

## About PSR6: Growth & Development

### What is Guarding Minds @ Work?

Guarding Minds @ Work (GM@W) is an evidence-based strategy that assists employers in protecting and promoting psychological safety and health in the workplace. GM@W provides a comprehensive set of resources employers can use to effectively address the impact of 12 psychosocial risk (PSR) factors known to have a powerful impact on organizational health, the health of individual employees, and the financial bottom line. The PSRs were identified by researchers from the Consortium for Organizational Mental Healthcare (COMH) in the SFU Faculty of Health Sciences on the basis of extensive research and a comprehensive review of empirical data related to national and international best practices. The determination of the factors also reflects existing and emerging Canadian case law and legislation.

### What is PSR6 – Growth and Development?

Guarding Minds @ Work defines PSR6, growth and development, as present in a work environment where employees receive encouragement and support in the development of their interpersonal, emotional and job skills. Such workplaces provide a range of internal and external opportunities for employees to build their repertoire of competencies, which will not only help with their current jobs, but will also prepare them for possible future positions.

### Why is PSR6 – Growth and Development important?

Employee development increases goal commitment, organizational commitment and job satisfaction. Employees feel that organizations care when they support growth and development, and skill acquisition and career development directly enhance employee well-being. It is important to ensure that growth opportunities extend beyond learning specific technical skills necessary for job performance, also including opportunities to learn personal and interpersonal skills that are critical to successfully caring for oneself and relating to others.

### What happens when employees don't have opportunities for growth and development?

Employees who are not challenged by their work will grow bored, their well-being will suffer, and their performance will drop. When staff do not have opportunities to learn and improve their interpersonal and psychological skills, the result can be conflict, disengagement and distress.

### How can I improve growth and development?

Start by having the organization or work team conduct the Guarding Minds @ Work Assessment (Organizational Audit, Initial Scan and/or PSR-12 Employee Survey) and reviewing the resulting reports. If growth and development is identified as an area of concern, refer to the relevant Action Tools for a practical strategy and evidence-based and effective suggestions that can improve growth and development. It is also important to discuss the findings with concerned employees within the organization to gain a further understanding of the results and to obtain input and participation in determining useful corrective actions. Also, consider the information in the readings and resources identified below. Finally, refer back to the GM@W website on occasion for new ideas about how growth and development can be enhanced.

**Further information about growth and development can be found at:**

- Putrich, D. (2005, July 4). Employee development on a shoestring. Computerworld, 39(27), 32. <http://web.ebscohost.com/ehost/pdf?vid=2&hid=102&sid=fe3242ec-10ca-4585-8c9e-a7bf1c070070%40sessionmgr111>
- The Great-West Life Assurance Company. (2009). PSR6: Growth and development. In Centre resources by risk factor. <http://www.gwlcentreformentalhealth.com/english/slides.asp?l1=3&l2=157&l3=159&l4=166&d=159&scroll=6>
- Jacobs, R., & Washington, C. (2003, September). Employee development and organizational performance: A review of literature and directions for future research. Human Resource Development International, 6(3), 343. <http://www.ingentaconnect.com/content/routledg/rhrd/2003/00000006/00000003/art00005>
- Lee, C., & Bruvold, N. (2003). Creating value for employees: Investment in employee development. International Journal of Human Resource Management, 14(6), 981-1000. <http://www.mobilityagenda.org/value.pdf>
- Briscoe, D. (1987). The 10 commandments of development. Training & Development Journal, 41(8), 54. <http://proquest.umi.com/pqdweb?did=817323&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&&cfc=1>

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