

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 Engagement.

PF10: ENGAGEMENT

OBJECTIVE: A work environment where employees feel connected to their work and are motivated to do their job well.

PF1: GM@W Survey Results (check rating, if applicable)	SERIOUS CONCERNS	SIGNIFICANT CONCERNS	MINIMAL CONCERNS	RELATIVE STRENGTHS
PF1: GM@W Organizational Review Results (check rating, if applicable)	SERIOUS CONCERNS	SIGNIFICANT CONCERNS	MINIMAL CONCERNS	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 **Engagement**. 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 **Engagement** 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 **Engagement** 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 Engagement 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)

- Create a sense of community at work (e.g., provide opportunities for team building, teamwork)
- Provide opportunities for staff to socialize and/or participate in community events (e.g., staff BBQs, holiday parties, fundraising efforts)
- Commit to “people-first” values at the organizational level (e.g., hire managers with the appropriate skills, lead by example)
- Recognize and appreciate staff willingness to “go the extra mile” at work (e.g., helping others during illness/absence, participating in optional job-related activities or special committees)
- Proactively monitor engagement among staff, and take pre-emptive and appropriate action before someone leaves/becomes disengaged
- Foster conditions in which team members can use their talents to the fullest
- Create a pleasant and welcoming work environment (e.g., plants, artwork, natural lighting), including a common staff room where employees can gather

Training & Development

- Train leaders to be competent in building staff engagement
- Focus on talent development and coaching of team members to help them grow
- Train and support staff to be organizational representatives (“ambassadors”) to enhance recruitment and help build/sustain a positive public profile

Communication

- Communicate organizational mission, values and ideology to staff and the public
- Publicly acknowledge individual, team and/or organizational accomplishments and successes
- Solicit input from employees (e.g., via focus groups) on things that can be done to build their engagement at work
- Ensure that employees have a voice in the creation of organizational goals

Formal Policies & Programs

- Ensure leadership accountability for retention and engagement (e.g., use metrics to document leaders’ impact on retention and morale among their teams)
- Provide monetary and/or non-monetary incentives tied to length of employment
- Support employees in temporary/unstable positions (i.e., those in temporary or contract positions, or who may be impacted by upcoming layoffs or restructuring)
- Incorporate a job preview component in the hiring process, to increase job satisfaction and retention

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:

- _____

- _____

- _____

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!