

**Reviewing the psychosocial factors
Workplace Webinar**

Julia Kaisla Director of Community Engagement ,
Canadian Mental Health Association, BC Division

Samantha Kolapak, MPP Knowledge Broker, Mental Health Commission of Canada


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Presenters

Samantha Kolapak
Mental Health Commission of Canada

Julia Kaisla
Canadian Mental Health Association, BC Division

/2




Agenda


1. Background on today's webinar: Bottom Line Conference
2. Review the psychosocial factors
3. Description of each factor
4. Complete a quiz on each factor for your workplace
5. Discuss ideas to ways to address each factor in your workplace

Please ask questions throughout the presentation by typing in the chat box on the right of your screen.

/ 3




Background: CMHA's National Bottom Line Conference




The Canadian Mental Health Association's (CMHA) annual National Bottom Line Conference brings together business leaders, policy-makers, researchers, and workers to improve mental health in Canadian workplaces.

/ 4




Take a pen and paper and list the 13 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 factors are from Guarding Minds@Work (2012) which was developed by researchers at the Centre for Applied Research in Mental Health and Addictions (CARMHA) and can be accessed at www.guardingmindsatwork.ca

/ 5



1. 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 does **psychological support** in the workplace look like?

- Improved overall psychological health of employees
- Successful/sustainable return to work
- Reasonable workplace support during times of emotional distress, crisis or upset
- Understanding and awareness of mental health

/ 6




1. Psychological support

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 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
2. Our supervisors would say or do something helpful if an employee looked distressed while at work.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
3. Employees feel supported in our workplace when they are dealing with personal or family issues.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
4. Our workplace supports employees who are returning to work after time off due to a mental health condition.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
5. People in our workplace have a good understanding of the importance of employee mental health.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>

/7 Score = _____ / 20



Psychological support ideas

1. Eliminate mental illness stigma
2. Improve awareness of mental health
3. Train union and management to respond when mental health is a factor



/8



2. Organizational culture

OBJECTIVE: Ensuring a work environment characterized by honesty, trust and fairness

What does **organizational culture** in the workplace look like?

- Higher job satisfaction and morale
- Greater teamwork
- Enhanced retention and recruitment
- A positive public and community image

/ 9



2. Organizational Culture

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 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
2. People at work show sincere respect for others' ideas, values and beliefs.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
3. Difficult situations at work are addressed effectively.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
4. Employees feel that they are part of a community at work.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
5. Employees and management trust one another.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>

/ 10 Score = _____ / 20




Organizational culture ideas

1. Ensure meaningful participation in values and code of ethics
2. Provide communication skills and conflict resolution training for everyone
3. Encourage face-to-face communication



/ 11



3. Clear leadership & expectations

OBJECTIVE: Ensuring 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 does **clear leadership and expectations** in the workplace look like?

- Employees have clear expectations regarding job responsibilities and roles.
- Employee morale is positive, and resiliency is high even during times of stress and change.
- Employees have trust in management.
- There is less employee frustration or conflict.

/ 12

					
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3. Clear leadership & expectations

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 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
2. Leadership in our workplace is effective.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
3. Staff are informed about important changes at work in a timely manner.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
4. Supervisors provide helpful feedback to employees on their performance.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
5. Our organization provides clear, effective communication.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>

/ 13 Score = _____ / 20

					
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Clear leadership and expectations ideas

1. Encourage emotional intelligence development for leaders
2. Measure leadership competence
3. Strive for direct, accurate, timely and face-to-face communication between managers and employees



/ 14



4. 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 does **civility and respect** in the workplace look like?

- Effective teamwork with positive morale.
- Reduced conflict among colleagues.
- Effective resolution of conflicts that do arise.
- Respectful leadership at all levels.

/ 15



4. Civility & respect

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.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
2. Our workplace effectively handles “people problems” that exist between staff.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
3. People from all backgrounds are treated fairly in our workplace.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
4. Unnecessary conflict is kept to a minimum in our workplace	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
5. Our workplace has effective ways of addressing inappropriate behaviour by customers or clients.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>

/ 16 Score = _____ / 20




Civility & respect ideas

1. Address uncivil behaviour promptly
2. Promote respectful leadership behaviour
3. Adopt non-discriminatory language



/ 17



5. 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 does **psychological competencies & requirements** in the workplace look like?

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

/ 18



5. Psychological competencies & requirements

Please answer the questions below with respect to your workplace:

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

/ 19 Score = _____ / 20



Psychological competencies & requirements ideas

1. Require relevant interpersonal/emotional competencies when filling positions
2. Orient and train employees for interpersonal/emotional competencies
3. Include interpersonal/emotional competencies in job descriptions



/ 20



6. Growth & development

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

What does **growth & development** in the workplace look like?

- Increased employee competency
- Retention of skilled staff
- Effective succession planning/internal promotions

/21



6. Growth & development

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 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
2. Supervisors are open to employee ideas for taking on new opportunities and challenges.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
3. Employees have opportunities to advance within their organization.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
4. Our company values employees' ongoing growth and development.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
5. Employees have the opportunity to develop their "people skills" at work.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>

/22 Score = _____ / 20



Growth & development ideas

1. Provide opportunities for personal growth and development (i.e. interpersonal skills)
2. Consider job-shadowing, mentoring or job-sharing to provide opportunities for growth
3. Develop a sharing library or intranet



/23



7. Recognition & reward

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

What does **recognition & reward** in the workplace look like?

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

/24



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7. Recognition & reward

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 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
2. Employees are paid fairly for the work they do.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
3. Our company appreciates extra effort made by employees.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
4. Our organization celebrates our shared accomplishments.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
5. Our workplace values employees' commitment and passion for their work.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>

/25 Score = _____ / 20



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Recognition & reward ideas

1. Celebrate personal and professional milestones
2. Recognize effort, as well as outcomes
3. Train managers to offer constructive feedback



/26




8. 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 does **involvement & influence** in the workplace look like?

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

/27



8. Involvement & Influence

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 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
2. Employees have some control over how they organize their work.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
3. Employee opinions and suggestions are considered at work.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
4. Employees are informed of important changes that may impact how their work is done.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
5. Our workplace encourages input from all staff on important decisions related to their work.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>

/28 Score = _____ / 20

Involvement & Influence Ideas

1. Increase responsibility and reduce micromanagement
2. Create a mechanism for continual feedback
3. Encourage discussions between supervisors and employees about how work is done and how it can be improved



/ 29






9. Workload management

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

What does **workload management** in the workplace look like?

- Reduced staff stress and/or burnout
- Fewer job-related errors, incidents, accidents or injuries
- Increased employee retention

/ 30

				
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9. Workload management

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 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
2. Employees can talk to their supervisors about the amount of work they have to do.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
3. Employees have the equipment and resources needed to do their jobs well.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
4. Employees' work is free from unnecessary interruptions and disruptions.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
5. Employees have control over prioritizing tasks and responsibilities when facing multiple demands.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>

/ 31 Score = _____ / 20

				
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Workload management ideas

1. Support and encourage success rather than applying pressure to avoid failure
2. Provide education about resilience, time management, stress and burnout
3. Inform and prepare staff for increased workloads



/ 32




10. Engagement

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

What does **engagement** in the workplace look like?

- High employee morale and motivation
- Enhanced recruitment and retention of skilled employees
- Improved customer and client relations

/ 33



10. Engagement

Please answer the questions below with respect to your workplace:	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
1. Employees enjoy their work.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
2. Employees are willing to give extra effort at work if needed.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
3. Employees describe work as an important part of who they are.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
4. Employees are committed to the success of our organization.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
5. Employees are proud of the work they do.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>

/ 34 Score = _____ / 20




Engagement ideas

1. Foster the use of individual talents/strengths
2. Provide space for employees to gather
3. Publicly acknowledge employees/teams



/ 35




11. Balance

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

What does **balance** in the workplace look like?

- Greater staff satisfaction and morale
- Reduced staff stress and burnout
- Reduced absenteeism and disability

/ 36



11. Balance

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 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
2. Employees are able to reasonably balance the demands of work and personal life.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
3. Our workplace promotes work-life balance.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
4. Employees can talk to their supervisors when they are having trouble maintaining work-life balance.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
5. Employees have energy left at the end of most workdays for their personal life.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>

/37 Score = _____ / 20




Balance ideas

1. Have senior leaders model balance
2. Promote and support health and well-being
3. Provide flexible work arrangements where possible



/ 38



12. Psychological protection

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

What does **psychological protection** in the workplace look like?

- Reduced conflict
- Fewer job-related errors, incidents, accidents and injuries
- Enhanced compliance with legal and regulatory requirements
- Bullying or harassment is not permitted

/ 39



12. Psychological protection

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 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
2. Immediate supervisors care about employees' emotional well-being.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
3. Our organization makes efforts to prevent harm to employees from harassment, discrimination or violence.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
4. Employees would describe our workplace as being psychologically healthy.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
5. Our workplace deals effectively with situations that may threaten or harm employees (e.g., harassment, discrimination, violence).	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>

/ 40 Score = _____ / 20




Psychological Protection Ideas

1. State the organization's commitment to psychological health and safety
2. Ensure fairness and resolve issues
3. Provide training and develop policy on harassment, discrimination, bullying, violence and conflict resolution



/ 41









13. Protection of physical safety

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

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

- 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







/ 42

					
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13. Protection of Physical Safety


Please answer the questions below with respect to your workplace:	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
1. Management takes appropriate action to protect employees' physical safety at work.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
2. Our workplace offers sufficient training to help protect employees' physical safety at work (e.g., emergency preparedness, safe lifting, violence prevention).	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
3. When accidents occur or risks are identified, our workplace responds effectively.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
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 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>
5. Our workplace responds appropriately when workers raise concerns about physical safety.	4 <input type="radio"/>	3 <input type="radio"/>	2 <input type="radio"/>	1 <input type="radio"/>

/ 43 Score = _____ / 20


					
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Protection of physical safety ideas

1. Plan, do, check, act
2. Communicate to employees
3. Educate/train employees on safety




/ 44



Bonus factor - other chronic stressors

A work environment where management asks for and responds to employee feedback about stressors.



/ 45



Check your score for each factor

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



/ 46



Interested in getting your hands on more resources?

www.mentalhealthcommission.ca

www.cmha.ca

www.bottomlineconference.ca

www.workplacestrategiesformentalhealth.com

www.mentalhealthworks.ca

www.guardingmindsatwork.ca

www.mhccleadership.ca

www.csa.ca

/ 47



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<http://www.mentalhealthcommission.ca/English/spaces>

TWITTER: @MHCC_ #workplaceMH #StandardCda

/ 48



Thank you

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julia.kaisla@cmha.bc.ca

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/ 49