

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 Growth & Development.

PF6: GROWTH & DEVELOPMENT

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

PF6: GM@W Survey Results (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS
PF6: GM@W Organizational Review Results (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 **Growth & Development**. 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. 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 **Growth & Development** 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 **Growth & Development** 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 Growth & Development 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)

- ☐ Foster a culture where the development of interpersonal/emotional competencies is valued and encouraged (Note: “interpersonal/emotional competencies” refer to abilities and capacities to manage emotions and relationships, and to effectively solve challenging interpersonal problems at work)
- ☐ Emphasize the importance of “people skills” for all employees, but particularly for those in leadership roles
- ☐ Provide a range of resources and opportunities to enhance interpersonal/emotional competencies (e.g., on-site library, intranet)

Training & Development

- ☐ Obtain staff input regarding the training they need to enhance their interpersonal/emotional growth and development
- ☐ Provide opportunities for job-shadowing, job-sharing or mentoring that facilitate interpersonal/emotional skill development
- ☐ Provide dedicated time and funds for training that includes a focus on developing employees’ interpersonal/emotional skills

Communication

- ☐ Provide organizational acknowledgement and reinforcement for staff who have demonstrated exemplary interpersonal/emotional behaviour throughout the course of their work
- ☐ Ensure that supervisors/leaders provide frequent and constructive feedback on employee performance and offer opportunities and support for further interpersonal/emotional skill development
- ☐ Widely communicate internal and external opportunities for interpersonal/emotional growth and development

Formal Policies & Programs

- ☐ Create and maintain detailed development plans for employees that include goals for interpersonal/emotional skill development, and review these in performance evaluations
- ☐ Provide opportunities for staff to develop skills that make them competitive for internal career postings
- ☐ Consider the interpersonal/emotional competencies of candidates in promotion decisions

Additional resources have been created to help you take action, including: presentation slides and supporting materials (freely available at 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).

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!