



Psychological Health and Safety: Legislation, Workplace Factors, and Conflict Resolution

CCOHS  **CCHST**

Canadian Centre for Occupational Health and Safety • Centre canadien d'hygiène et de sécurité au travail



Jan Chappel | Senior Technical Specialist
Canadian Centre For Occupational Health and Safety



Canadian Centre for Occupational Health and Safety

- We promote
- We inform
- We provide



Mental Health in the Workplace

The workplace can affect both our mental and physical health

In any given year, 1 in 5 people in Canada will experience a mental health problem or illness

Source: Mental Health Commission of Canada



Work-life balance



Challenging work



Value and respect



Reasonable job demands



Growth and development



Security

Benefits of a healthy workplace

Increased:

- engagement
- satisfaction
- retention and recruitment
- productivity

Reduced:

- negative stressors
- absenteeism
- costs related to medical leaves and/or disability claims
- workplace injuries

8 tips for employers

- 1 Support employee participation and decision-making
- 2 Define worker duties and responsibilities
- 3 Promote work-life balance
- 4 Encourage and model respectful behaviours
- 5 Manage workloads
- 6 Provide training and learning opportunities
- 7 Have conflict resolution practices in place
- 8 Recognize contributions effectively



The World Health Organization defines mental health (also known as psychological health) as a state of well-being in which the individual realizes their own abilities, can cope with the normal stresses of life, can work productively, and is able to contribute to their community.



CCOHS.ca
Canadian Centre for Occupational Health and Safety

Slide 2

SFO

Hey [@Kathleen Demeester] please see if there is a higher resolution set of these available from Design Lab - brief intake form should do it as it will be on a large screen versus delivered remotely - Peace Sue

Susan Freeman, 2024-08-02T15:51:30.819



Agenda

- The Set Up
- Legislation
- Workplace Factors
- Conflict Resolution
 - Courageous Conversations
 - Steps to Resolution

Civility and Respect in the Workplace

Show care and consideration for others to help create a welcoming, safe, inclusive work environment.

Benefits



Tips for employers



Define civility. Engage in conversations and educational opportunities.

Train and develop employees. Teach them how to listen, give feedback, resolve conflict, interact with clients, and how to recognize and address uncivil behaviour.

Use inclusive language. How do workers refer to themselves? Check to see which terms workers refer, and update communications if needed.

Address uncivil behaviour with enforced policies and consequences. Encourage constructive problem solving. Manage conflicts in a timely fashion. Always follow up.

Show respectful leadership behaviour. Provide managers and supervisors with ongoing training and support. Make sure they can recognize and resolve issues.

Create and post a code of conduct. Outline respectful and civil behaviour.



Kindness is the key

Incivility is contagious, but you can stop the spread. Show empathy and de-escalate the situation with kindness. Pause, put yourself in their shoes, and ask, "how can I help?"

Tips for everyone



Use respectful language. Say please, thank you, excuse me, and I'm sorry.

Value the time of others. Be on time and give your full attention.

See a co-worker? Say hello.

Include others. Offer an invite to lunch or ask for input.

Before making a joke, consider the audience. Remember that humour isn't always appropriate.

Elevate other people. Give credit when it's due.

Intervene respectfully. See inappropriate behaviour? Step in.



The Set Up

CCOHS  **CCHST**

Canadian Centre for Occupational Health and Safety • Centre canadien d'hygiène et de sécurité au travail





What is Health?

Health is seen as a resource for everyday life, not the objective of living.



It is a positive concept emphasizing social and personal resources as well as physical capabilities.



What is Mental Health?



Mental health is a state of mental well-being that enables people to cope with the stresses of life, realize their abilities, learn well and work well, and contribute to their community.



Psychologically Healthy and Safe Workplace

"a workplace that promotes workers' psychological well-being and actively works to prevent harm to worker psychological health including in negligent, reckless, or intentional ways."



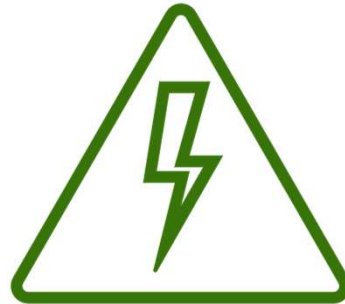
What Are Psychosocial Risks?

“anything in the design or management of work that increases the risk of work-related stress can be understood as a psychosocial hazard.”



Examples of Psychological Risks

- Heavy workload
- Poor work design
- Lack of training
- Ineffective safety climate



- Discrimination
- Tolerance of interpersonal conflict such as bullying and harassment



Legislation - Overview

CCOHS  **CCHST**

Canadian Centre for Occupational Health and Safety • Centre canadien d'hygiène et de sécurité au travail





General Duty Clause

124 Every employer shall ensure that the health and safety at work of every person employed by the employer is protected.

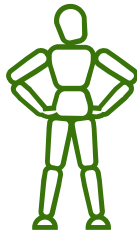


Definition of Harassment and Violence

“Any action, conduct or comment, including of a sexual nature, that can reasonably be expected to cause offence, humiliation or other physical or psychological injury or illness to an employee, including any prescribed action, conduct or comment”



Key Features of the Definition



The Act



The Impact



The location

Slide 13

EA0

Suggest to order these as Act, Impact, Location to match the wording of the definition

Emma Ashurst, 2024-08-20T12:58:13.878



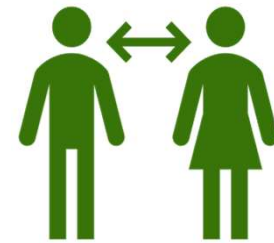
Actions, Conduct, or Comments Can Include:



Threatening
Behaviour



Physical Acts



Verbal Abuse



Key Requirements of the Work Place Harassment and Violence Prevention Regulations

- Assess risk
- Develop a policy
- Inform and train employees
- Create a respectful workplace
- Resolve an occurrence





Canadian Human Rights Act

Protected against discrimination and harassment on a number of prohibited grounds.



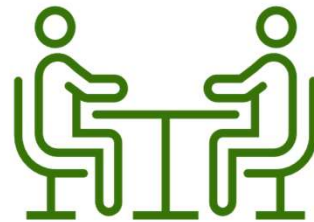
Harassment may be a form of discrimination.



Duty to Inquire and Accommodation

Generally, the employee should disclose their needs to the employer.

The duty to start a conversation may shift to the employer if they know or ought to know about changes in an employee's attendance, behaviour, or performance.





The Criminal Code of Canada

Some acts of harassment and violence fall under the Criminal Code of Canada – just because they happened in a work place does not change this fact.

Talk to your local police department or security services.





Psychological Health and Safety in the Workplace

CCOHS  **CCHST**

Canadian Centre for Occupational Health and Safety • Centre canadien d'hygiène et de sécurité au travail





Moving Beyond the Physical...

Safety Hazards

Health Hazards



Slide 20

- JCO** Katie - Hope we can still do something similar here. If it gets too complicated with the French, we can adjust the layout.
Jan Chappel, 2024-07-29T14:35:42.726
- KD0 0** Hi Jan, I think we can leave this due to the limited text. Just that middle bubble will need to change size to accommodate both languages. But I think that's ok, we will just make the whole thing bigger
Kathleen Demeester, 2024-07-29T15:53:45.750
- KD0 1** [@Jan Chappel] do you want me to keep this colour scheme, or are you ok with me changing this to match colours from the palette of this template
Kathleen Demeester, 2024-07-29T15:54:48.564
- SFO 2** Hey folks and [@Kathleen Demeester] making a call that this is a clear diagram and looks fine with the template - nice contrasting colours - Peace, Sue
Susan Freeman, 2024-08-02T15:40:25.790



First of Its Kind

CAN/CSA - Z1003-13/BNQ 9700-803/2013 (R2022)

JC1

Psychological health and safety in the workplace - Prevention, promotion, and guidance to staged implementation

Slide 21

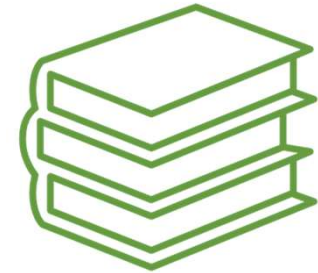
- EA0** Title of Standard - CAN/CSA-Z1003-13/BNQ 9700-803/2013 (R2022), Psychological health and safety in the workplace
Emma Ashurst, 2024-08-20T15:17:58.498
- JC1** Title came from CSA Group standard (for sale) page:
<https://www.csagroup.org/store/product/CAN-CSA-Z1003-13-BNQ%209700-803-2013/>
Jan Chappel, 2024-08-20T16:22:15.519
- KD1 0** Fixed capitalization to match product page and added a line break for legibility
Kathleen Demeester, 2024-08-20T19:51:39.612



Workplace Factors

Identified by researchers at Simon Fraser University

- Based on extensive research and review of empirical data
- Derived from national and international best practices





Psychosocial Factors

CSA Z1003-13 (R2022)



Balance



Civility and
Respect



Clear Leadership
/ Expectations



Engagement



Organizational
Culture



Growth and
Development



Involvement
and Influence



Psychosocial Factors

CSA Z1003-13 (R2022)



Protection of
Physical Safety



Psychological
Protection



Workload
Management



Psychological and
Social Support



Recognition and Reward



Psychological Competencies
and Demands



Focus: Civility and Respect

Employees are respectful and considerate in their interactions

Show esteem and care

Lacking?

Emotional exhaustions, more conflicts, withdrawal





Focus: Involvement and Influence

Meaningful input into their work, engaged. In turn, more willing to make extra effort, enhanced innovation

Lacking?

Sense of indifference, helplessness, job alienation, cynicism, burnout





Focus: Psychological Protection

Employees feel able to put themselves on the line, ask questions, report mistakes and problems without fearing negative consequences.

Lacking?

Demoralization, sense of threat, disengagement, perceive work as unpredictable or ambiguous



Focus: Psychological and Social Support

Are supportive of each other's psychological and mental health concerns and respond appropriately.

Lacking?

Withdrawal behaviours, conflict, strain (fatigue, headaches, burnout, anxiety)





Focus: Organizational Culture

Trust, fairness, honesty.
Mix of values, beliefs, meanings,
and expectations held by that
group.

Lacking?

Culture sets the tone. Negative
culture will undermine the
effectiveness of any program





Focus: Clear Leadership and Expectations

Increases morale, resiliency, and trust. Decreases frustration and conflict.

Lead by example.

Lacking?

When focused on outcomes instead of the big picture, dynamics are more negative: complaints, malaise, irritability, and nervousness.



Reflection

Do you recognize these factors in
your work environment?





The goal is to...



Promote



Prevent



Respond



Support

Slide 32

EA0 Should we include a "promote" icon as well as that is a key part of the definition

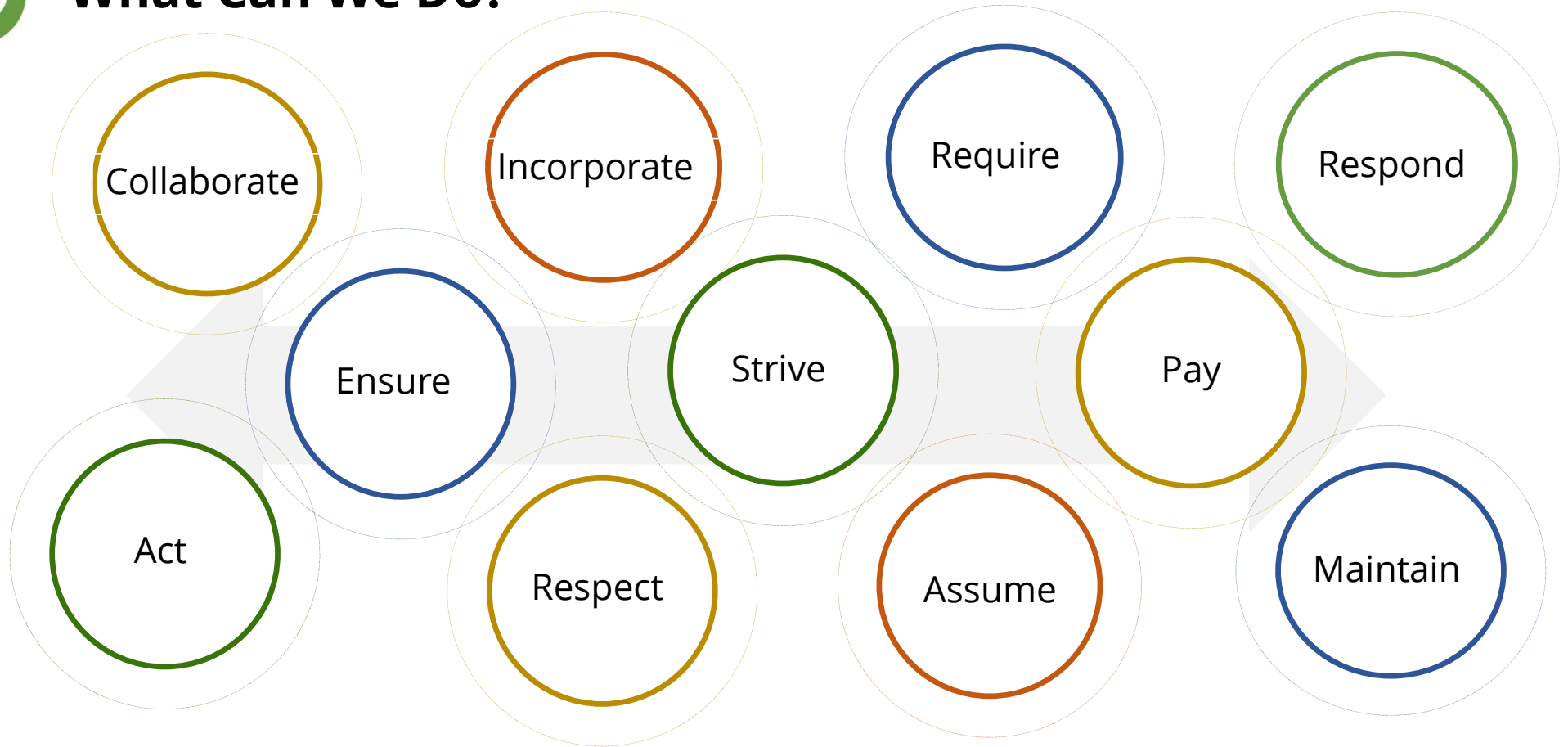
Emma Ashurst, 2024-08-20T15:19:51.105

JCO 0 I would be okay with that. In position 1

Jan Chappel, 2024-08-20T16:24:58.769



What Can We Do?





What We Want From Work

We all want to feel:

- Safe
- Included
- Valued / Appreciated
- Recognized
- Respected





Conflict Resolution

CCOHS  **CCHST**

Canadian Centre for Occupational Health and Safety • Centre canadien d'hygiène et de sécurité au travail





What Is It?

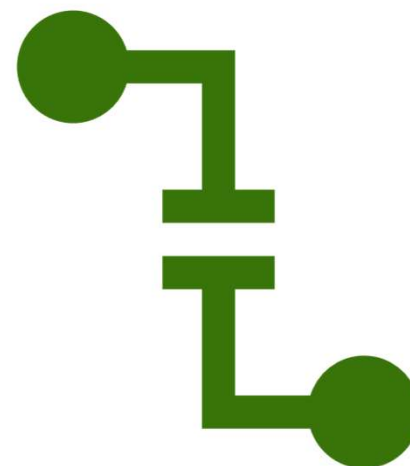
Conflict resolution can be defined as the informal or formal process that two or more parties use to find a peaceful solution to their dispute.

Shonk, K. 2024. Harvard Law School Daily Blog



Common Reasons for Conflict

- Misunderstandings
- Different opinions or viewpoints
- Biases or stereotypes
- Different learning or processing styles
- Perceptions of unfairness



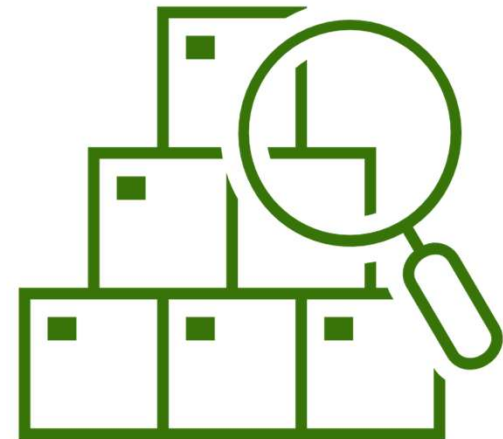
Slide 37

- EA0** Could we please find a different icon from swords?
Emma Ashurst, 2024-08-20T15:20:43.494
- KD0 0** Does this work better? (separation in communication?)
Kathleen Demeester, 2024-08-20T15:54:16.100
- EA0 1** Yes, I like it - looks good. thanks
Emma Ashurst, 2024-08-20T16:14:23.230



Beware of the Traps

- Self-serving fairness
- Overconfident in our judgements
- Escalation of commitment
- Avoiding conflict





Resolution Methods

Explore options

- Accommodating
- Compromising
- Collaborating

Not recommended

- Competing





Informal Resolution Processes - Individual



Conflict Management
Coaching



Facilitated
Discussion



Mediation



Informal Resolution Processes - Teams



Training and
Presentations



Workplace
Assessment



Group
Intervention



Psychological Safety's Role

- Feel safe to speak up
- Accountable to each other
- Have clear roles, plans, and goals
- Work has impact





Psychological Safety - What It Is Not

- It is not just about being nice
- It is not a personality trait
- It is not just about trust





Pillars of Informal Conflict Resolution

Confidential

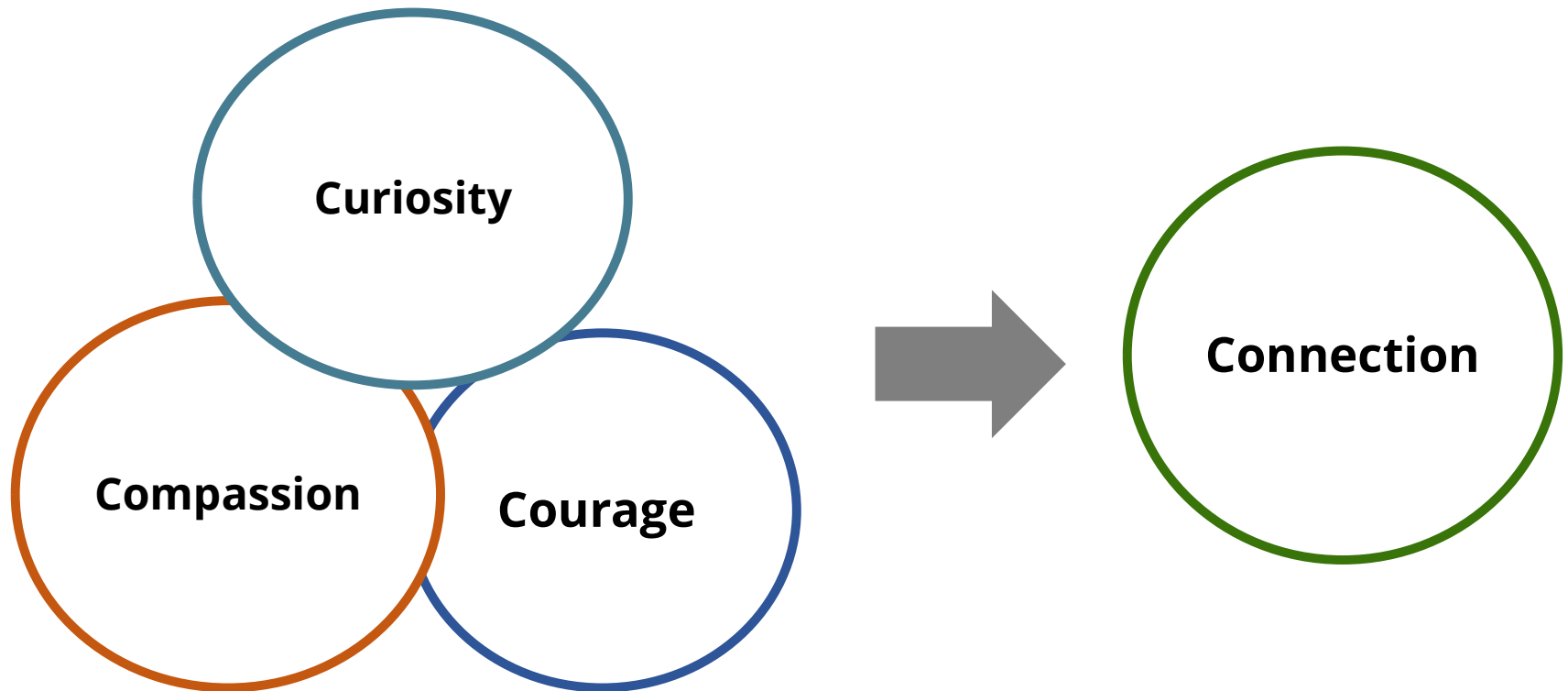
Voluntary

Self-determined

Neutral and Impartial



Human Connections



Slide 45

SFO Hi [@Kathleen Demeester] switched the colour scheme slightly - black connection ball looked a bit sad! Peace Sue

Susan Freeman, 2024-08-02T15:54:42.291

KD0 0 Hi [@Susan Freeman] - fair enough! I have just corrected the green to make it the accessible shade.

Kathleen Demeester, 2024-08-02T16:07:04.138



What is a Critical Conversation?



When opinions
vary



When stakes
are high



When emotions
are strong

Slide 46

EA0 Suggest to match the handout (or change the handout)

Handout - critical conversation

Presentation - crucial conversation

Emma Ashurst, 2024-08-20T15:24:53.142

KD0 0 [@Jan Chappel] any preference on this front?

Kathleen Demeester, 2024-08-20T15:54:58.101

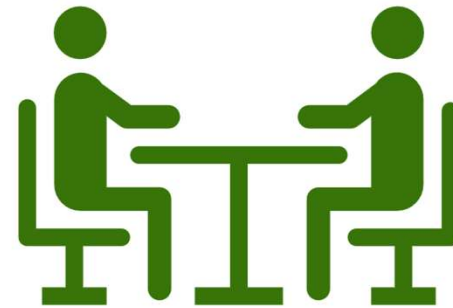
JC0 1 critical would be my preference

Jan Chappel, 2024-08-20T16:00:50.922



Healthy Relationships

- Pick a good time
- Focus on the problem
- Recognize the feelings of others
- Stay on topic
- Understand there may not be a perfect ending





De-escalation Techniques

- Listen to understand
- Focus on your words
- Encourage the other person to talk.
- Do not interrupt.





Validating Responses

"That sounds difficult"

"You have every right to feel ____"

"I can see that you are very stressed"

"Thank you for sharing your feelings"





Be Genuine

Say “I’m sorry” when you’re wrong — and mean it.



Our Own Responses

- Pay attention to your responses
- Be self-aware
- Set a good example





Reflection and Activity: In the next 3 months...

Celebrate factors that promote psychological health



Reduce hazards in areas needing improvement



How will change be measured?



What resources are needed?





One Option ... Try A B C

What do you **appreciate**?

What can we do **better**?

What does this **change** look like?

A B C



Before We Go

CCOHS  **CCHST**

Canadian Centre for Occupational Health and Safety • Centre canadien d'hygiène et de sécurité au travail





Intent vs Impact

It matters.

Slide 55

EA0 Do we have another example instead of supervisor/manage
Could we please make it a peer to peer example

We could say employers are encouraged to use a psychological lens when making decisions and think of the potential "people impact" when making change.

Emma Ashurst, 2024-08-20T15:31:47.104

JCO 0 Example deleted. It's a artifact from a previous use of the slide.
Jan Chappel, 2024-08-20T16:36:10.923



Start with Civility and Respect



Value the time of others



Use respectful language



Say hello!



Include others



Elevate others



Intervene respectfully



The Journey

- Engage all stakeholders
- Have patience
- Help others see the value
- Celebrate success!



We are in this together



Be Kind

Incivility is contagious.

Pause, and put yourself in their shoes.

Ask “How can I help?”



Slide 58

EA0 Speakers notes look to be part of slide 56
Emma Ashurst, 2024-08-20T15:32:30.847

JCO 0 deleted
Jan Chappel, 2024-08-20T16:36:55.315

For More Information



Contact Us!

www.ccohs.ca

Phone: 905-572-2981

Toll-free: 1-800-668-4284



Workplace Resources and Tools

(Handout Highlights)



Slide 60

JCO Should the icons here be green as well?
Jan Chappel, 2024-08-20T16:37:24.801

JCO 0 We need to move this slide before thank you, or delete
Jan Chappel, 2024-08-20T16:38:02.068

Thank you

Jan Chappel, MHSc
Senior Technical Specialist

Jan.Chappel@ccohs.ca

CCOHS  **CCHST**

Canadian Centre for Occupational Health and Safety • Centre canadien d'hygiène et de sécurité au travail

