



PSLA/PSLA-E Domains &
The National Standard

PSLA Domains & The National Standard of Canada for Psychological Health and Safety in the Workplace

The Psychologically Safe Leader Assessment (PSLA) and Psychologically Safe Leader Assessment: Employee Feedback (PSLA-E) were created in support of the National Standard of Canada for Psychological Health and Safety in the Workplace (the Standard). The Standard defines a psychologically healthy and safe workplace as one that promotes the psychological well-being of employees, and prevents harm to their mental health in negligent, reckless, or intentional ways. The following section of the Standard focuses specifically on the competence of those in leadership roles:

4.4.6 Competence and training

4.4.6.1

The organization shall establish and sustain processes to

- a) determine expectations and minimum requirements of workers and, in particular, those in leadership roles (e.g., supervisors, managers, worker representatives, union leadership) to prevent psychological harm, promote psychological health of workers, and address problems related to psychological health and safety; and*
- b) provide orientation and training to meet Item a).*

4.4.6.2

The organization should establish and sustain processes to

- a) provide accessible coaching and supports as required, recognizing the potential complexities of psychological health and safety situations, the unique needs of the individuals affected, and the skills needed; and*
- b) assess and address competence as specified in [Clause 4.4.6.1, Item a\)](#) of those in leadership roles.*

This resource helps leaders to both assess and improve their competence in terms of psychological safety.

The Standard also describes evidence-based psychosocial factors that comprise a psychologically healthy and safe workplace. The PSLA and PSLA-E capture these psychosocial factors across the following five core assessment domains: 1) Communication & Collaboration; 2) Social Intelligence; 3) Problem Solving & Conflict Management; 4) Security & Safety; and 5) Fairness & Integrity.

In the tables below, the primary and secondary psychosocial factors encompassed within each of the PSLA and PSLA-E domains are described. It is important to note that the PSLA/PSLA-E domains are not mutually exclusive and there is overlap across categories.

Communication & Collaboration



Communication & Collaboration involves the clear exchange of information and transparent discussion of what a worker needs to do their job successfully. This involves collaborative efforts to support each worker's success at work.

Communication & Collaboration encompasses the following psychosocial factors:

Primary

PF3: CLEAR LEADERSHIP & EXPECTATIONS
PF6: GROWTH & DEVELOPMENT

Secondary

PF5: PSYCHOLOGICAL COMPETENCIES & REQUIREMENTS
PF7: RECOGNITION & REWARD

Social Intelligence



Social Intelligence involves acting as a role model and facilitator of psychologically safe interactions between and among all workplace stakeholders, including those who are marginalized or vulnerable.

Social Intelligence encompasses the following psychosocial factors:

Primary

PF1: PSYCHOLOGICAL & SOCIAL SUPPORT
PF2: ORGANIZATIONAL CULTURE
PF10: ENGAGEMENT

Secondary

PF4: CIVILITY & RESPECT
PF5: PSYCHOLOGICAL COMPETENCIES & REQUIREMENTS
PF7: RECOGNITION & REWARD

Problem Solving & Conflict Management



Problem Solving & Conflict Management involves supporting and requiring consistent, respectful, and effective discussion and resolution of issues. Those who fail to do so are held accountable as needed.

Problem Solving & Conflict Management encompasses the following psychosocial factors:

Primary

- PF4: CIVILITY & RESPECT
- PF8: INVOLVEMENT & INFLUENCE
- PF9: WORKLOAD MANAGEMENT

Secondary

- PF2: ORGANIZATIONAL CULTURE
- PF5: PSYCHOLOGICAL COMPETENCIES & REQUIREMENTS

Security & Safety



Security & Safety involves supporting a safe environment through proactive, prompt and effective responses to any threats to psychological or physical safety.

Security & Safety encompasses the following psychosocial factors:

Primary

- PF11: BALANCE
- PF12: PSYCHOLOGICAL PROTECTION
- PF13: PROTECTION OF PHYSICAL SAFETY

Fairness & Integrity



Fairness & Integrity involves leadership which is honest, transparent and consistent, where there is fairness and equity in decision-making, and a humble understanding of personal limitations and biases.

Fairness & Integrity is an overarching construct that cuts across each all domains, and encompasses the following psychosocial factors:

Primary

PF3: CLEAR LEADERSHIP & EXPECTATIONS

PF4: CIVILITY & RESPECT

PF7: RECOGNITION & REWARD

PF8: INVOLVEMENT & INFLUENCE

PF11: BALANCE

Secondary

PF1: PSYCHOLOGICAL & SOCIAL SUPPORT

PF2: ORGANIZATIONAL CULTURE

PF5: PSYCHOLOGICAL COMPETENCIES & REQUIREMENTS

PF9: WORKLOAD MANAGEMENT

PF10: ENGAGEMENT