incidents of inappropriate behaviour by customers/clients
- 📎 Rates of staff complaints, grievances and litigation

#### How would you describe your workplace/work unit? *(select all that apply; this will help you answer questions below)*

##### Risk Management/Policies & Procedures

- Company ethics, values and privacy statements
- Policies that address harm to employees (e.g., harassment, discrimination, violence)
- Annual review of policies, processes and procedures
- Zero tolerance for inappropriate behaviour

##### Risk Response/Prevention of Unnecessary Stress & Harm

- Execution and consistent administration of policies pertaining to harassment, discrimination and violence
- Mechanisms for conflict resolution
- Staff training on harassment, discrimination and violence at work

Please answer the questions below with respect to your workplace:

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
1. Our workplace is committed to minimizing unnecessary stress at work.	4	3	2	1
2. Immediate supervisors care about employees' emotional well-being.	4	3	2	1
3. Our organization makes efforts to prevent harm to employees from harassment, discrimination or violence.	4	3	2	1
4. Employees would describe our workplace as being psychologically healthy.	4	3	2	1
5. Our workplace deals effectively with situations that may threaten or harm employees (e.g., harassment, discrimination, violence).	4	3	2	1

PF1 GM@W Organizational Review Score (from above): \_\_\_\_\_ (5 to 20)

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results): \_\_\_\_\_ (5 to 20)

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

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If there is a difference between the **GM@W Organizational Review Score** and the **GM@W Survey Score**, what may be contributing to the difference (e.g., lack of knowledge or understanding, communication gaps)?

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Do issues related to **Psychological Protection** present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

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What are the strengths in your workplace in terms of **Psychological Protection** (e.g., what do you do well, what should you continue doing)?

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What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

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Is further action required?  YES  NO

If YES, see *GM@W Suggested Responses: PF12*

## GM@W Organizational Review Worksheet

### PF13: PROTECTION OF PHYSICAL SAFETY

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

#### What are the benefits of effectively addressing Protection of Physical Safety?

- ✓ Fewer job-related errors, incidents, accidents and injuries
- ✓ Reduced costs from work absence (e.g., sick time, disability costs)
- ✓ Improved physical and psychological health and safety of employees
- ✓ Reduced legal and regulatory costs
- ✓ Improved labour-management relations

#### What information may be helpful to refer to or collect?

- 📎 Current organizational and industry safety policies
- 📎 Relevant provincial, territorial or federal legislation (e.g., Occupational Health and Safety legislation, Labour Standards, Workplace Hazardous Materials Information System)
- 📎 Health and safety related documentation (e.g., minutes of health and safety meetings)
- 📎 Safety inspection reports (and follow-up records)
- 📎 Accident, workplace-related illness, and incident reports (including near misses)



**How would you describe your workplace/work unit?** *(select all that apply; this will help you answer questions below)*

#### **Safety Programs & Policies**

- Health and safety committees are active and meet regularly
- All workers are able to access designated health and safety representatives
- Safety programs and policies are reviewed regularly (with particular attention to their impact on employee psychological health)
- Safety requirements, programs and policies are current and communicated to all staff (including new hires)
- Regular, documented workplace inspections are conducted to identify physical hazards (with particular attention to their impact on employee psychological health)
- Measures are taken to eliminate or control identified hazards
- Staff have input into the development of safety policies and practices
- Job descriptions include details of physical hazards to which workers may be exposed (with particular attention to those that may be hazardous to psychological health)

#### **Equipment & Training**

- The work environment does not negatively impact psychological health (e.g., crowding, isolation, noise, lighting)
- Employees are trained to understand how physical hazards can affect psychological health and safety
- Staff receive training on how to identify, report and investigate physical hazards
- Employees are trained to minimize their exposure to, and the impact of, physical hazards
- Staff have the equipment needed to reduce the impact of physical risks on psychological health (e.g., proper lighting, noise reduction, panic alarms, ventilation)

#### **Response to Safety Incidents**

- Accident, workplace-related illness and incident investigation protocols are reviewed regularly and updated as needed
- Accident and incident investigation protocols are effective
- Health and safety committee recommendations are acted on promptly
- Management recognizes the impact of incidents and workplace-related illness on employee psychological and physical health
- Policies, equipment and training are reviewed and revised, if needed, in response to safety incidents
- Timely and effective supports are available following a critical incident (e.g., defusing, debriefing, Employee and Family Assistance Programs, psychological treatment)

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
<b>Please answer the questions below with respect to your workplace:</b>				
1. Management takes appropriate action to protect employees' physical safety at work.	4	3	2	1
2. Our workplace offers sufficient training to help protect employees' physical safety at work (e.g., emergency preparedness, safe lifting, violence prevention).	4	3	2	1
3. When accidents occur or risks are identified, our workplace responds effectively.	4	3	2	1
4. Employees have the equipment and tools they need to do their job in a physically safe way (e.g., protective clothing, adequate lighting, ergonomic seating).	4	3	2	1
5. Our workplace responds appropriately when workers raise concerns about physical safety.	4	3	2	1

PF13 GM@W Organizational Review Score (from above): \_\_\_\_\_ (5 to 20)

PF13 GM@W Survey Score (if applicable, from the GM@W Survey Results): \_\_\_\_\_ (5 to 20)

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

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If there is a difference between the **GM@W Organizational Review Score** and the **GM@W Survey Score**, what may be contributing to the difference (e.g., lack of knowledge or understanding, communication gaps)?

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Do issues related to **Protection of Physical Safety** present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

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What are the strengths in your workplace in terms of **Protection of Physical Safety** (e.g., what do you do well, what should you continue doing)?

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What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

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Is further action required?  YES  NO

If YES, see *GM@W Suggested Responses: PF13*

## Tell me what you really think!

**No way = 1, Maybe a little bit = 2, Yes =3, Absolutely = 4**

### 1. Knowledge gained

	Disagree			Agree
I learned something new	1	2	3	4
I will be able to apply this knowledge in my position	1	2	3	4
The information presented is valuable to me	1	2	3	4

### 2. Presentation

	Disagree			Agree
Information was well presented	1	2	3	4
Presenter was knowledgeable	1	2	3	4
There was opportunity for my input	1	2	3	4

### 3. Personal experience

	Disagree			Agree
This experience improved my confidence	1	2	3	4
This experience was worth the time spent	1	2	3	4
I would recommend this training to a colleague	1	2	3	4

a) **What did you value the most?**

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b) **What did you find less valuable?**

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c) **What else could assist you in the area of workplace relations?**

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d) **Comments and suggestions**

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*Thank you for your honest feedback.*