Conducting a GM@W Organizational Review: Getting Started

Why do a GM@W Organizational Review?

A GM@W Organizational Review of existing policies and practices related to the protection of your employees’ psychological health is the first step toward determining the extent to which your workplace is psychologically safe. A psychologically healthy and safe workplace is one that promotes employees’ psychological well-being and actively works to prevent harm to employee psychological health due to negligent, reckless or intentional acts. The GM@W Organizational Review is designed to accompany the GM@W Survey, which provides input from your employees’ perspectives. Conducting both the GM@W Organizational Review and the GM@W Survey allows a comparison between management and employee perspectives.

Workplaces may differ in the language describing various roles and positions. GM@W uses the terms ‘employee’, ‘staff’, ‘supervisor’, ‘management’ and ‘employer’. Please use the terms appropriate for your workplace when working with GM@W Resources.

What is involved in the GM@W Organizational Review process?

The GM@W Organizational Review process involves the completion of up to 13 GM@W Organizational Review Worksheets, each corresponding to one of the Psychosocial Factors.

Each GM@W Organizational Review Worksheet includes:

✓ Definition of the Psychosocial Factor
✓ Benefits of addressing the factor
✓ Information that would be helpful to refer to or collect
✓ Checklist of descriptors of your workplace
✓ Short employer questionnaire
✓ Overall rating
What do you need to complete the GM@W Organizational Review?

The following may help you complete the GM@W Organizational Review Worksheets.

- **Documentation**: Gather and refer to reports or documents with information relevant to employee and organizational functioning.
  - e.g., rates of and reasons for absenteeism/disability, turnover rates, benefits utilization and costs

- **Organizational and/or Market-Specific Considerations**: It is important to take into account current factors or trends that may be compromising the psychological health and safety of your workplace.
  - e.g., lack of available skilled workers, aging workforce, changes in market conditions, pending merger

- **Employee Input**: Information from your staff may be helpful.
  - e.g., employee suggestions, health and safety committee reports, employee surveys

Who completes the GM@W Organizational Review?

The GM@W Organizational Review may be completed by one or more individuals within the organization – this may vary depending on the size and nature of the organization. For example, the GM@W Organizational Review may be completed by the owner or manager within a small-sized business or work team. In a medium-sized business, the GM@W Organizational Review may be conducted by a designated human resources professional. In a large-sized business, there may be a range of potential individuals available to undertake the process (e.g., human resources professional, occupational health & safety representative, division/department head, regional manager).

You may wish to create a subcommittee or select a small group of staff to participate in the process. To heighten the objectivity of the process, you may also consider using an external consulting group with expertise in the GM@W process.

Where do you go from here?

Review the 13 GM@W Organizational Review Worksheets corresponding to the Psychosocial Factors to determine where you might begin addressing psychological health and safety issues. We recommend that you complete the GM@W Organizational Review Worksheets before, or in parallel with, administering the GM@W Survey to your employees.
How to select Psychosocial Factors for the GM@W Organizational Review

It can be difficult to determine where to begin. For this reason, we recommend that you prioritize the GM@W Organizational Review Worksheets you will complete. Focus on one Psychosocial Factor at a time. This helps to streamline your efforts and increases your likelihood of success.

Begin by completing GM@W Organizational Review Worksheets for:

(a) Factors that disproportionately impact your organization financially.
(b) Factors that are particularly relevant to changes occurring within your organization or work unit (e.g., if there have been recent changes in leadership, you may want to select the corresponding GM@W Organizational Review Worksheet for PF3: Clear Leadership & Expectations).
(c) Factors that are particularly relevant to key incidents or events (e.g., legal action, suicide).

We recommend that you eventually complete all of the GM@W Organizational Review Worksheets in order to provide the most thorough overview of your organization’s psychological health and safety. After completing each GM@W Organizational Review Worksheet, enter your score into the associated GM@W Action Planning Worksheet.
GM@W Organizational Review Worksheet

PF1: PSYCHOLOGICAL SUPPORT

OBJECTIVE: A work environment where coworkers and supervisors are supportive of employees’ psychological and mental health concerns, and respond appropriately as needed.

What are the benefits of effectively addressing Psychological Support?

✓ Improved overall psychological health of employees
✓ Increased productivity
✓ Reduced costs from work absence (e.g., sick time, disability costs)
✓ Successful/sustainable return-to-work

What information may be helpful to refer to or collect?

❖ Absenteeism/leave data (e.g., sick leave, short- and long-term disability duration and rates)
❖ Data on costs, reasons and rates for benefits utilization (e.g., on psychiatric drug prescriptions, Employee and Family Assistance Programs [EFAP], psychologists or other regulated mental health professionals), including comparison to previous years
❖ Existing employee survey data (e.g., on stress/mental health concerns)
❖ Return-to-work and accommodation policies and procedures

How would you describe your workplace/work unit? (select all that apply; this will help you answer questions below)

Mental Health Awareness

❖ Supervisors/managers trained to identify and/or support employees with mental health concerns
❖ Employees provided with education and/or information on mental health issues

Employee Benefits

❖ Access to psychologists or other regulated mental health professionals
❖ Employee and Family Assistance Programs
❖ Prescription drugs
❖ Short-term disability
❖ Long-term disability
Return-to-Work/Accommodation

- Policies to assist employees who remain at work while dealing with mental health problems
- Regular communication with off-work employees
- Formal return-to-work policies and programs

Please answer the questions below with respect to your workplace:

1. Our workplace offers services or benefits that adequately address employee psychological and mental health.

   Strongly Agree | Somewhat Agree | Somewhat Disagree | Strongly Disagree
   4 | 3 | 2 | 1

2. Our supervisors would say or do something helpful if an employee looked distressed while at work.

   Strongly Agree | Somewhat Agree | Somewhat Disagree | Strongly Disagree
   4 | 3 | 2 | 1

3. Employees feel supported in our workplace when they are dealing with personal or family issues.

   Strongly Agree | Somewhat Agree | Somewhat Disagree | Strongly Disagree
   4 | 3 | 2 | 1

4. Our workplace supports employees who are returning to work after time off due to a mental health condition.

   Strongly Agree | Somewhat Agree | Somewhat Disagree | Strongly Disagree
   4 | 3 | 2 | 1

5. People in our workplace have a good understanding of the importance of employee mental health.

   Strongly Agree | Somewhat Agree | Somewhat Disagree | Strongly Disagree
   4 | 3 | 2 | 1

PF1 GM@W Organizational Review Score (from above): ______ (5 to 20)

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results): ______ (5 to 20)

Serious Concerns = 5 to 9   Significant Concerns = 10 to 13   Minimal Concerns* = 14 to 16   Relative Strengths** = 17 to 20

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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.
If there is a difference between the GM®W Organizational Review Score and the GM®W Survey Score, what may be contributing to the difference (e.g., lack of knowledge or understanding, communication gaps)?

________________________________________________________________________________________________________________________________________________________________________________________________________________________

Do issues related to Psychological Support present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

________________________________________________________________________________________________________________________________________________________________________________________________________________________

What are the strengths in your workplace in terms of Psychological Support (e.g., what do you do well, what should you continue doing)?

________________________________________________________________________________________________________________________________________________________________________________________________________________________

What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

________________________________________________________________________________________________________________________________________________________________________________________________________________________

Is further action required?  □ YES  □ NO

If YES, see GM®W Suggested Responses: PF1
GM@W Organizational Review Worksheet

PF2: ORGANIZATIONAL CULTURE

OBJECTIVE: A work environment characterized by trust, honesty and fairness.

What are the benefits of effectively addressing Organizational Culture?

- Higher job satisfaction and morale
- Improved teamwork and productivity
- Enhanced retention and recruitment
- Positive public/community image

What information may be helpful to refer to or collect?

- Staff feedback (e.g., employee suggestions, meeting records, exit interviews)
- Existing employee survey data (e.g., on staff engagement/morale)
- Turnover rates
- Customer and client feedback

How would you describe your workplace/work unit? (select all that apply; this will help you answer questions below)

Accountability

- Challenging interpersonal situations dealt with quickly and effectively
- Management held accountable for decisions
- Transparency in decision-making

Communication & Trust

- Regular communication and input from staff on management decision-making processes
- Staff trust management
- Work environment is characterized by trust, honesty, tolerance and fairness
- Employees trust each other
Please answer the questions below with respect to your workplace:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. All people in our workplace are held accountable for their actions.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2. People at work show sincere respect for others’ ideas, values and beliefs.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>3. Difficult situations at work are addressed effectively.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>4. Employees feel that they are part of a community at work.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>5. Employees and management trust one another.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

PF1 GM@W Organizational Review Score (from above): _____ (5 to 20)

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__________________________________________________________________________________________________________________________________________________________

Do issues related to Organizational Culture present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

__________________________________________________________________________________________________________________________________________________________

What are the strengths in your workplace in terms of Organizational Culture (e.g., what do you do well, what should you continue doing)?

__________________________________________________________________________________________________________________________________________________________

What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

__________________________________________________________________________________________________________________________________________________________

Is further action required? □ YES □ NO

If YES, see GM@W Suggested Responses: PF2
PF3: CLEAR LEADERSHIP & EXPECTATIONS

OBJECTIVE: A work environment where there is effective leadership and support that helps employees know what they need to do, how their work contributes to the organization, and whether there are impending changes.

What are the benefits of effectively addressing Clear Leadership & Expectations?

- Employees have clear expectations regarding job responsibilities and roles
- Positive employee morale and resiliency, particularly during times of stress and change
- Reduced employee frustration and conflict
- Enhanced trust in the organization

What information may be helpful to refer to or collect?

- Company vision/mission statements
- Staff feedback (e.g., employee suggestions, meeting records, exit interviews)
- Formal performance evaluations of managers/leaders
- Existing employee survey data (e.g., feedback on leadership)

How would you describe your workplace/work unit? (select all that apply; this will help you answer questions below)

Effective Leadership & Management
- Management accountability (e.g., performance agreements)
- Promotion decisions consider leadership style
- Management training in leadership skills
- Regular performance reviews for leaders/managers

Clear & Effective Communication
- Mechanisms for regular communication with staff (e.g., newsletter, bulletin, intranet updates)
- Staff informed in a timely fashion of impending changes
- Opportunities for dialogue between staff and managers/leaders
Clear Job Roles & Responsibilities

- Clear and current job descriptions
- Regular performance evaluations for employees
- Job demands analyses

<table>
<thead>
<tr>
<th>Please answer the questions below with respect to your workplace:</th>
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</thead>
<tbody>
<tr>
<td>1. In their jobs, employees know what they are expected to do.</td>
</tr>
<tr>
<td>2. Leadership in our workplace is effective.</td>
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<tr>
<td>3. Staff are informed about important changes at work in a timely manner.</td>
</tr>
<tr>
<td>4. Supervisors provide helpful feedback to employees on their performance.</td>
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<tr>
<td>5. Our organization provides clear, effective communication.</td>
</tr>
</tbody>
</table>

PF1 GM@W Organizational Review Score (from above): ______ (5 to 20)

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results): ______ (5 to 20)

Serious Concerns = 5 to 9  Significant Concerns = 10 to 13  Minimal Concerns* = 14 to 16  Relative Strengths** = 17 to 20

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________________________________________________________________________

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________________________________________________________________________

Do issues related to Clear Leadership & Expectations present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

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What are the strengths in your workplace in terms of Clear Leadership & Expectations (e.g., what do you do well, what should you continue doing)?

________________________________________________________________________

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________________________________________________________________________

What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

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________________________________________________________________________

Is further action required?  ☐ YES  ☐ NO

If YES, see GM@W Suggested Responses: PF3
PF4: CIVILITY & RESPECT

OBJECTIVE: A work environment where employees are respectful and considerate in their interactions with one another, as well as with customers, clients and the public.

What are the benefits of effectively addressing Civility & Respect?
- Effective teamwork and positive morale
- Reduced conflict
- Fewer grievances and reduced legal risk
- Reduced customer/client complaints

What information may be helpful to refer to or collect?
- Current policies/processes pertaining to staff relations (e.g., respectful workplace, harassment)
- Stated mission statement or code of conduct
- Employee complaints/grievances (documented or undocumented)
- Data on conflict (e.g., grievances, mediation proceedings, external consultations)

How would you describe your workplace/work unit? (select all that apply; this will help you answer questions below)

Respectful Workplace
- Employee training, education and resources on staff relations (e.g., conflict management)
- Management training in staff relations (e.g., conflict resolution, mediation)
- Zero tolerance for inappropriate workplace behaviour
- Minimal conflict between employees and/or management

Appropriate Resolution of Workplace Conflict (internal)
- Documentation of incidents of inappropriate employee behaviour
- Effective complaint processes/resolution

Mechanisms to Address Inappropriate Customer/Client Behaviour
- Supports and training for staff on difficult customers/clients
- Investigation and documentation of incidents of inappropriate behaviour by customers/clients
Please answer the questions below with respect to your workplace:

1. People treat each other with respect and consideration in our workplace.
2. Our workplace effectively handles “people problems” that exist between staff.
3. People from all backgrounds are treated fairly in our workplace.
4. Unnecessary conflict is kept to a minimum in our workplace.
5. Our workplace has effective ways of addressing inappropriate behaviour by customers or clients.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>3</td>
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<td>4</td>
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</table>

PF1 GM@W Organizational Review Score (from above): ______ (5 to 20)

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results): ______ (5 to 20)

Significant Concerns = 5 to 9  Moderate Concerns = 10 to 13  Minimal Concerns* = 14 to 16  Relative Strengths** = 17 to 20

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Do issues related to Civility & Respect present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?


What are the strengths in your workplace in terms of Civility & Respect (e.g., what do you do well, what should you continue doing)?


What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?


Is further action required?  ☐ YES  ☐ NO

If YES, see GM@W Suggested Responses: PF4
GM@W Organizational Review Worksheet

PF5: PSYCHOLOGICAL COMPETENCIES & REQUIREMENTS

**OBJECTIVE:** A work environment where there is good fit between employees’ interpersonal and emotional competencies and the requirements of the position they hold.

What are the benefits of effectively addressing Psychological Competencies & Requirements?

- Enhanced performance and overall productivity
- Greater job satisfaction
- Increased retention of skilled staff
- Enhanced recruitment success

What information may be helpful to refer to or collect?

- Recruitment and selection procedures
- Current job descriptions
- Personnel testing results (e.g., selection tests)
- Performance evaluation results

How would you describe your workplace/work unit?

**Hiring/Promotion**

- Detailed job descriptions that include interpersonal/emotional competencies required for the job
- Comprehensive hiring processes (e.g., structured interviews, questionnaires/selection testing)
- Promotion decisions that consider employees’ interpersonal/emotional competencies

**Support for Interpersonal/Emotional Competencies Development**

- Job analyses that identify interpersonal/emotional competencies requirements
- Orientation to interpersonal/emotional competencies needed for the job
- Training in interpersonal/emotional skills required for positions
Good Fit Between Employee and their Position

- Supervision/mentorship opportunities for new staff
- Supervision/mentorship opportunities for staff in positions that challenge their interpersonal/emotional competencies
- Consideration of opportunities for alternate internal positions in cases of poor job fit

Please answer the questions below with respect to your workplace:

1. Hiring/promotion decisions consider the “people skills” necessary for specific positions.  
   Strongly Agree: 4  |  Somewhat Agree: 3  |  Somewhat Disagree: 2  |  Strongly Disagree: 1

2. Our company hires people who fit well within the organization.  
   Strongly Agree: 4  |  Somewhat Agree: 3  |  Somewhat Disagree: 2  |  Strongly Disagree: 1

3. Employees have the social and emotional skills needed to do their jobs well.  
   Strongly Agree: 4  |  Somewhat Agree: 3  |  Somewhat Disagree: 2  |  Strongly Disagree: 1

4. Supervisors believe that social skills are as valuable as other skills.  
   Strongly Agree: 4  |  Somewhat Agree: 3  |  Somewhat Disagree: 2  |  Strongly Disagree: 1

5. Positions make good use of employees’ personal strengths.  
   Strongly Agree: 4  |  Somewhat Agree: 3  |  Somewhat Disagree: 2  |  Strongly Disagree: 1

PF5 GM@W Organizational Review Score (from above): ______ (5 to 20)

PF5 GM@W Survey Score (if applicable, from the GM@W Survey Results): ______ (5 to 20)

Serious Concerns = 5 to 9  Significant Concerns = 10 to 13  Minimal Concerns* = 14 to 16  Relative Strengths** = 17 to 20

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If there is a difference between the GM@W Organizational Review Score and the GM@W Survey Score, what may be contributing to the difference (e.g., lack of knowledge or understanding, communication gaps)?

Do issues related to Psychological Competencies & Requirements present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

What are the strengths in your workplace in terms of Psychological Competencies & Requirements (e.g., what do you do well, what should you continue doing)?

What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

Is further action required?  □ YES  □ NO

If YES, see
GM@W Organizational Review Worksheet

PF6: GROWTH & DEVELOPMENT

**OBJECTIVE:** A work environment where employees receive encouragement and support in the development of their interpersonal, emotional and job skills.

What are the benefits of effectively addressing Growth & Development?

- Increased employee competency
- Retention of skilled staff
- Effective succession planning/internal promotions
- Enhanced product/service quality

What information may be helpful to refer to or collect?

- Training/development policies (e.g., purpose, stipend amount, frequency)
- Documentation of internal/external opportunities for training/development
- Participation rates for staff training and development sessions
- Statistics on internal promotion rates

How would you describe your workplace/work unit? (select all that apply; this will help you answer questions below)

Performance Feedback

- Performance evaluations include employee training/development plans
- Feedback on areas for interpersonal/emotional skills development *(Note: “interpersonal/emotional skills” refer to individual employees’ abilities and capacities to manage emotions and relationships, and to effectively solve challenging interpersonal problems at work)*

Training, Development & Advancement Opportunities

- Staff input into training needs for advancement/promotion
- Opportunities for job shadowing and/or new skill development
- Dedicated time and funds for training, growth and development

Promotion Decisions

- Existing staff have opportunities for promotion/advancement
- Promotion decisions consider interpersonal/emotional skills of candidates
Please answer the questions below with respect to your workplace:

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Employees receive feedback at work that helps them grow and develop</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2. Supervisors are open to employee ideas for taking on new opportunities and challenges.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>3. Employees have opportunities to advance within their organization.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>4. Our company values employees’ ongoing growth and development.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>5. Employees have the opportunity to develop their “people skills” at work.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

PF1 GM@W Organizational Review Score (from above): ______ (5 to 20)

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results): ______ (5 to 20)

Serious Concerns = 5 to 9 Significant Concerns = 10 to 13 Minimal Concerns* = 14 to 16 Relative Strengths** = 17 to 20

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Do issues related to Growth & Development present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

What are the strengths in your workplace in terms of Growth & Development (e.g., what do you do well, what should you continue doing)?

What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

Is further action required? □ YES □ NO

If YES, see GM@W Suggested Responses: PF6
GM@W Organizational Review Worksheet

PF7: RECOGNITION & REWARD

OBJECTIVE: A work environment where there is appropriate acknowledgement and appreciation of employees' efforts in a fair and timely manner.

What are the benefits of effectively addressing Recognition & Reward?

- Enhanced employee satisfaction, motivation and loyalty
- Improved teamwork and positive employee morale
- Increased retention and enhanced recruitment of skilled staff
- Enhanced employee/labour relations

What information may be helpful to refer to or collect?

- Industry/regional information on pay equity
- Compensation formulas
- Employee reward systems
- Employee contracts and/or collective agreement(s)

How would you describe your workplace/work unit? (select all that apply; this will help you answer questions below)

Recognition
- Demonstrated appreciation for staff who “go the extra mile” at work
- Regular recognition events (e.g., breakfasts, employee-of-the-month programs)
- Celebration of individual or team successes and accomplishments

Reward
- Regular reviews and appropriate adjustments to employee salaries
- Performance-based bonuses and pay increases
- Profit-sharing/stock option opportunities
- Non-monetary rewards (e.g., time off, better shifts, preferred task selection)
Please answer the questions below with respect to your workplace:

1. Immediate supervisors demonstrate appreciation of employees’ work.
2. Employees are paid fairly for the work they do.
3. Our company appreciates extra effort made by employees.
4. Our organization celebrates our shared accomplishments.
5. Our workplace values employees’ commitment and passion for their work.

PF1 GM@W Organizational Review Score (from above): ______ (5 to 20)

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results): ______ (5 to 20)

- Serious Concerns = 5 to 9
- Significant Concerns = 10 to 13
- Minimal Concerns* = 14 to 16
- Relative Strengths** = 17 to 20

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If there is a difference between the **GM@W Organizational Review Score** and the **GM@W Survey Score**, what may be contributing to the difference (e.g., lack of knowledge or understanding, communication gaps)?

__________________________________________________________________________

__________________________________________________________________________

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Do issues related to **Recognition & Reward** present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

__________________________________________________________________________

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What are the strengths in your workplace in terms of **Recognition & Reward** (e.g., what do you do well, what should you continue doing)?

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What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

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__________________________________________________________________________

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Is further action required? □ YES □ NO

If YES, see **GM@W Suggested Responses: PF7**
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.

What are the benefits of effectively addressing Involvement & Influence?

- Enhanced performance and productivity
- Greater employee motivation and job satisfaction
- Employees take an active role in addressing challenges at work
- Positive employee/labour relations

What information may be helpful to refer to or collect?

- Job descriptions
- Staff feedback (e.g., employee suggestions, meeting records, exit interviews)
- Performance evaluation data
- Organizational charts

How would you describe your workplace/work unit? (select all that apply; this will help you answer questions below)

**Involvement**

- Encouragement of staff to discuss with supervisors/managers how their work is done
- Informal mechanisms for soliciting employee input and feedback (e.g., suggestion box, email)
- Regular staff, safety and/or team meetings
- Timely communication of information about changes that may impact employees’ work

**Influence**

- Staff control, as appropriate, over how work tasks are organized
- Solicitation of employee input on how to make improvements to work
Please answer the questions below with respect to your workplace:

1. Employees are able to talk to their immediate supervisors about how they do their work.  
   Strongly Agree Somewhat Agree Somewhat Disagree Strongly Disagree
   4 3 2 1

2. Employees have some control over how they organize their work.  
   Strongly Agree Somewhat Agree Somewhat Disagree Strongly Disagree
   4 3 2 1

3. Employee opinions and suggestions are considered at work.  
   Strongly Agree Somewhat Agree Somewhat Disagree Strongly Disagree
   4 3 2 1

4. Employees are informed of important changes that may impact how their work is done.  
   Strongly Agree Somewhat Agree Somewhat Disagree Strongly Disagree
   4 3 2 1

5. Our workplace encourages input from all staff on important decisions related to their work.  
   Strongly Agree Somewhat Agree Somewhat Disagree Strongly Disagree
   4 3 2 1

PF1 GM@W Organizational Review Score (from above):  

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results):  

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.
If there is a difference between the GM@W Organizational Review Score and the GM@W Survey Score, what may be contributing to the difference (e.g., lack of knowledge or understanding, communication gaps)?

__________________________________________________________

__________________________________________________________

Do issues related to Involvement & Influence present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

__________________________________________________________

__________________________________________________________

What are the strengths in your workplace in terms of Involvement & Influence (e.g., what do you do well, what should you continue doing)?

__________________________________________________________

__________________________________________________________

What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

__________________________________________________________

__________________________________________________________

Is further action required?  ☐ YES  ☐ NO

If YES, see GM@W Suggested Responses: PF8
GM@W Organizational Review Worksheet

PF9: WORKLOAD MANAGEMENT

OBJECTIVE: A work environment where tasks and responsibilities can be accomplished successfully within the time available.

What are the benefits of effectively addressing Workload Management?

- Enhanced performance and productivity
- Reduced staff stress and/or burnout
- Fewer job-related errors, incidents, accidents and injuries
- Increased retention

What information may be helpful to refer to or collect?

- Accurate records of hours worked
- Processes for task and project assignment
- Staff feedback about workload and work pace
- Data on job-related errors, incidents, accidents and injuries

How would you describe your workplace/work unit? (select all that apply; this will help you answer questions below)

Workload Expectations

- Explicit and reasonable workload expectations
- Written job descriptions that include productivity expectations
- Overtime pay or accrued time off provided for overtime worked

Flexibility & Equity

- Deadlines modifiable as necessary
- Workload assigned equitably
- Staff flexibility, as appropriate, to prioritize tasks

Supports

- Timely mechanisms for dealing with short-term increases in workload
- Equipment, support and resource needs dealt with in a timely fashion
- Systems in place to cover staffing shortages (e.g., vacation, sick leave, unfilled positions)
Please answer the questions below with respect to your workplace:

1. The amount of work employees are expected to do is reasonable for their positions.  
   4  3  2  1

2. Employees can talk to their supervisors about the amount of work they have to do.  
   4  3  2  1

3. Employees have the equipment and resources needed to do their jobs well.  
   4  3  2  1

4. Employees' work is free from unnecessary interruptions and disruptions.  
   4  3  2  1

5. Employees have control over prioritizing tasks and responsibilities when facing multiple demands.  
   4  3  2  1

**PF1 GM@W Organizational Review Score (from above): ____ (5 to 20)**

**PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results): ____ (5 to 20)**

* Serious Concerns = 5 to 9  Significant Concerns = 10 to 13  Minimal Concerns* = 14 to 16  Relative Strengths** = 17 to 20

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If there is a difference between the GM@W Organizational Review Score and the GM@W Survey Score, what may be contributing to the difference (e.g., lack of knowledge or understanding, communication gaps)?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Do issues related to Workload Management present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

What are the strengths in your workplace in terms of Workload Management (e.g., what do you do well, what should you continue doing)?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Is further action required?  ☐ YES  ☐ NO

If YES, see GM@W Suggested Responses: PF9
GM@W Organizational Review Worksheet

PF10: ENGAGEMENT

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

What are the benefits of effectively addressing Engagement?

✓ Enhanced performance and productivity
✓ High employee morale and motivation
✓ Enhanced recruitment and increased retention of skilled candidates
✓ Improved customer and client relations

What information may be helpful to refer to or collect?

❖ Absenteeism rates and turnover rates
❖ Existing employee survey data (e.g., on engagement)
❖ Staff feedback (e.g., employee suggestions, meeting records, exit interviews)
❖ Measures of quality and/or productivity

How would you describe your workplace/work unit? (select all that apply; this will help you answer questions below)

Commitment & Effort

✓ Staff willingness to “go the extra mile” at work when needed
✓ Staff participation in optional job-related activities (e.g., special committees)
✓ Employee willingness to help others (e.g., cover shifts during illness/absence)

Employee Satisfaction

✓ Staff participate in company social events (e.g., staff BBQs, holiday parties)
✓ Positive morale observed even during times of change
✓ Low levels of turnover
Please answer the questions below with respect to your workplace:

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Employees enjoy their work.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2. Employees are willing to give extra effort at work if needed.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>3. Employees describe work as an important part of who they are.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>4. Employees are committed to the success of our organization.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>5. Employees are proud of the work they do.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

PF1 GM@W Organizational Review Score (from above): ______ (5 to 20)

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results): ______ (5 to 20)

Serious Concerns = 5 to 9  Significant Concerns = 10 to 13  Minimal Concerns* = 14 to 16  Relative Strengths** = 17 to 20

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GM@W Organizational Review Worksheet

PF11: BALANCE

OBJECTIVE: A work environment where there is recognition of the need for balance between the demands of work, family and personal life.

What are the benefits of effectively addressing Balance?
✓ Greater staff satisfaction and morale
✓ Reduced staff stress and burnout
✓ Enhanced performance and productivity
✓ Reduced absenteeism and disability

What information may be helpful to refer to or collect?
รถยAccurate records of time worked (including time worked outside of regular work times)
รถยData on use of vacation time and accrued time off
รถยAbsence data (e.g., sick leave, short- and long-term disability duration and rates)
รถยData on costs, reasons and rates for benefits utilization

How would you describe your workplace/work unit? (select all that apply; this will help you answer questions below)

Flexibility
❑ Flexible work arrangements, where possible (e.g., work from home, part-time work, job sharing)
❑ Opportunities to earn time off during peak work periods (e.g., to use during lower workload demand periods)
❑ Mechanisms to track employee usage of allotted time off (e.g., to ensure earned leave is used)

Supports
❑ Comprehensive benefits for employees and their families
❑ Personal and family supports through work (e.g., daycare, fitness facility access, health education)
❑ Management exhibits and supports positive work-life balance behaviour
Please answer the questions below with respect to your workplace:

1. Our workplace encourages employees to take their entitled breaks (e.g., lunchtime, sick time, vacation time, earned days off, parental leave).
   - Strongly Agree: 4
   - Somewhat Agree: 3
   - Somewhat Disagree: 2
   - Strongly Disagree: 1

2. Employees are able to reasonably balance the demands of work and personal life.
   - Strongly Agree: 4
   - Somewhat Agree: 3
   - Somewhat Disagree: 2
   - Strongly Disagree: 1

3. Our workplace promotes work-life balance.
   - Strongly Agree: 4
   - Somewhat Agree: 3
   - Somewhat Disagree: 2
   - Strongly Disagree: 1

4. Employees can talk to their supervisors when they are having trouble maintaining work-life balance.
   - Strongly Agree: 4
   - Somewhat Agree: 3
   - Somewhat Disagree: 2
   - Strongly Disagree: 1

5. Employees have energy left at the end of most workdays for their personal life.
   - Strongly Agree: 4
   - Somewhat Agree: 3
   - Somewhat Disagree: 2
   - Strongly Disagree: 1

PF1 GM@W Organizational Review Score (from above): ______ (5 to 20)

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results): ______ (5 to 20)

Serious Concerns = 5 to 9  Significant Concerns = 10 to 13  Minimal Concerns* = 14 to 16  Relative Strengths** = 17 to 20

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If there is a difference between the **GM@W Organizational Review Score** and the **GM@W Survey Score**, what may be contributing to the difference (e.g., lack of knowledge or understanding, communication gaps)?

Do issues related to **Balance** present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

What are the strengths in your workplace in terms of **Balance** (e.g., what do you do well, what should you continue doing)?

What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

Is further action required?  
☐ YES  ☐ NO

If YES, see **GM@W Suggested Responses: PF11**
GM@W Organizational Review Worksheet

PF12: PSYCHOLOGICAL PROTECTION

OBJECTIVE: A work environment where employees’ psychological safety is ensured.

What are the benefits of effectively addressing Psychological Protection?

- Reduced costs from work absence (e.g., sick time, disability costs)
- Reduced conflict
- Fewer job-related errors, incidents, accidents and injuries
- Fewer grievances and reduced legal liability

What information may be helpful to refer to or collect?

- Data on length and costs of absence from work
- Policies/processes related to staff relations (e.g., respectful workplace, harassment)
- Documentation of incidents of inappropriate behaviour by customers/clients
- Rates of staff complaints, grievances and litigation

How would you describe your workplace/work unit? (select all that apply; this will help you answer questions below)

Risk Management/Policies & Procedures
- Company ethics, values and privacy statements
- Policies that address harm to employees (e.g., harassment, discrimination, violence)
- Annual review of policies, processes and procedures
- Zero tolerance for inappropriate behaviour

Risk Response/Prevention of Unnecessary Stress & Harm
- Execution and consistent administration of policies pertaining to harassment, discrimination and violence
- Mechanisms for conflict resolution
- Staff training on harassment, discrimination and violence at work
Please answer the questions below with respect to your workplace:

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Our workplace is committed to minimizing unnecessary stress at work.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2. Immediate supervisors care about employees’ emotional well-being.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>3. Our organization makes efforts to prevent harm to employees from</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>harassment, discrimination or violence.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Employees would describe our workplace as being psychologically healthy.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>5. Our workplace deals effectively with situations that may threaten or</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>harm employees (e.g., harassment, discrimination, violence).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PF1 GM@W Organizational Review Score (from above):  

PF1 GM@W Survey Score (if applicable, from the GM@W Survey Results):  

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__________________________________________________________
__________________________________________________________
__________________________________________________________

Do issues related to Psychological Protection present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

__________________________________________________________
__________________________________________________________
__________________________________________________________

What are the strengths in your workplace in terms of Psychological Protection (e.g., what do you do well, what should you continue doing)?

__________________________________________________________
__________________________________________________________
__________________________________________________________

What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

__________________________________________________________
__________________________________________________________
__________________________________________________________

Is further action required?  □ YES  □ NO

If YES, see GM@W Suggested Responses: PF12
GM@W Organizational Review Worksheet

**PF13: PROTECTION OF PHYSICAL SAFETY**

**OBJECTIVE:** A work environment where management takes appropriate action to protect the physical safety of employees.

What are the benefits of effectively addressing Protection of Physical Safety?

- Fewer job-related errors, incidents, accidents and injuries
- Reduced costs from work absence (e.g., sick time, disability costs)
- Improved physical and psychological health and safety of employees
- Reduced legal and regulatory costs
- Improved labour-management relations

What information may be helpful to refer to or collect?

- Current organizational and industry safety policies
- Relevant provincial, territorial or federal legislation (e.g., Occupational Health and Safety legislation, Labour Standards, Workplace Hazardous Materials Information System)
- Health and safety related documentation (e.g., minutes of health and safety meetings)
- Safety inspection reports (and follow-up records)
- Accident, workplace-related illness, and incident reports (including near misses)
How would you describe your workplace/work unit? (select all that apply; this will help you answer questions below)

Safety Programs & Policies
- Health and safety committees are active and meet regularly
- All workers are able to access designated health and safety representatives
- Safety programs and policies are reviewed regularly (with particular attention to their impact on employee psychological health)
- Safety requirements, programs and policies are current and communicated to all staff (including new hires)
- Regular, documented workplace inspections are conducted to identify physical hazards (with particular attention to their impact on employee psychological health)
- Measures are taken to eliminate or control identified hazards
- Staff have input into the development of safety policies and practices
- Job descriptions include details of physical hazards to which workers may be exposed (with particular attention to those that may be hazardous to psychological health)

Equipment & Training
- The work environment does not negatively impact psychological health (e.g., crowding, isolation, noise, lighting)
- Employees are trained to understand how physical hazards can affect psychological health and safety
- Staff receive training on how to identify, report and investigate physical hazards
- Employees are trained to minimize their exposure to, and the impact of, physical hazards
- Staff have the equipment needed to reduce the impact of physical risks on psychological health (e.g., proper lighting, noise reduction, panic alarms, ventilation)

Response to Safety Incidents
- Accident, workplace-related illness and incident investigation protocols are reviewed regularly and updated as needed
- Accident and incident investigation protocols are effective
- Health and safety committee recommendations are acted on promptly
- Management recognizes the impact of incidents and workplace-related illness on employee psychological and physical health
- Policies, equipment and training are reviewed and revised, if needed, in response to safety incidents
- Timely and effective supports are available following a critical incident (e.g., defusing, debriefing, Employee and Family Assistance Programs, psychological treatment)
Please answer the questions below with respect to your workplace:

1. Management takes appropriate action to protect employees' physical safety at work.  
   4 3 2 1

2. Our workplace offers sufficient training to help protect employees' physical safety at work  
   (e.g., emergency preparedness, safe lifting, violence prevention).  
   4 3 2 1

3. When accidents occur or risks are identified, our workplace responds effectively.  
   4 3 2 1

4. Employees have the equipment and tools they need to do their job in a physically safe way  
   (e.g., protective clothing, adequate lighting, ergonomic seating).  
   4 3 2 1

5. Our workplace responds appropriately when workers raise concerns about physical safety.  
   4 3 2 1

PF13 GM@W Organizational Review Score (from above): ______ (5 to 20)

PF13 GM@W Survey Score (if applicable, from the GM@W Survey Results): ______ (5 to 20)

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.
If there is a difference between the **GM@W Organizational Review Score** and the **GM@W Survey Score**, what may be contributing to the difference (e.g., lack of knowledge or understanding, communication gaps)?

________________________________________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________________________________________

Do issues related to **Protection of Physical Safety** present a greater risk to particular groups of employees (e.g., new employees, certain jobs, shift workers, etc.)?

________________________________________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________________________________________

What are the strengths in your workplace in terms of **Protection of Physical Safety** (e.g., what do you do well, what should you continue doing)?

________________________________________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________________________________________

What could your workplace do to improve in this area (e.g., what could you do more of, what could you do less of)?

________________________________________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________________________________________

Is further action required?  □ YES  □ NO

If YES, see **GM@W Suggested Responses: PF13**
Tell me what you really think!

No way = 1, Maybe a little bit = 2, Yes =3, Absolutely = 4

1. Knowledge gained

<table>
<thead>
<tr>
<th>Statement</th>
<th>Disagree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I learned something new</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>I will be able to apply this knowledge in my position</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>The information presented is valuable to me</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

2. Presentation

<table>
<thead>
<tr>
<th>Statement</th>
<th>Disagree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information was well presented</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Presenter was knowledgeable</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>There was opportunity for my input</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

3. Personal experience

<table>
<thead>
<tr>
<th>Statement</th>
<th>Disagree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>This experience improved my confidence</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>This experience was worth the time spent</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>I would recommend this training to a colleague</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

a) What did you value the most?

b) What did you find less valuable?

c) What else could assist you in the area of workplace relations?

d) Comments and suggestions

Thank you for your honest feedback.