

Suggested Responses

Please consult the Selection of Suggested Actions and Applying a Quality Framework documents to help you select suggested actions to undertake for Involvement & Influence.

PF8: INVOLVEMENT & INFLUENCE

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

PF8: Survey Results
(check rating, if applicable)

Serious Concerns	Significant Concerns	Minimal Concerns	Relative Strengths
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PF8: Organizational Review Results
(check rating, if applicable)

Serious Concerns	Significant Concerns	Minimal Concerns	Relative Strengths
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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 Organizational Review Results and the Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the Organizational Review Results and the 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 **Involvement & Influence**. 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 **Involvement & Influence** 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 **Involvement & Influence** 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 *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 Involvement & Influence 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 all staff have some level of responsibility, autonomy and accountability (i.e., avoid “micro-management”)
- Combine top-down (leadership-driven) and bottom-up (employee-driven) approaches to work-related decisions, ensuring formal and informal mechanisms for soliciting input and feedback on how to make improvements to work (e.g., suggestion boxes, opinion surveys)
- Provide staff control, as appropriate, over job design, how work tasks are organized, and how responsibilities evolve

Training & Development

- Provide training to help staff maintain a sense of control over work (e.g., priority-setting and time management)
- Provide training in effective communication skills (e.g., interpersonal problem-solving and negotiation)
- Provide training and support that allow work units/work teams to operate autonomously (e.g., self-directed work teams)

Communication

- Minimize the impact of organizational/work unit change by communicating effectively about impending transitions or workflow changes and providing rationale for decisions
- Encourage employee participation and involvement during times of organizational change/transition
- Encourage discussions between supervisors/managers and employees about how work is done and how it could be improved
- Provide timely response to employee suggestions regarding how work could be improved or enhanced

Formal Policies & Programs

- Maintain current and accurate written job descriptions that specify roles and responsibilities
- Create employment agreements/contracts that explicitly value and encourage employee input into how work is conducted
- Ensure that all staff have an identified contact person (e.g., supervisor, office manager, union steward) for issues pertaining to how their work is done
- Provide profit-sharing/stock option opportunities, as appropriate

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 Guarding Minds at Work 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:

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 Action Planning Worksheet, pick your start date, identify who will be involved – your Action Team, and get started!