GuardingMinds @ WORK

Suggested Actions and Resources

GROWTH AND DEVELOPMENT

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

Engage your employees to improve growth and development

Putting growth and development On the Agenda is easy with these resources. A workshop slide presentation and facilitator guide help you have a productive conversation with your team about this psychosocial factor and each of the relevant statements from the Guarding Minds at Work survey.

If this factor shows up as a relative strength in your workplace, have a team discussion to find out why they scored this factor higher than the national average. This can lead to appreciation and understanding of what is already good. Policies and processes can also be developed or refined to continue to support positive growth and development.

If this factor has been flagged as an area of concern in your workplace, engage all stakeholders in discussion about which actions might provide the best solutions. You can use ideas from the list below to begin the conversation. When everyone contributes to improving psychological health and safety, the responsibility is shared, the outcomes are more effective, and the effort is sustainable.

Below are actions and resources related to improving growth and development. This list does not contain every solution. There may be other ideas that you find or think of and want to try. However, these suggestions can help provide a strong and cost-effective foundation for addressing growth and development.

The practical strategies come from research studies, have been recommended as best practices, or have been applied effectively in workplaces. The resources included here are free. You can also find excellent services available at a cost from a variety of reputable providers.

Once you have reviewed the actions and resources below, we encourage you to use the Action Planning process to help you think critically about which combination of free, paid, or internal resources will best meet the needs in your workplace.

Actions by statements

If there are specific growth and development statements from your Guarding Minds at Work survey that you want to address you may want to consider one of the actions or resources provided directly under the statement below. More general actions and resources, relevant to growth and development, are also included at the end.

1. **I receive feedback at work that helps me grow and develop.**
   - Developing specific solutions to past, current, and potential work-related issues that align with the employee's values and involves them in its planning, can help the employee to feel productive and supported. Developing a Workplace Plan not only provides a clear process to do this, but also offers other helpful strategies.

2. **My supervisor provides helpful feedback on my performance.**
   - To address performance issues while taking mental health into account, Supportive Performance Management is useful to review before planning for return-to-work, conflict resolution, or accommodations.
   - Conduct regular and collaborative performance evaluations that include constructive feedback about interpersonal and emotional behaviour. Supportive Performance Management has some tips to do this.

3. **My supervisor is open to my ideas for taking on new opportunities in the workplace.**
   - Use a template to create an individual development plan with employees from The Balance Careers: Individual Development Plan Samples for Busy Managers
   - Creating a training needs analysis can help you understand what opportunities for growth and development may be most useful for each employee and balances the needs of the organization with the desires of the employee.

     Write out the essential duties of the position.

     Have the employee discuss where additional training may be helpful.

     Consider the type of training needed – theoretical, information only, experiential/hands-on, certificate/regulatory, etc.

     Explore options for this type of training and record the location, time required, costs, and stated learning objectives.

     Define how this training will be brought back into the workplace – change in behaviour, strategy, approach, or used to train others.

     Define the intended outcome as a result of this training and how success will be measured.

     Set up a date to follow up to review if more or different training is required.

4. **I have the opportunity to take on new challenges.**
   - Provide opportunities for job-shadowing, job-sharing, or mentoring that facilitate interpersonal and emotional skill development

     This article from University Affairs includes valuable information on what you should consider when developing a job shadowing program: A guide for running a job shadow program

5. My employer values employees' ongoing growth and development.

- Your organization's policies should include engaging employees in a bi-annual discussion about their career goals, and this discussion should include how supervisors can support them to achieve these goals.
- Ensure that you have procedures to share information about internal and external opportunities for interpersonal and emotional growth and development that can reach employees within the work environment and employees who may be working in the field, or who work from home.

6. I am given adequate time at work to participate in training.

- Most employees are interested in enhancing their training and development. The article Canadian Employers' Investment in Employee Learning and Development Continues to Rise outlines trends this area. This article indicates that the average hours of learning per employee per year were 32 in 2016-17.

7. I am provided with the necessary training to perform well in my job.

- Not all training needs to be purchased. Just spending a half hour taking an online webinar or time with a co-worker or leader to review a process or concept can help an employee feel more competent and capable.
- Create a training needs analysis such as the one described in 3 above.
- Obtain employees' input regarding the training they need to enhance their interpersonal and emotional growth and development.

Additional actions and resources

- Foster a culture where the development of interpersonal and emotional competencies is valued and encouraged. Please note: "interpersonal and emotional competencies" refer to abilities and capacities to manage emotions and relationships, and to effectively solve challenging interpersonal problems at work.

  Building Stronger Teams
- 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 and emotional competencies. For example, an on-site library and employee intranet with useful resources.

  Emotional Intelligence for Leaders

  Personal Development
- Create and maintain detailed training and development plans for employees that include goals for improving interpersonal and emotional skills, and review these in performance evaluations.
- Provide opportunities for employees to develop skills that make them competitive for internal career postings.
- Systematically review Policy Recommendations to see where opportunities exist to improve psychological health and safety.

Use this space to jot down additional ideas and suggested actions:

To consider which actions are most likely to result in the outcomes you desire, use the Action Planning process to guide your decision making and help you identify timelines, milestones, budgets, responsibilities, and measures of success.

Thank you to Workplace Safety and Prevention Services for their generous contribution to the development of these action items. For more tools and resources, please visit Think Mental Health.ca

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