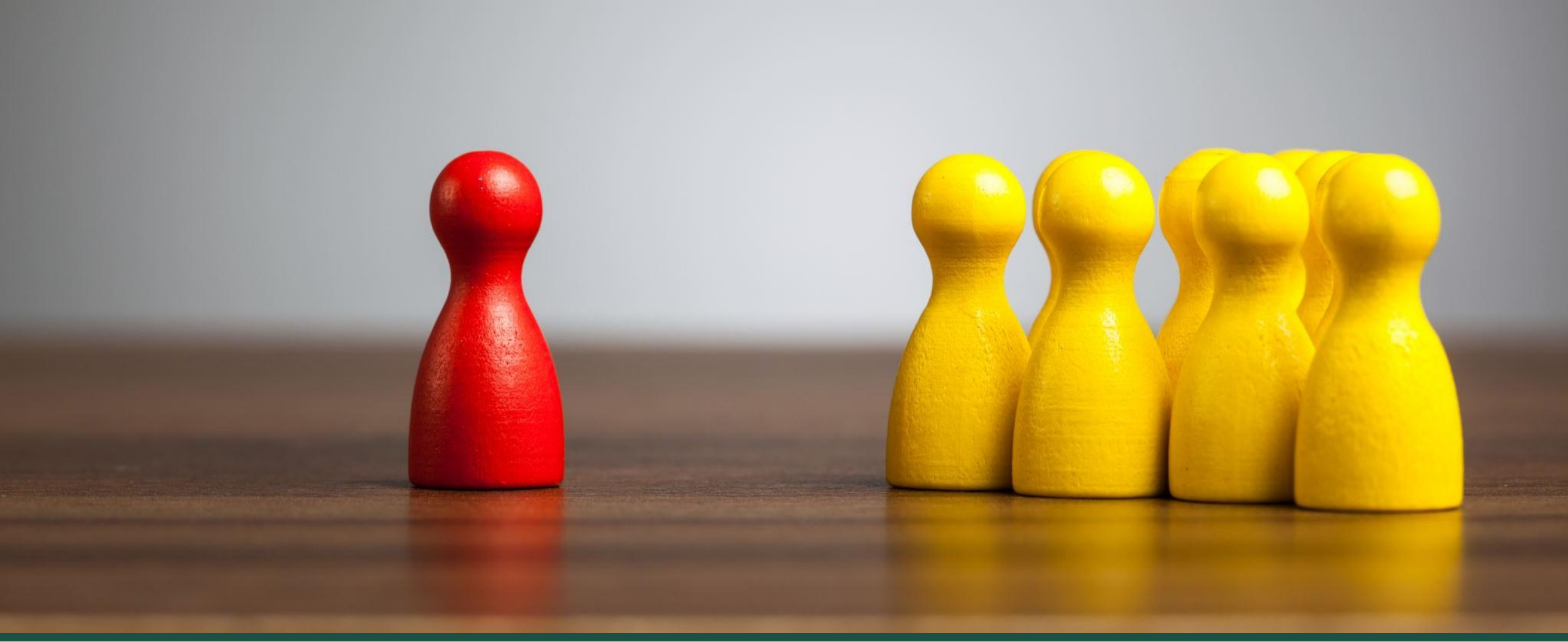


WCB Community of Practice

Psychological Safety – framework and metrics

Jay Lamont

Corporate Mental Health Strategy vision statement

The City of Regina is a psychologically safe workplace that fosters the full productivity of employees, through an inclusive and respectful environment supporting mental health and wellbeing.

The City of Regina Corporate Mental Health Strategy includes four Key Objectives

1. Provide awareness and educational programming aimed at reducing stigma and increasing organizational literacy related to mental health and mental illness.

2. Develop senior leadership and management competencies to support a psychologically safe workplace and act as ambassadors for all components within the CMHS.

3. Provide a sustainable framework of resources to support all City of Regina employees in building personal mental fitness; and resilience to psychosocial factors that contribute to mental illness.

4. Implement the *National Standard of Canada on Psychological Health & Safety in the Workplace* – championed by the Mental Health Commission of Canada. The *Standard* is a voluntary set of guidelines, tools, and resources focused on promoting employees' psychological health and preventing psychological harm due to workplace factors.

Mental Health Strategy Initiatives

Psych Safety video introduction as part of on-boarding
Psychological Safety Leadership Commitment
Celebrated MH Week, BLT Day, connected and collaborate with DEI when opportunities intersect
Leverage Workplace Strategies for Mental Health – Canada Life, CAMH, Manulife resources, FSEAP, CCOHS
City of Regina Mental Health initiative branding
Canada Mental Health Week, Mayor's lunch on Day of Caring, *Bell Let's Talk Day, Not Myself Today,* FSEAP monthly newsletter, *Recovery Day*, October Healthy Workplace Month
Mental Health Continuum Model
Awareness and access to community resources for mental illness and addictions.
Mental Health Matters: *"Together Against Stigma"*
Psychological Safety talks…. slow build, goal to get to 1/5 safety and tailgate talks
FSEAP: presentations, quarterly campaigns, monthly newsletters
CityConnect Health and Safety Snapshots
Guarding Minds @ Work
Identify opportunities to engage family and community supports. i,.e. Firefighter family movie day
Establish working group of key stakeholders: Sask. Blue Cross, Manulife, FSEAP, COR unions, Diversity and Inclusion Working Group

Training

- Mental Health First Aid™
- Respectful Workplace (including mh and well-being), Harassment, Violence training
- The Working Mind™ and TWM for Managers
- Road to Mental Readiness™ (first responders)
- *Managing Mental Health Matters* via Workplace Strategies for Mental Health
- Bystander Awareness Training – #enoughalready (GM@W collection) – 2022 mandatory campaign
- Interaction Safety (in-house) – based on *Safe to Soar* and *Opening Doors*
- EFAP: cyclical education sessions

Sources of Data

EFAP data
Enablement / Engagement survey
Benefits utilization, LTD illness, pharma categories* (caution)
Attendance
Psych. claims / RWP complaints / harassment complaints
Education support utilization
Training data
Retention
Overtime
Vacation utilization
Injuries / lost-time / psych. accommodations
DEI and Accessibility data sources
Change Management integration principles in Projects, Re-org's
Leadership competencies

2022 Guarding Minds@Work

Survey Results

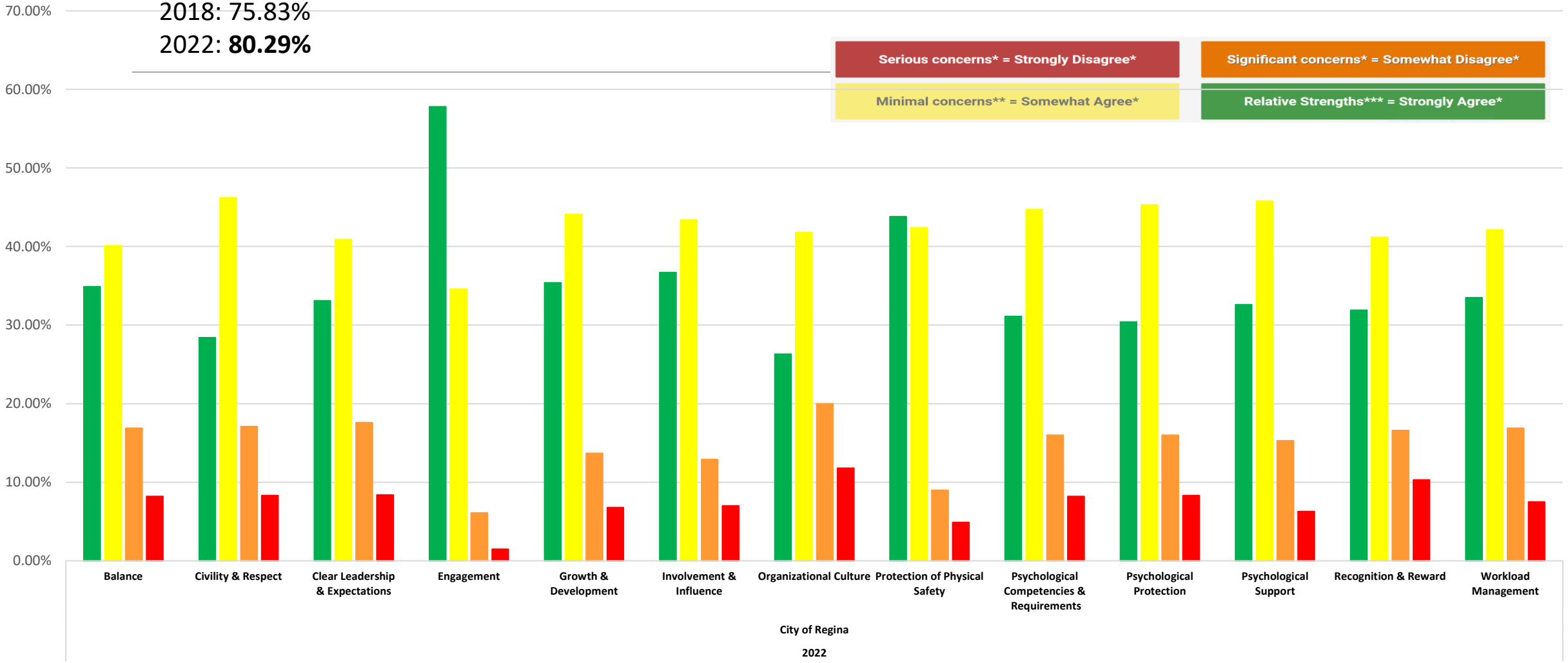
Joint Culture Committee (narrated)

October 2022

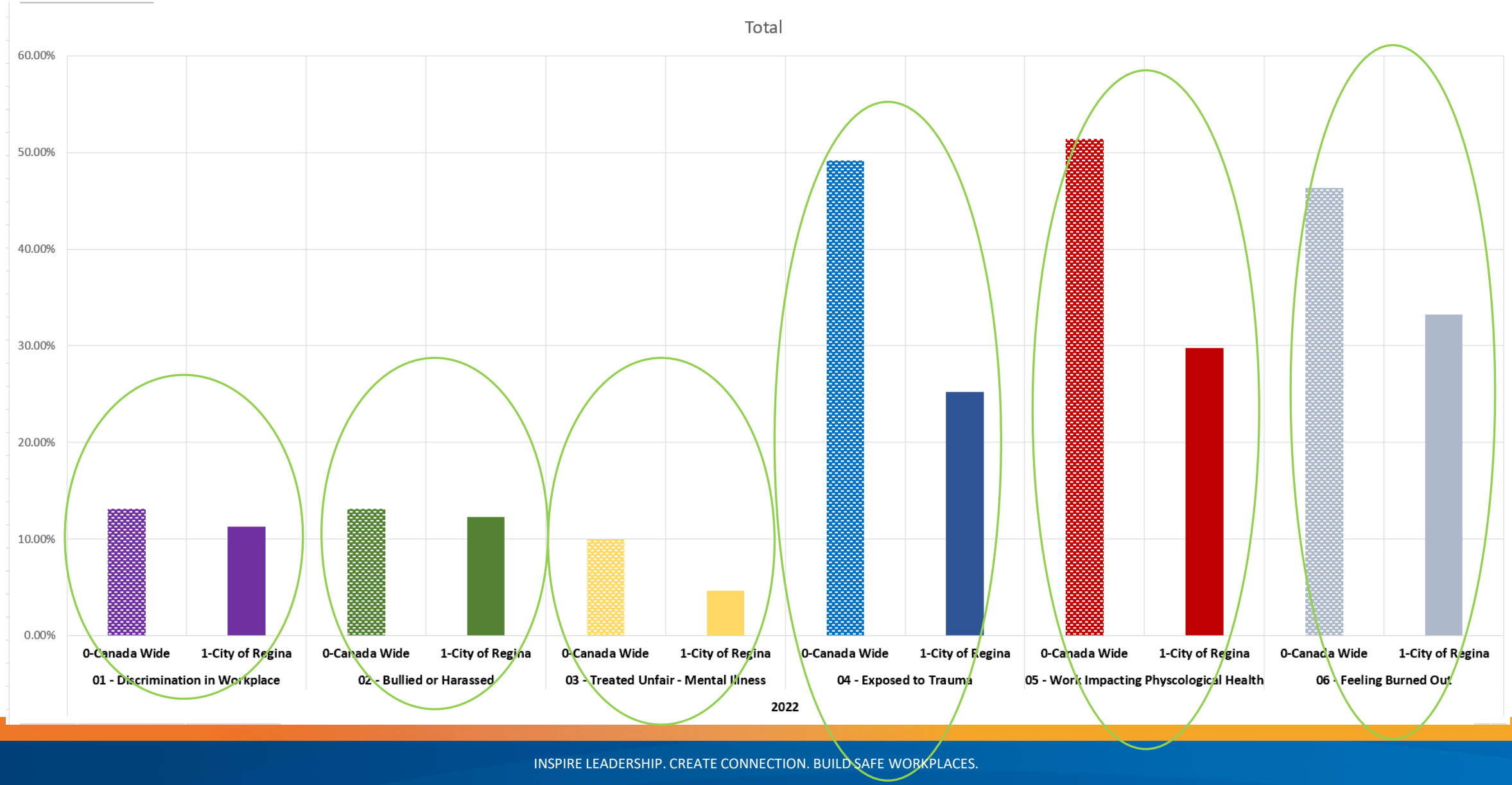
REGINA

2022 All City Results – 13 Factors

Psychological Safety Index:
2018: 75.83%
2022: **80.29%**



Specific Areas of Concern



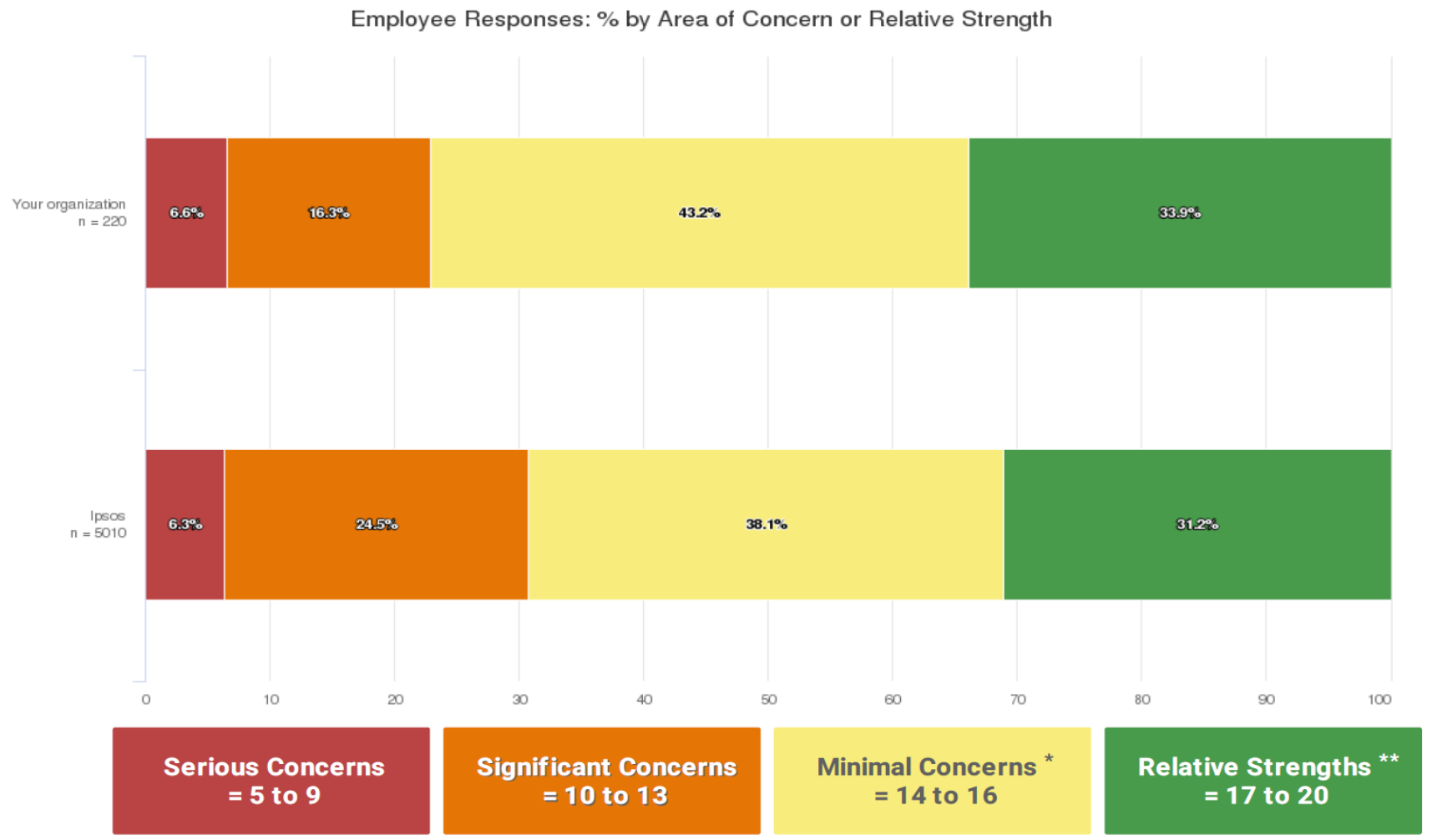
Next Steps

- Executive Directors, Directors will receive packages of departmental data October 13th, 2022
  - Including: 13 Factors, 6 Areas of Concern results, breakdown by 75 questions, GM@Work sample worksheets, educational materials, results
- 2022 Q4: HR Business Partners meet with Directors, communicate results to employees (presentation template provided)
  - Using Quarterly meetings, branch safety meetings, other mediums.
- 2023 Q1: Department Action Plans completed for implementation
  - *"3 plus 3 plus 3"* approach: 3 Psychosocial Factors, 3 Areas of Concern, 3 Individual Questions
  - Annual progress reports will be prepared by departments to share with ELT.
- 2025 Q2: Next GM@W survey, then 2027, 2029, etc.

2018 PRCS – 77.1% favourable

PSR11: Balance

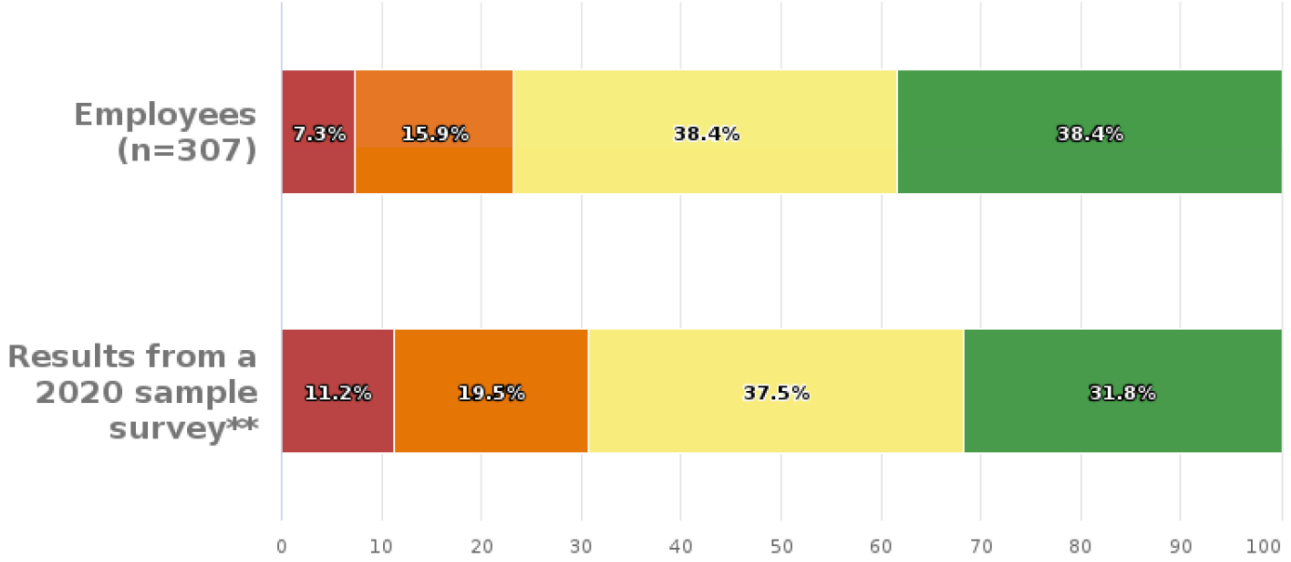
A work environment where there is recognition of the need for balance between the demands of work, family and personal life.



2022 PRCS Balance – 76.8% favourable

Balance

A work environment where there is recognition of the need for employees to be able to manage the demands of work, family and personal life.



**In early 2020, researchers from Queen's University conducted an analysis of the self-reported psychosocial risks in Canadian workplaces using the updated survey. In total, over 500 working Canadians from every province and territory and from every Industry Canada sector completed the survey to provide a snapshot that you can use as a general point of reference.

PRCS 2024 — 90% favourable

Parks, Recreation & Cultural Services Results

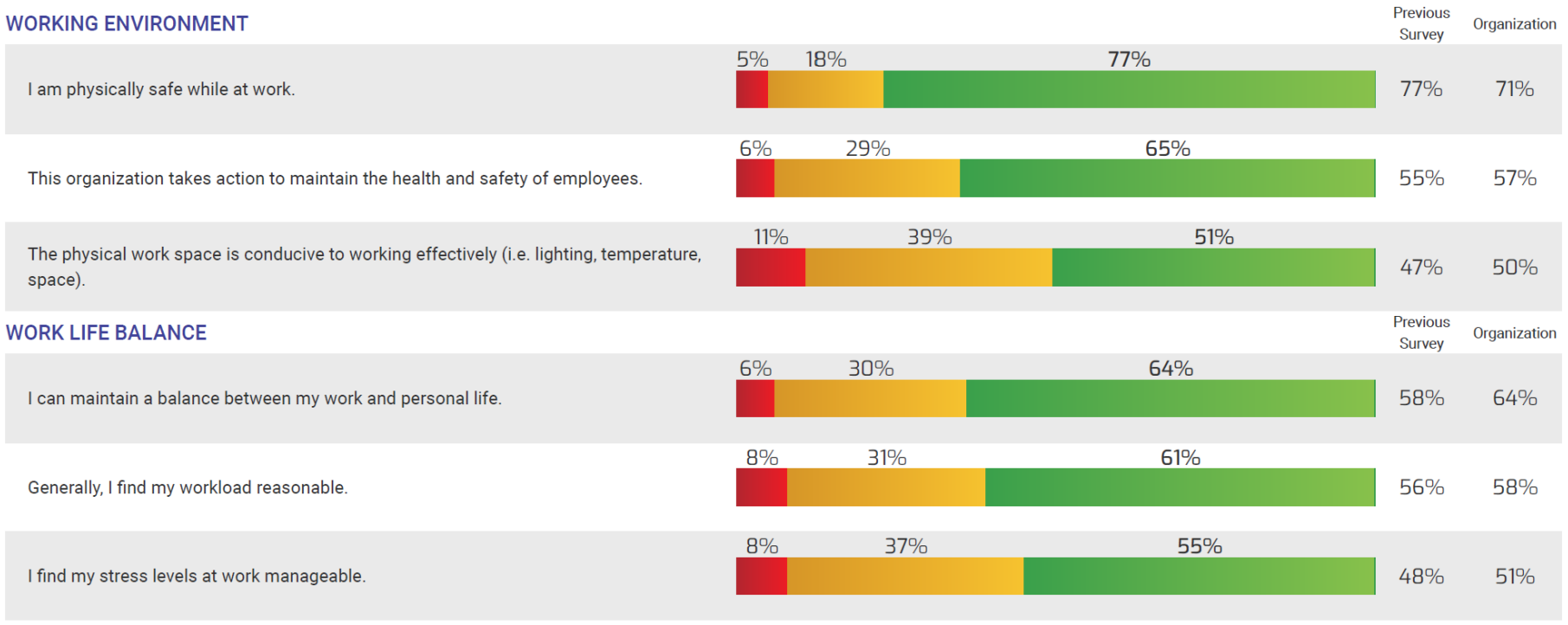
The City of Regina
Open Date: Jul 8, 2024
Close Date: Jul 27, 2024

# of employees: 813
# of responses: 431
Response Rate: 53%

McLEAN & COMPANY

RETENTION DRIVER QUESTIONS

WORKING ENVIRONMENT



WORK LIFE BALANCE

Any Questions?

from: MHCC PHS Integration

from: CSA Z-1003-13

Psychologically safe leadership

The *National Standard of Canada for Psychological Health and Safety in the Workplace* recognizes and states the need for organizations to ensure that those in leadership positions have the training and skills to "prevent psychological harm, promote psychological health of workers and address problems related to psychological health and safety." The Standard equally advises organizations to regularly assess and address leaders' competencies as they apply to psychologically safe leadership.

Communication and collaboration	Social intelligence	Problem solving and conflict management	Security and safety	Fairness and integrity
Learn more	Learn more	Learn more	Learn more	Learn more

from: WorkSafe PHS Resource Centre

Psychologically-Safe Leader Ax

What's included in the Psychologically Safe Leader Assessment?

- A list of leadership strategies known to support PHS.
- An online survey leaders can use to understand which strategies they already use. It'll also highlight areas for improvement.
- Free resources linked to each strategy to help with continual improvement.
- A survey for employees to capture their perception of their leader's strategies.

This isn't a personality or character assessment. It focuses on the extent strategies known to support psychologically safe work are being implemented.

Psychologically Safe Team Ax

Measures how team members feel about how they interact with each other and their sense of inclusion. In other words, it's not just up to the leader; everyone on the team has a role in making the team a safe and inclusive work environment. This assessment measures the following 3 categories:

Leader support for team cohesion

Team interactions

Inclusion

Stress Satisfaction Scan

Statements that assess satisfaction related to control and reward, demand and effort, and perceived fairness and supervisor support.

1. I am satisfied with the amount of involvement I have in decisions that affect my work. (control as a satisfier)
2. I feel I am well rewarded (in terms of praise and recognition) for the level of effort I put out for my job. (reward as a satisfier)
3. In the last six months, too much time pressure at work has caused me worry, “nerves” or stress. (demand as a stressor)
4. In the last six months, I have experienced worry, “nerves”, or stress from mental fatigue at work. (effort as a stressor)
5. I am satisfied with the fairness and respect I receive on the job. (fairness and respect as stress mediators)
6. My supervisor supports me in getting my work done. (supervisory support as a stress mediator)

What could we have done differently?

1. Taken the time to really look at existing systems, feedback loops, data collection already in place.

For example……more intentionally integrated PHS with Safety Management System….. spent several years as an add-on.

2. Linked resources, processes, and programming responsibilities to *positions* rather than *people.*

3. Aligned with leadership development, leadership craft development: values-based, transformational, create connection.

4. Press and/or leverage our partners and stakeholders more: Manulife, union partnerships, EAP, LRWS, WorkSafe, SHA

6. Need to celebrate more wins, milestones, stories.

5. Initiative focus:

Awareness and access to community resources for mental illness and addictions. (more)

Canada Mental Health Week, Mayor's lunch on Day of Caring, *Bell Let's Talk Day, Not Myself Today,* FSEAP monthly newsletter, *Recovery Day*, October Healthy Workplace Month (less)

Leveraged the WorkSafe PHS Resource Centre more….

NEW

Psychological Health & Safety

RESOURCE CENTRE

Workplace psychological health and safety

Psychologically safe leadership

Information on high risk occupations

Tools and resources for leaders

Tools and resources for workers

Tools and resources for employers

Mental health resources

Webinars, workshops and events

Contact us and FAQs

Any Questions?

Bonus slides if time

Change Leadership to Advance Psychological Health and Safety

"How might we inspire sustainable behavior change in the development of a psychologically safe work environment"?

1. How might we identify leadership styles conducive to sustainable, positive behavior change?
2. How might we encourage open-minded, curious followership behaviours that walk others in the direction of the vision?
3. How might we harvest an inventory of current-state psychologically safe behaviours we want to promote/advance?

- Leverage Platforms and Align Initiatives
- Authentic and Empathic Leadership
- Inclusivity for Psychological Wellbeing
- Connect Leaders with Employees, Values, and Purpose

ides if time

Involvement and Influence

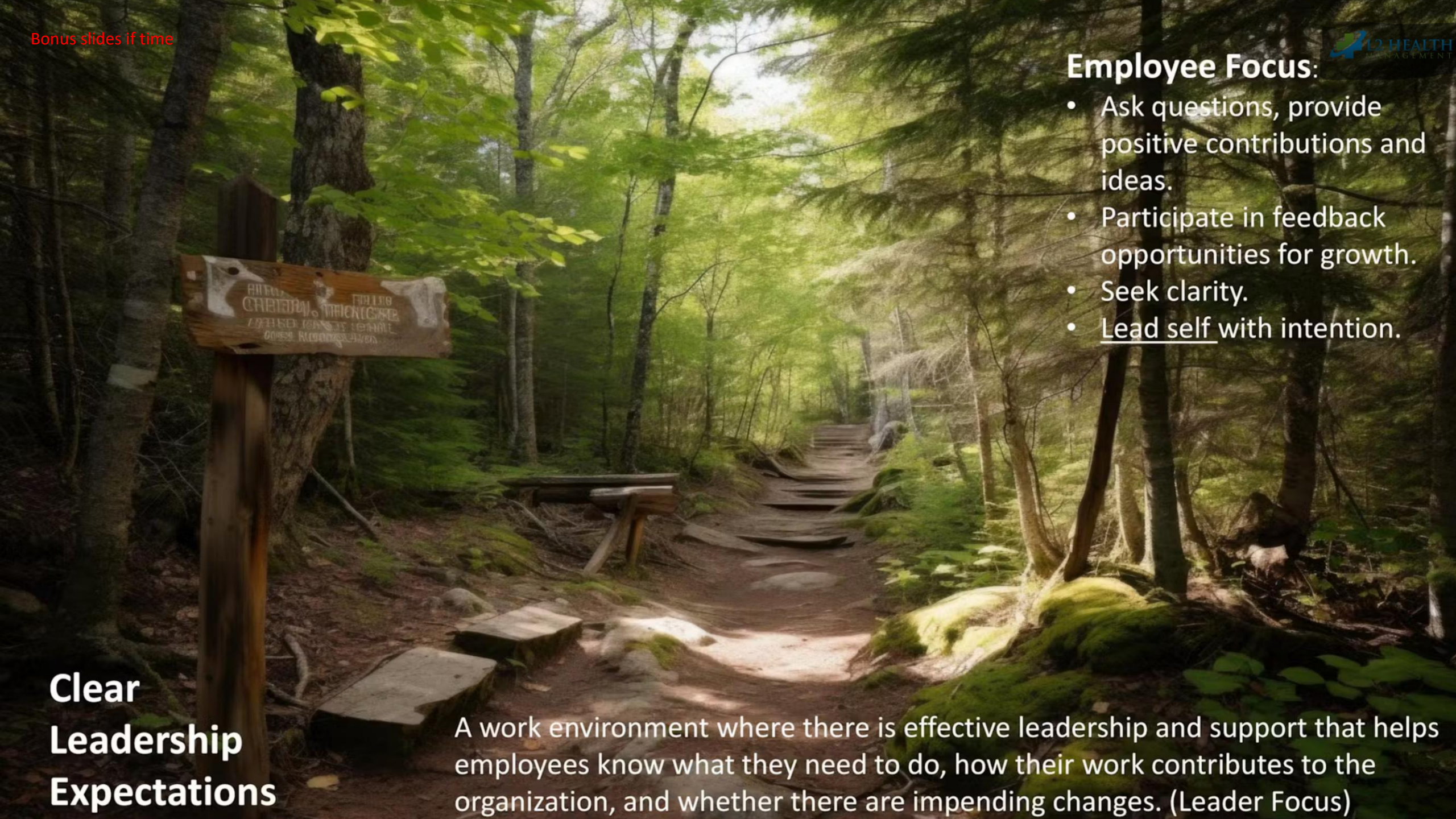
A work environment where employees are included in discussions about how their work is done and how important decisions are made.

Assumption of Positive Intent

"we extend the most generous interpretation possible to the intentions, words, and actions of others"

— Brene Brown

Bonus slides if time



Employee Focus:

- Ask questions, provide positive contributions and ideas.
- Participate in feedback opportunities for growth.
- Seek clarity.
- Lead self with intention.

Clear Leadership Expectations

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. (Leader Focus)