

2018

Appendix A

MAUREEN GRACE

Psychological Safety in the WorkplaceNavigating the New Standard:

by:

Maureen Grace

www.hamiltongraceandassociates.com



Canadian Standards Association

- Around since 1919
- National consensus of producers and users
- Often adopted by municipalities, provincial, and federal governments in their regulations in the field of health and safety



Mental Health Commission of Canada

- Catalyst in creating this standard
- Standard is to protect all....not just those living with mental illness
- Workplace stress is one of 4 risk factors for mental illness
- Goal of prevention



4 Main areas of consideration

- Risk mitigation
- Cost effectiveness
- Recruitment and retention
- Organizational excellence and sustainability



What we Know.....



- 1 in 5 of us will have a diagnosable mental illness in our lifetime
- Most of us will have episodes between the ages of 18 and 65
- 2 out of 3 will not seek or get help
- *Early* identification and *effective* treatment = reduction in
 - Disability time
 - Frequency and severity of symptoms
- ***And improves probability of return to high levels of productivity**

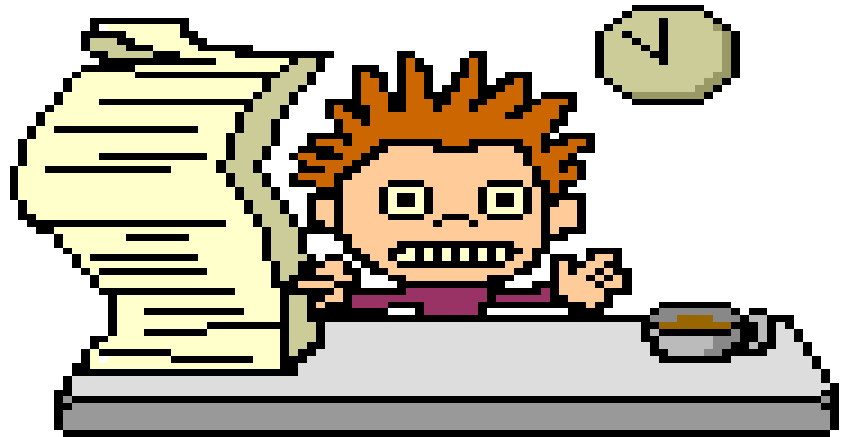
The survey says....

- 91% say increased workload
- 72% say changes in duties
- 64% say emotional tension is prevalent
- 68% say increased absences
- 61% say loss of productivity
- The cost of lost productivity is 5% of payroll on average
- Mental illness is a leading cause of disability claims



Risk Factors of Mental Illness

- Genetics
- Trauma
- Personal Stress
- **Workplace Stress**



Some truths

- Anyone will break down after being exposed to sufficient distress
- Stress has a cumulative and additive effect over time
- We all have different thresholds



Work is important

- Isolation
- Self esteem
- Hard to return



Considering solutions

- At the source
- Along the path
- At the worker



Primary Prevention

- Psychologically Safe Workplace a workplace that promotes and protects employees' psychological well-being and safety



Factors of Psychological Health and Safety

- 13 factors of Psychological Health and Safety

www.csa.ca



Psychological Safety Factors

- Psychological Job Fit
- Clearly defined duties & leadership expectations
- Employee involvement and influence
- Work Life balance
- Respect and civility
- Workload management
- Growth & development
- Employee recognition
- Psychological support and protection
- Organizational Culture
- Engaged Employees
- Physical safety



Clearly Defined Duties & Leadership Expectations

Communicate, inspire, stimulate,
motivate

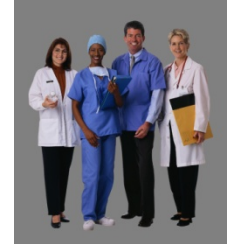
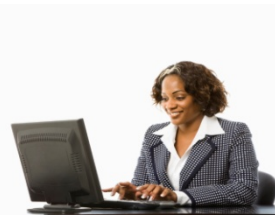
See the big picture

Job descriptions



Psychological Job Fit – Competencies and Requirements

- Skill
- Tools
- Challenge
- Suited to the job
- Personality for the job – emotional intelligence
- Self awareness



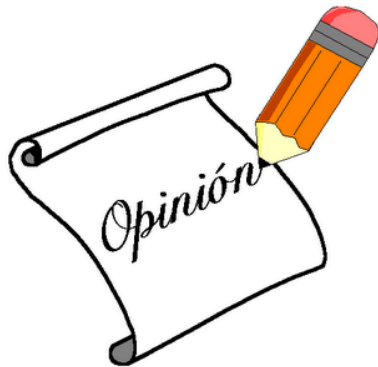
Involvement and Influence

Opinion matters

Have a say over how job is done

Surveys, suggestion boxes, committees

More engaged



Work life balance

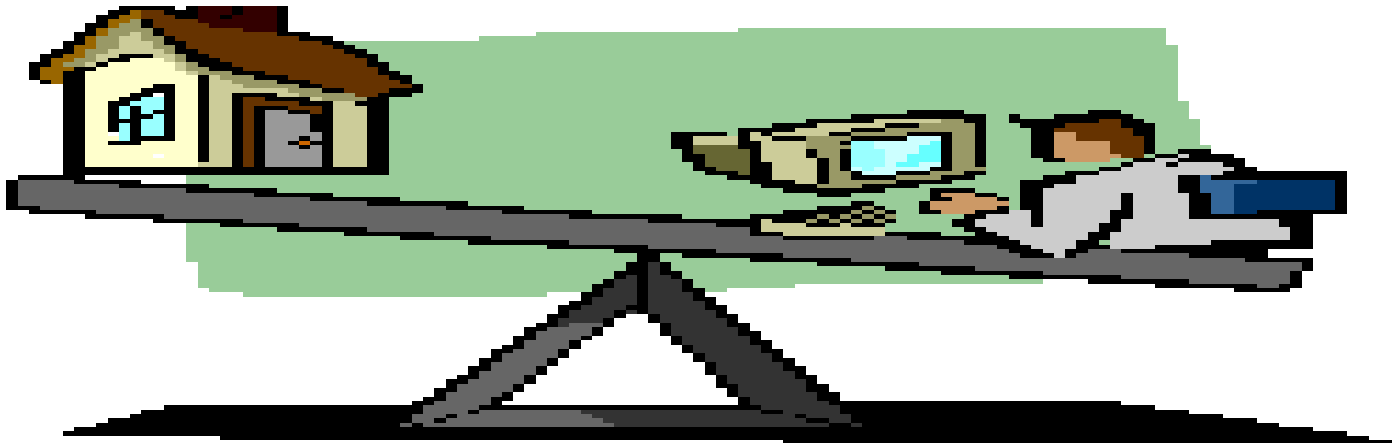
Life outside work deemed important

Multiple roles

Flexibility

Trust

Amount of overtime



Respect and Civility

Are people respectful and considerate in
their interactions

Is there a Respectful WP Policy?

Is it followed?

Conflict Management



Workload Management



- Fair distribution of work
- Perceived?
- Help each other out?
- Managers open to requests?
- Is overtime a choice?
- Time, resources, support

Growth and Development

- Are there opportunities to improve so can advance in the company
- Educational opportunities to improve personal, interpersonal and job skills?
- Opportunity to mentor?



Reward and Recognition

Appreciation in a fair and timely manner

Thanks by clients, co-workers, bosses

Genuine

Recognition programs



Psychological Protection

- can ask questions,
- seek feedback,
- report mistakes and problems,
- propose a new idea without fear of negative consequences to themselves, their job or their career.



Psychological Support

- Do colleagues support each other
- Speak up when they see disrespectful behavior
- Do supervisors support employees psychological and mental health concerns



Physical Safety

- People need to feel physically safe to feel psychologically safe
- Is there a strong, competent Safety and Health Committee?
- Do I have a say, am I listened to?



Engaged Employees

Positive job outlook

Passionate about their work

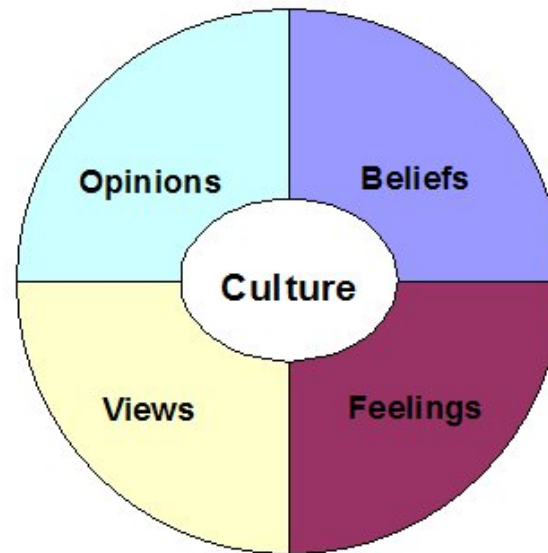
Absorbed in their job

Energized



Healthy Organizational Culture

- The feel of the workplace, values, beliefs
- Trust
- Honesty
- Fairness



Sharing approaches

- In what area is your workplace doing well?
- In what area could your workplace improve?
- What's one thing you could do about it?



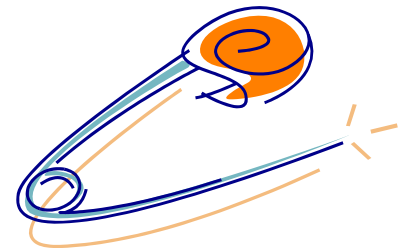
The WHO and ILC says

- Occupational Health is....
 - the promotion and maintenance of the highest degree of physical, mental, and social well-being of workers
 - in an occupational environment adapted to their physiological and psychological condition

Health & Safety Act

In Manitoba the purpose of the H&S Act is:

- the promotion and maintenance of the highest degree of physical, mental, and social well-being of workers
- the placing of workers in an occupational environment adapted to their physiological and psychological condition



Duties of health & safety committees – *a shift in thinking*



- Participation in the identification of risks to the ***mental and physical*** well-being of workers
- Development and promotion of measures to protect ***the psychological safety, mental health, and social*** welfare of workers
- Development and promotion of programs for education and information concerning ***psychological safety and mental*** health of workers

Group Activity

- In groups discuss what you think could be the role of the JWH&S Committee and/or H&S department in bringing the new standard to your organization?



WCB Research & Workplace Innovation Program

- Fund occupational health research, training and education & innovative workplace solutions
- RRC ahead of the curve
- Proposal in conjunction with H&S and Learning and Development
- 2 year project April 2016 – April 2018



Project

Funded RRC Project

- Exploring the New Standard: Psychological Safety in the Workplace using the Joint Workplace Health and Safety Committees. Risk/Hazard Identification, Reducing the Hazard, Education, and Evaluation



RRC Project

- Assessment survey
- Decide which area to improve
- Develop strategies
- Implement strategies
- Education/promotion
- Evaluation



Tips: what others have taught me

- Input: get as much as possible
- Education: managers, employees
- Pick one issue at a time to work on
- Baby steps
- Communicate, communicate
- Follow up



Resources



- www.csa.ca
- www.safemanitoba.com-mental health tool kit
- www.guardingmindsatwork.ca
- www.workplacestrategiesformentalhealth.com
- www.mentalhealthworks.ca
- www.mflohc.mb.ca
- www.winnipeg.cmha.ca
- www.ccohs.ca





Safe Work MB

Mental Health Toolkit



- informative pamphlet to help you understand and implement Manitoba's New Requirements for Preventing Harassment at Work
- Sample Harassment Prevention Policy
- Preventing Violence in the Workplace Guideline
- An Implementation Guide to the National Standard for Psychological Health and Safety in the Workplace



Resources



- **Stress Management with an Attitude - Quesnel and Grace**
- **Margin - R. Svenson**
- **No Asshole Rule - R. Sutton**
- **Bully at Work - Namie and Namie**
- **Outliers - Malcolm Gladwell**
- **Click - George Fraser**
- **I Can Have Fun on a School Night – Dan Rosin**
- **Fake Work – Brent D. Peterson**
- **Crucial Conversations – Patterson, Grenny, McMillan, Switzler**