

# On the Agenda



**Facilitator's Guide**

## **Growth & Development**

## Growth & Development



### Slide # 1

For this slide, you want to ensure that you have already introduced:

- yourself
- your role within the organization, if unknown to the group
- why you are engaging the group in this discussion
- the importance of addressing psychological health and safety in your organization

The importance of addressing psychological health and safety in your organization can be highlighted by stating the following:

1. Depression will rank second only to heart disease as the leading cause of disability worldwide by the year 2020, which can impact the workplace in areas such as bottom-line production and team work.
2. There are current and emerging legal requirements in Canada for the protection of employee psychological health and safety and the promotion of civility and respect at work.
3. Organizations that value and improve the health of the workplace can improve their organization profile. An improved profile can result in better recruitment and retention rates, enhancing the potential for growth. We want you and potential employees to know that we value your contribution to the organization, that you do good work and that we want to help you to continue to be successful at work.

After these statements, you might say: “The focus of this session is to discuss employee growth and development in the workplace”.

*On the Agenda*



Slide # 2

This slide provides a definition of employee growth and development. We recommend starting with the definition provided by *Guarding Minds @ Work*<sup>™</sup>: “Growth and development occur in a work environment where employees receive encouragement and support in the development of their interpersonal, emotional and job skills.” Then open the floor for questions about the definition. An idea to get employees to start participating in your presentation is to ask a volunteer in the audience to read the slide. You can also offer additional information such as:

1. What does growth and development in the workplace mean?

*Possible Answer:* They mean the workplace provides a range of opportunities for employees to build their skills to help with their current jobs and prepare for possible future positions.

2. Why are growth and development important?

*Possible Answer:* They allow for greater goal commitment on behalf of employees because employees feel supported in their future aspirations.

## About PF6: Growth & Development

### What are Psychosocial Factors?

Psychosocial factors are elements that impact employees' psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers).

### What is PF6: Growth & Development?

GM@W defines PF6: Growth & 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 Growth & 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 Growth & Development be improved?

Start by conducting the GM@W Organizational Review and/or the GM@W Survey and reviewing the results. If **Growth & Development** is identified as an area of concern or relative strength, refer to the GM@W Action Resources for a practical strategy and evidence-based and effective suggested actions that can improve **Growth & Development**. It is also important to discuss the findings with employees to gain a further understanding of the results and to obtain input into possible interventions. Furthermore, it is important to evaluate the undertaken interventions over time to ensure they are effective and to take corrective action where needed. Consider reviewing the resources below. Finally, refer back to the GM@W website on occasion for new ideas about how **Growth & Development** can be enhanced.

**Further information about Growth & Development:**

- Briscoe, D. (1987). The 10 commandments of development. *Training & Development Journal*, 41(8), 54.
- Gilbert, M. & Bilsker, D. (2012). *Psychological Health and Safety: An Action Guide for Employers*. Retrieved from [http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce\\_Employers\\_Guide\\_ENG.pdf](http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf)
- Jacobs, R., & Washington, C. (2003). Employee development and organizational performance: A review of literature and directions for future research. *Human Resource Development International*, 6(3), 343-354.  
doi: <http://dx.doi.org/10.1080/13678860110096211>
- Lee, C., & Bruvold, N. (2003). Creating value for employees: Investment in employee development. *International Journal of Human Resource Management*, 14(6), 981-1000. Retrieved from <http://www.mobilityagenda.org/value.pdf>
- Putrich, D. (2005). Employee development on a shoestring. *Computerworld*, 39(27), 32.
- The Great-West Life Assurance Company. (2012). PF6: Growth and Development. In *Centre Resources by GM@W Factor and On the Agenda*. Retrieved from <http://www.workplacestrategiesformentalhealth.com>

[www.guardingmindsatwork.ca](http://www.guardingmindsatwork.ca)

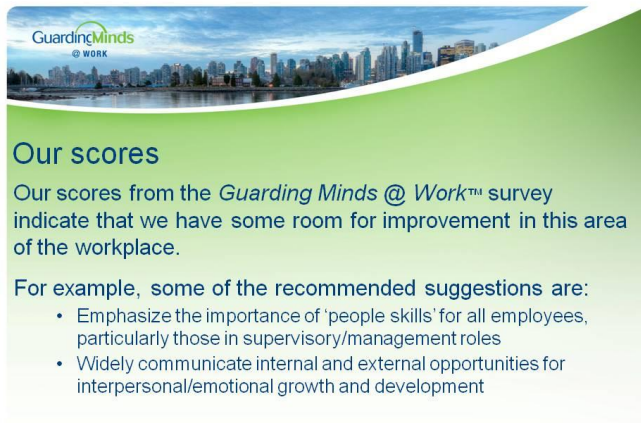


### Slide # 3

This slide details what employee growth and development might look like. Simply read the points on the slide. If you would like to expand on the information, we suggest elaborating on what a non-supportive employee growth and development workplace may look like.

You can suggest the following and why you don't want this for your group:

- Employees do not feel challenged and can begin to feel bored
- Performance will drop
- Increased co-worker conflict



**Our scores**

Our scores from the *Guarding Minds @ Work™* survey indicate that we have some room for improvement in this area of the workplace.

For example, some of the recommended suggestions are:

- Emphasize the importance of 'people skills' for all employees, particularly those in supervisory/management roles
- Widely communicate internal and external opportunities for interpersonal/emotional growth and development

**Slide # 4**

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If your workplace completed the *Guarding Minds @ Work* (GM@W) Survey, you may wish to review the scores now. Let your employees know that there is always room for improvement, and it is also important to recognize and retain what is already working.

- Review the suggestions on the slide and let them know that putting psychological health and safety on the agenda is an active step to support employee growth and development in the workplace.
- If your workplace has not undertaken the GM@W Review or Survey, ask the employees if they feel the suggestions on the slide would be helpful, and why or why not.

## 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.

<b>PF6: GM@W Survey Results</b> (check rating, if applicable)	<input type="checkbox"/> SERIOUS CONCERNS	<input type="checkbox"/> SIGNIFICANT CONCERNS	<input type="checkbox"/> MINIMAL CONCERNS	<input type="checkbox"/> RELATIVE STRENGTHS
<b>PF6: GM@W Organizational Review Results</b> (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](http://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](http://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!



**Activity**

**Review actions recommended by research or best practices**

Choose the recommended actions that:

- a) Are most likely to be effective in enhancing growth and development opportunities
- b) Are low cost or no cost in terms of both time and expense
- c) Will have a measurable benefit to the workplace as a whole

**Slide # 5**

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- Review the recommended actions in the GM@W Suggested Responses document or choose those that you wish to share with the group as possibilities.
- Ask the employees to work in groups of three or more to discuss what each of these may mean for your workplace in regards to practicality, profit, cost and challenges.
- Ask that someone keep notes, and let them know that their group is to report back to the larger group in 15 minutes.
- Ask for a group to volunteer to start the report back and begin the discussion to choose which initiative(s) to begin with. .
- Check out the Centre website at [www.workplacestrategiesformentalhealth.com](http://www.workplacestrategiesformentalhealth.com) for free resources related to growth and development.

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Activity

Consider the first plan of action:  
Choose or vote on the most valuable recommendation and develop a cost-benefit analysis for this team

Slide # 6

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- Ask the employees to vote on the most important recommendation that they heard from the previous exercise. Ballots, Post-it Notes, stickers or raised hands are all ideas that could be used for voting.
- If there is a discrepancy, see if you can narrow the options down to two and discuss the potential pros and cons of each option and then re-vote, or consider implementing more than one option at once if this would be practical.
- Develop a statement with the group about why the chosen recommendation is important to them; get to the underlying need that is being met.

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Activity

### Create a plan to implement

Use the handout provided to:

- Describe the action
- Assign tasks to individuals on the team
- Create a start date
- Develop an indicator to determine if the action had the desired effect
- Create a date to evaluate

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## Slide # 7

- Hand out the Action Planning Worksheet to each employee so he or she can follow along.
- Identify each step required to implement the chosen action(s).
- Review the steps for implementing the various actions and ask for volunteers to take on different actions. If individuals feel uncomfortable taking on an action by themselves, suggest working in pairs or groups.
- Set a follow-up date to review progress on the action items together, as well as an expected completion date.

## GM@W Action Planning Worksheet

Name: \_\_\_\_\_

Position: \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

### 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

PF6 GM@W Survey Score: \_\_\_\_\_ (5 to 20)

Date administered: \_\_\_\_/\_\_\_\_/\_\_\_\_



#### PF6 GM@W Organizational Review Results

PF6 GM@W Organizational Review Score: \_\_\_\_\_ (5 to 20)

Date administered: \_\_\_\_/\_\_\_\_/\_\_\_\_



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\*\* 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.

	<b>Selected Action(s)</b> (What exactly are you planning to do?)	<b>Starting Date</b> (What is a realistic date to begin?)	<b>End Date</b> (Is the action ongoing or will it end? If so, when?)	<b>Action Team</b> (Who is involved? Be specific.)	<b>Indicator(s)</b> (What changes do you expect to result from this Action?)	<b>Evaluation Date</b> (When will you determine if the Action was successful?)
<b>Action Priority 1:</b>						
<b>Action Priority 2:</b>						
<b>Action Priority 3:</b>						





Slide # 8

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For this slide, we suggest encouraging your employees to check out the *Workplace Strategies for Mental Health* website at [www.workplacestrategiesformentalhealth.com](http://www.workplacestrategiesformentalhealth.com). The website features a number of employee-specific resources they can access for free:

- Self-assessment tools to check their current state of mental health
- Information about mental health, addiction and mental illness
- Approaches to mental wellness and coping with workplace stressors
- *Working Through It*, which is a video-based series of video clips by, and for, those struggling while at work, off work or returning to work