

Management Practices that Promote Workplace Mental Health

HOW CAN A GOOD PSYCHOSOCIAL SAFETY CLIMATE BE FOSTERED?

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The concept of psychosocial safety climate reflects a clear position taken by senior management on the importance and priority given to psychological health and safety in the workplace. It comprises organizational policies, practices and procedures aimed at protecting the psychological health and safety of workers. It refers to a climate of benevolence toward workers within an organization, and is reflected in management's commitment to psychological health, the priority it is given over productivity, the communication of information on the subject and the participation, consultation and commitment of all stakeholders.

It can be described as an organizational culture that not only cascades down from organizational practices to management and work practices, but also provides a channel of communication from workers and managers to senior management, by means of communication, consultation and participation mechanisms. A physically and psychologically healthy workforce leads to higher quality client care and services.

Courses of action	Concrete practices	Objectives or ideas for other practices
 1. Commitment of senior management and of the management committee	☐ I ensure consistency between management values and philosophies and the value placed on workplace psychological health and well-being ☐ I integrate prevention activities into management systems ☐ I adopt policies and guidelines that promote psychological health and well-being at work ☐ I integrate the prevention of workplace psychosocial risks into strategic planning and other management functions ☐ I provide the resources required to implement preventive interventions and organizational changes	

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 2. Priority assigned to workplace psychological health	☐ I adopt policies for selecting and promoting managers that take into account their skills in the area of human resources management ☐ I allocate a budget for implementing preventive interventions targeting psychosocial risks in the workplace ☐ I prioritize the psychological health of workers to the same extent as I do productivity and quality objectives ☐ I identify workplace health and well-being as dashboard indicators to be monitored ☐ I estimate the potential impact of my action plans on the health of my team members ☐ I analyze the risks to workplace health and well-being before and during change management ☐ I set competency development objectives that target management practices promoting workplace health, safety and well-being	
 3. Communication concerning psychological health	☐ I stay informed about my organization's policies and guidelines concerning workplace health and well-being ☐ I adopt practices consistent with these ☐ I discuss their content and procedures for their implementation with the management committee ☐ I present their contents to the team, encourage discussion and indicate where to refer to them ☐ I solicit the participation of staff and managers in developing, revising and implementing them ☐ I include my teams' health and well-being on the agenda of meetings with upper management ☐ I quickly inform them of any related concerns ☐ I specify the difficulties I am encountering as a manager, along with my needs ☐ I inform upper management if I feel that my psychological health or well-being at work is fragile ☐ I attend training courses on personnel management, workplace psychosocial risks, and psychological health ☐ I offer staff training on workplace psychosocial risks and psychological health	

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 4. Participation, consultation and involvement	☐ I allow staff to express themselves freely at meetings ☐ I set up a suggestion box system ☐ I create and participate in management committees to resolve recurring personnel management issues ☐ I establish mechanisms that enable all levels of management (human resources, occupational health and safety, managers, employees, unions) to participate in prevention ☐ I mobilize my team to participate in a process of ongoing prevention improvement	

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