TORONTO

Appendix B – Workplace Psychosocial Risk Factors and Controls/Measures Checklist

Division: _____ **Program:** _____

The City's Psychological Health and Safety Policy commits City divisions to efforts of improving individual or organizational conditions that may contribute to psychological health problems, thus lessening the likelihood that problems may occur. This involves identifying and reducing the presence of risks, where possible, followed by enhancing the capacity to manage remaining risks. (e.g., The Mental Health Commission of Canada identifies increasing the level of control a worker has over particular tasks as a means to reduce job stress as an organizational level control measure. It identifies providing employees with forms of support or skill to reduce risk as an individual level control measure).

The Canadian Standards Association Standard "*Psychological health and safety in the workplace – Prevention, promotion and guidance to staged implementation*" outlines 13 psychosocial risk factors that contribute to workplace mental health. Twelve of these factors are listed below in column 1. One factor, Engagement, is not addressed through this checklist due to the efforts that have already been made by City divisions to address feedback obtained through the City's Employee Engagement Survey. This document is intended to assist divisions in the determination of potential controls/measures to address psychosocial risk factors that are identified through risk assessment (see Appendix A for Information Sources to Assist Psychosocial Risk Assessments.)

It should be noted that the following listed controls/measures are examples only. The list is not all-inclusive, nor are individual controls/measures appropriate in all work situations.

Psychosocial Risk Factor Type	Considerations when Assessing Risk Factor	Examples of Controls/Measures for Employees at All Levels (Others to be added, as needed)	Examples of Additional Controls/Measures for All Management (Others to be added, as needed)	Controls/Measures Selected (Appropriate to the Nature and Level of Risk)
Psychological support	Management-worker relationship	• Approach managers/supervisors when support is needed • Offer suggestions on the types of supports that would assist • Provide management with constructive feedback on important decisions, when requested	• Implement an open door policy • Managers to show interest in daily work/staff in workplace by taking time to step away from their desks/offices • Managers demonstrate good listening skills • Managers take prompt action to solve identified problems and	

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		• Be aware of resources and tools available	communicate about what is being done • Inform workers about important decisions • Inform top management about feedback from workers • Train managers in supportive leadership style • Maintain regular communication with workers who are off due to health concerns • Ensure management is aware of resources and tools to recognize and respond appropriately to workers showing signs of distress	
	Co-worker relationships	• Actively participate in solving workplace problems • Communicate respectfully • Be open in discussing concerns, listening to all points of view	• Managers encourage active participation in solving workplace problems • Encourage respectful workplace communication where concerns can be discussed safely and openly	
	Organizational, Divisional or Unit Support / Perception of Support	• Identify work units or individuals who deserve to be rewarded and recognized for their mental health initiatives/activities • Participate in, and support, mental health initiatives and activities • Work to eliminate stigmatization of those	• Reward and recognize work units/sections that undertake initiatives and activities in support of mental health • Provide training options to managers and workers on cooperation and mutual support • Respond as an organization/division to worker	

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		suffering from mental health challenges • Promote mental health	complaints about working conditions, identify trends • Work to eliminate stigma of those with mental health challenges • Organize the workplace as much as possible to protect against traumatic stressors in the workplace • Establish expectations that all divisional staff will promote mental health and support those experiencing challenges	
	Knowledge sharing	• Work collaboratively with others • Mentor others where opportunities exist • Identify mentoring opportunities • Advise managers of mentoring activities you would benefit from • Share educational resources you are aware of	• Encourage collaboration that enhances collegiality • Provide mentoring activities to allow opportunities for employees to share knowledge and exchange experiences • Share educational resources to help eliminate stigma and specific psychological health concerns	
	Social activities	• Identify any work social activities you would appreciate and initiate them, where possible • Take into account the cultural differences of participants	• Identify and discuss social activities for the team • Plan social activities with the cooperation of as many people as possible • Take into account the cultural differences of participants	

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Organizational Culture	Overall	• Show an interest in the City's and your division's vision and values • Exemplify the vision and values in your daily work activities	• Be aware of, and communicate, the City's and division's shared vision, values and priorities with staff • Build trust between management and workers	
	Mental health policy	• Become familiar with the corporate policy and website	• Ensure that management and workers are aware of the corporate policy and website	
	Participatory approach	• Participate in activities to maintain a positive and healthy workplace culture	• Involve employees in activities to create positive and healthy culture	
	Protecting privacy	• Be familiar and comply with the City's Policies and Guidelines relating to privacy and confidentiality • Adhere to any identified measures in place to safeguard privacy • Protect the confidentiality of any colleagues who you become aware are encountering mental health challenges	• Ensure management is trained on confidentiality, sensitivity • Ensure workers are aware of importance of confidentiality and sensitivity • Be familiar and comply with the City's Policies and Guidelines relating to privacy and confidentiality • Implement protocol for confidential feedback from workers • Ensure safeguard measures (administrative; technical; physical security) are in place and adhered to • Ensure role-based access to personal information is in place for	

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			the collection, retention and access to confidential and sensitive information • Ensure workers are aware of protocols on the collection, use, disclosure and retention of their personal, confidential and sensitive information • Ensure management has the knowledge, tools and resources necessary to protect individual's privacy • Ensure management understands and adheres to protocols regarding limiting the collection, use and disclosure of personal, confidential and sensitive information and that the knowledge and consent of the individual is required for disclosure (some special circumstances – exempt).	
Clear leadership and expectations	Job tasks and responsibilities defined	• Show interest in the responsibilities of your role and seek to meet them • Seek clarification from management, when required	• Clearly define and clarify roles and responsibilities • Managers communicate roles and expectations of workers	
	Workers know the value of their contribution	• Conduct work in a manner that contributes to meeting the goals of the division/organization	• Ensure that workers understand how their work fits / contributes to achieving larger goals of the division, organization	

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	Change management	• Be open to change • Ask questions • Recognize that change is inevitable and provide suggestions on how change can be achieved in a manner that meets the needs of the organization and its employees	• Managers communicate changes to role expectations in a timely manner • Follow change management practices in times of organizational change • Strategically align and communicate how operational changes contribute to achieving organizational goals	
Civility and respect	Opportunities for workers to express feelings and opinions	• Learn what civility and respect mean in the context of the workplace • Treat others with civility and respect • Work to build trust with colleagues	• Ensure mechanisms are in place for all to address inappropriate behaviours and interpersonal issues • Provide management with conflict resolution training • Encourage openness and honesty by building trust	
	Equal and fair treatment for all	• Treat clients and co-workers fairly • Participate in equity and diversity initiatives	• Establish procedures to prohibit discrimination and treat workers fairly Encourage employee participation in initiatives related to equity and diversity	

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	Discussion and awareness of civil behaviour	• Participate in discussions on civility and respect • Respect confidentiality	• Communicate acceptable standards of behaviours in line with shared values • Leaders to encourage discussions on civility and respect, which builds awareness • Keep employee issues private and confidential	
	Response to incident	• Constructively identify workplace problems • Offer potential solutions to workplace problems	• Address workplace problems immediately when they occur Communicate, while maintaining confidentiality when needed, any corrective actions to the appropriate parties, including those involved in the incident	
Psychological demands at work	Workforce / Worker Capacity	• Identify workload issues and potential solutions	• Adjust workload taking into account the number and capacity of workers	
	Operational Stress	• Be open, but respectful, about challenging work situations • Identify any stress-related training needs you may have	• Encourage employees to share experiences and feelings • Be available to offer support in difficult situations • Develop and communicate strategies for prevention and/or mitigation of challenging situations at work • Assess for training needs and provide resources, tools and training to assist those workers who provide care to others	

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			(examples: Self-care, Mindfulness, Vicarious Trauma, Resiliency)	
	Traumatic Exposure	• Ensure familiarity with divisional protocols for prevention/mitigation of trauma • Become familiar with the Critical Incident Guide for Employees (link to guide) • Become familiar with supportive resources (Mental Wellness web page, EAP)	• For high risk divisions, ensure operational protocols are adhered to for the prevention / mitigation of trauma at work • Become familiar with the Critical Incident Guide for Supervisors (link to guide) • Ensure workers have access to supportive resources	
	Deadlines / competing priorities, multitasking	• Identify work pace concerns and offer potential constructive solutions • Seek guidance on priorities • Seek to meet priorities	• Plan work carefully and agree on achievable deadlines or work pace • Set priorities • Regularly monitor and adjust priorities to prevent unreasonable demands.	
Growth and development	Skills training	• Identify any skills or knowledge gaps that you and the organization would benefit from addressing	• Organize work so that workers' skills, competencies and knowledge are being developed	
	Mentoring	• Be a mentor to others, formally or informally • Seek to identify mentors or coaches among your colleagues and approach them for assistance, if needed • Identify divisional mentoring opportunities	• Engage employees in a divisional mentoring program where they are matched with mentors by interest/subject • Encourage informal pairing of senior employees with more junior staff	

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	Career development opportunities	• Establish career goals • Make management aware of your short- and long-term career goals and seek support in meeting these goals • Identify new roles you would be interested in taking on • Respond positively to effective feedback regarding career growth	• Provide employee with appropriate opportunities for advancement in line with their capabilities where operationally feasible • Encourage employees to try new roles where appropriate, regularly review measures to support career development	
	Learning and Development	• Identify your learning and development needs • Embrace opportunities for advancement and growth • Explore opportunities for upgrading skills in current position	• Give employees effective feedback • Provide opportunities for advancement and growth • Provide support for workers in new roles • Encourage workers to attend training courses to build skills and competencies • Ensure equity in career development support	
Recognition and reward	Acknowledgement of good work (informal acknowledgement / recognition)	• Commend individuals and teams on positive efforts as you note them • Identify options for informal employee recognition – What would you appreciate? What might others appreciate? • Understand the value of your work to the organization and take pride in that work	• Recognize good efforts, individual and team levels • Explore options for informal employee recognition program at work • Implement a system by which workers know the value of their work	

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	Formal employee recognitions	• Participate in formal recognition programs • Model best practices • Learn about any recognition plans that are developed • Suggest ways that formal recognition programs can best be fair and equitable • Let management know what forms of recognition you value	• Invest in a formal recognition program • Publicize exemplary work in newsletters or at meetings • Communicate to workers that the division is committed to promoting good practices • Invite top performers to special events or ceremonial occasions • Align recognition with organizational needs and values • Ensure that staff understand the recognition programs that are developed • Ensure that recognition programs are fair and equitable • Collect information about what forms of recognition are important to workers	
Involvement and influence	Worker involvement in decision making	• Express interest in how work is performed • Offer constructive suggestions for improvement to work methods, etc. • Participate in group work opportunities regarding work organization	• Consider the well-being of workers when organizing work • Allow employees who perform the work to give input as to how the work is organized • Involve employees where possible in decisions related to how work is performed • Involve employees in solving problems • Improve the control that workers have over how their work is done	

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			• Hold town halls with senior leaders in attendance to discuss employee ideas	
	Worker influence on scheduling of work or work organization	• Participate in feedback opportunities regarding work schedules • Recognize the needs of the employer, as well as own needs, when offering suggestions	• Consider the well-being of workers when scheduling work • Ensure that feedback is collected from workers proactively • Listen to employee feedback and incorporate where possible • Inform leaders of worker opinions	
	Worker input on tools, equipment, etc.	• Be familiar with the proper operation of tools and equipment and use appropriately • Provide feedback on potential improvements to tools and equipment • Participate in group work opportunities regarding tools and equipment	• Communicate changes to tools and equipment well in advance • Listen to suggestions from those who operate equipment, or use tools; leverage specialized knowledge • Engage workers in participating in group work to improve working conditions and productivity	
	Change Management	• Demonstrate interest in future changes to the working environment • Understand that change is inevitable • Become familiar with any communications received • Provide feedback about any measures that may be needed to make change more effective	• Inform workers of future plans, including changes to working conditions and environment • Provide regular communication in various forms during times of change • Phrase information in a clear and appropriate way considering literacy and cultural sensitivities • Solicit feedback about future changes	

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Workload management	Workload too heavy	• Advise management if you are experiencing challenges in meeting work demand • Ask for assistance in setting priorities • Share any potential constructive means there may be to better manage workload	• Rearrange assignments to prevent excessive demands on workers where possible	
	Workload too light	• Identify if you need additional work or increased variety of work due to current workload being too light • Ensure management is aware of any additional skills you may have that could enhance your work unit's performance	• Provide alternative meaningful tasks to maintain attentiveness at work • Establish work arrangements that involve a variety of tasks rather than a single repetitive task where possible • Plan work with consideration to the skill levels of employees	
	Unbalanced work distribution	• Do not assign blame to others for unbalanced workload • Collaborate with colleagues to enable better sharing of work, where possible • Share suggestions regarding improved balancing or workload with management	• Allocate resources to balance workload among employees	
	Accommodation	• Identify own accommodation needs, if any • Respect the accommodation needs of others	• Adjust workload for accommodated employees	

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		• Understand that reasons for accommodation are confidential		
Work/life (home) balance	Work-time arrangements	• Identify any individual work-time challenges to management • Provide suggestions regarding work time arrangements to management	• Consider whether working-time arrangements should or can be adjusted, with the goal of developing options that balance the needs of the work and the workers	
	Length of work hours	• Use vacation, float days and other City benefits or entitlements in a manner that supports work/life (home) balance, where possible	• Encourage employees to use vacation time, float days • Support employees in efforts to attain a work-life balance	
	Work schedules	• Identify to management any work scheduling challenges	• Inform employee of changes to schedule in a timely manner • Plan work schedules for operational need and considering the special needs of workers • Limit long hours where possible • Monitor long hours/overtime where possible to support employees' needs and well-being	
	Level of worker skills	• Seek and use information or training on time management/financial planning, as they are available	• Provide information or training to enhance worker skills on the job (e.g., time management) or in personal life (e.g., financial planning)	
Psychological protection from violence,	Policies and procedures	• Become familiar with the City's Workplace Violence, Anti-Harassment and	• Develop policies (already completed corporately)	

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bullying and harassment		Domestic Violence policies and procedures	• Develop any work location or work type procedures needed • Communicate policies and procedures	
	Violent, harassing or bullying behaviour dealt with promptly and adequately	• Follow these policies and procedures if encountering workplace violence, workplace harassment or domestic violence	• Follow City procedures and action models to deal with violence, abuse and harassment at work • Communicate standards of conduct in the workplace to staff, visitors and clients	
	Protective measures	• Be familiar with and follow any work-specific procedures that have been developed to protect you in your particular job • Suggest protective measures to management	• Encourage leaders to support employees' well-being • Arrange work areas to prevent violence from public, clients • Organize training in and awareness of respectful behaviour	
	Information, training and instruction	• Participate in available training on civility and respect, violence, harassment, etc.	• Explore and provide needs-based training options where required for staff who are exposed to violence and harassment due to the nature of their work • Provide information, training and instruction on workplace violence and workplace harassment	
Protection of physical safety	Risk assessment and control for physical risks	• Report any physical hazards of which you are aware • Participate in identifying control measures • Follow identified risk control measures	• Identify and characterize hazards and assess risks (jointly) • Determine the risk • Identify ways to reduce identified risks • Prioritize risks	

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			• Implement effective risk control measures with the active participation of workers, supervisors and joint health and safety committees	
	Comfortable working environment	• Identify any health and safety concerns with the working environment	• Evaluate the comfort of the working environment (lighting, temperature, noise, etc.) • Identify needed improvements, if any • Make sure the views of workers are reflected in decision-making concerning improvement of the working environment	
	First aid and rest facilities	• Be familiar with first aid and rest facilities and procedures • Report any inadequacies with first aid and rest facilities • Consider becoming a qualified first aider	• Provide conveniently located rest rooms, clean and maintained • Provide good changing, washing and sanitary areas • Provide clean and maintained eating areas • Provide adequately stocked, easily accessible and well-marked first aid stations	

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	Emergency plans	• Be familiar with emergency procedures for your work location • Consider becoming a fire warden • Be aware of new security/emergency preparedness information (e.g., active shooter preparedness, emergency guideline to lockdown situations)	• Determine the nature of potential emergencies • Have clearly defined procedures for various emergency types • Ensure employees with special needs are taken into account • Communicate emergency procedures • Post emergency telephone numbers, emergency procedures and evacuation routes	