

## GM@W Suggested Responses

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

### PF5: PSYCHOLOGICAL COMPETENCIES & REQUIREMENTS

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

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

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

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

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

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

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

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

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

### Work Environment (Norms, Values & Practices)

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

### Training & Development

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

### Communication

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

### Formal Policies & Programs

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

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

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

**Other Actions:**



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

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