



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada



Public Health
Santé publique



National Standard of Canada for Psychological Health and Safety in the Workplace

VIDEO FACILITATOR'S GUIDE



Learn more at: MentalHealthCommission.ca/NationalStandard
For more resources for your workplaces, check out haveTHATtalk.ca

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Content for the videos was based on the National Standard of Canada: CAN/CSA-Z1003-13/BNQ 9700-803/2013 Psychological health and safety in the workplace – Prevention, promotion, and guidance to staged implementation.

The Standard was prepared by the Canadian Standards Association and the Bureau de normalisation du Québec and was commissioned by the Mental Health Commission of Canada and approved by the Standards Council of Canada.



Facilitator's Guide

Evidence shows that there are thirteen factors that affect the mental health of people in the workplace. These psychosocial factors impact workers psychological responses to work and work conditions. This can cause mental health concerns. The factors include the way work is carried out. For example, deadlines, workload, and work methods. They also affect the context in which work occurs. This includes relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers.

The factors are listed within the [National Standard of Canada for Psychological Health and Safety in the Workplace](#).

- Organizational Culture
- Psychological and Social Support
- Clear Leadership and Expectations
- Civility and Respect
- Psychological Demands
- Growth and Development
- Recognition and Reward
- Involvement and Influence
- Workload Management
- Engagement
- Balance
- Psychological Protection
- Protection of Physical Safety

More information on each of the factors can be found at www.guardingmindsatwork.ca.

Videos on the thirteen factors:

Short whiteboard animation videos were developed by Ottawa Public Health, in partnership with the Mental Health Commission of Canada. Content of the videos are adapted with permission from Mindful Employer Canada. The videos promote discussion of the factors among employee and employer groups. These groups should develop unique and practical solutions to address those factors. Each video will define the factor, and then show an example of how that factor has impacted a workplace. Tips are given for employer and employee groups to positively promote the factor in their own workplace.



The end of each video encourages the viewer to come up with an action plan to address that factor in their workplace. A worksheet has been created for each video. The worksheets are a tool that the facilitator can use to have an open discussion about the factor. A facilitator could be anyone in the workplace. Examples of facilitators are wellness professionals, HR professionals, supervisors, organizational leaders, union representatives or employees, etc. The role of a facilitator is to get a group together to discuss each factor. Small to medium sized groups work best. For example, a group of 10-12 for a one hour discussion is enough to have an in-depth discussion on up to two factors. Discussions done in smaller groups will feed into the larger organizational plan of promotion and protection of the thirteen factors. Examples of possible discussion groups are:

- team meetings;
- lunch and learns;
- staff orientation;
- awareness sessions for managers and supervisors;
- safety talks;
- union-member discussions;
- training for Human Resources.

Each worksheet gives a definition of the factor. The definition is taken from [On the Agenda](#). This is another resource that can be used to encourage discussion about the factors. The whiteboard animation videos and accompanying worksheets work well with On the Agenda. On the Agenda is one of the many resources found on the website; www.workplacestrategiesformentalhealth.com, which is brought to you by the Great-West Life Centre for Mental Health in the Workplace.

Suggested materials: laptop, speakers, projector and screen, flip charts and markers, chalkboard or whiteboard.





Suggested Process:

1. Watch the video once with the group;
2. Read definition of the factor;
3. Ask participants the first set of discussion questions (found within the appropriate factor worksheet);
4. Watch the video again with the group;
5. Ask participants the second set of questions;
6. Discuss and share views and experiences of the group;
7. Discuss ways in which the appropriate factor can be addressed in your own workplace.



Organizational Culture Worksheet

Facilitator Notes: Use this worksheet to encourage a discussion about **Organizational Culture**. It is one of thirteen factors that have been shown to impact mental health of individuals in the workplace. Be sure to encourage discussion by being open to all answers and opinions from participants. Examples of possible discussion groups are: employees at a team meeting or lunch and learn, staff or management orientation, and union-member discussions.

Suggested materials: laptop, speakers, projector and screen, flip charts and markers, whiteboard or chalkboard.

Suggested Process:

Watch the video once at www.haveTHATtalk.ca

Read definition of **Organizational Culture**:

[On the Agenda](#) defines **Organizational Culture** as the degree to which a work culture is characterized by trust, honesty, and fairness.

Ask participants:

1. Think of a time at work when you did not feel that your beliefs or values were respected. How did that make you feel?
2. What does a positive work environment look like to you?

Watch the video again.

Ask participants:

1. What could have been done differently in the scenario with LeAnne?
2. What are some strategies to help YOUR workplace to promote a healthy **Organizational Culture**?
3. Write down different ways that YOU can contribute to a positive **Organizational Culture**



Psychological and Social Support Worksheet

Facilitator Notes: Use this worksheet to encourage a discussion about **Psychological and Social Support**. It is one of thirteen factors that have been shown to impact mental health of individuals in the workplace. Be sure to encourage discussion by being open to all answers and opinions from participants. Examples of possible discussion groups are: employees at a team meeting or lunch and learn, staff or management orientation, and union-member discussions.

Suggested materials: laptop, speakers, projector and screen, flip charts and markers, whiteboard or chalkboard.

Suggested Process:

Watch the video once at www.haveTHATtalk.ca

Read definition of **Psychological and Social Support**:

[On the Agenda](#) defines **Psychological and Social Support** as present in a work environment in which coworkers and supervisors are supportive of employees' psychological and mental health concerns and respond appropriately as needed.

Ask participants:

1. Think of a time at work when you did not feel psychologically supported. How did that make you feel?
2. What does a Psychologically and Socially Supportive work environment look like to you?

Watch the video again.

Ask participants:

1. What could have been done differently in the scenario with Eileen and Marco?
2. What are some strategies to help YOUR workplace to be more **Psychologically and Socially Supportive**?
3. Write down different ways that YOU can promote **Psychological and Social Support** in your workplace.



Clear Leadership and Expectations Worksheet

Facilitator Notes: Use this worksheet to encourage a discussion about **Clear Leadership and Expectations**. It is one of thirteen factors that have been shown to impact mental health of individuals in the workplace. Be sure to encourage discussion by being open to all answers and opinions from participants. Examples of possible discussion groups are: employees at a team meeting or lunch and learn, staff or management orientation, and union-member discussions.

Suggested materials: laptop, speakers, projector and screen, flip charts and markers, whiteboard or chalkboard.

Suggested Process:

Watch the video once at www.haveTHATtalk.ca

Read definition of **Clear Leadership and Expectations**:

[On the Agenda](#) defines **Clear Leadership and Expectations** as present in an environment in which leadership is effective and there is support that helps employees know what they need to do, how their work contributes to the organization and whether there are impending changes.

Ask participants:

1. Think of a time at work when you were given unclear direction. What did you do to get more information?
2. What does **Clear Leadership and Expectations** mean to you?

Watch the video again.

Ask participants:

1. What could have been done differently in the scenario with Tim and his supervisor?
2. What are some strategies to help YOUR workplace promote **Clear Leadership and Expectations**?
3. Write down different ways that YOU can be clearer with your expectations.



Civility and Respect Worksheet

Facilitator Notes: Use this worksheet to encourage a discussion about **Civility and Respect**. It is one of thirteen factors that have been shown to impact mental health of individuals in the workplace. Be sure to encourage discussion by being open to all answers and opinions from participants. Examples of possible discussion groups are: employees at a team meeting or lunch and learn, staff or management orientation , and union-member discussions.

Suggested materials: laptop, speakers, projector and screen, flip charts and markers, whiteboard or chalkboard.

Suggested Process:

Watch the video once at www.haveTHATtalk.ca

Read definition of **Civility and Respect**:

[On the Agenda](#) defines **Civility and Respect** as present in a work environment where employees are respectful and considerate in their interactions with one another, as well as with customers, clients, and the public.

Ask participants:

1. Think of a time when you did not feel respected. How did you react?
2. What are some signs of disrespect? Are these the same for everyone?

Watch the video again.

Ask participants:

1. What could have been done differently in the scenario with Trung, Sylvia and their coworkers?
2. What are some strategies to help YOUR workplace promote **Civility and Respect**?
3. Write down different ways that YOU can help promote **Civility and Respect**.



Psychological Demands Worksheet

Facilitator Notes: Use this worksheet to encourage a discussion about **Psychological Demands**. It is one of thirteen factors that have been shown to impact mental health of individuals in the workplace. Be sure to encourage discussion by being open to all answers and opinions from participants. Examples of possible discussion groups are: employees at a team meeting or lunch and learn, staff or management orientation , and union-member discussions.

Suggested materials: laptop, speakers, projector and screen, flip charts and markers, whiteboard or chalkboard.

Suggested Process:

Watch the video once at www.haveTHATtalk.ca

Read definition of **Psychological Demands**:

[On the Agenda](#) defines **Psychological Demands** as present in a work environment where there is a good fit between employees' interpersonal and emotional competencies and the requirements of the position they hold.

Ask participants:

1. Think of a time at work when you felt that your job demands did not match your emotional and interpersonal competencies. What did you do to maintain your mental health, while ensuring you accomplished necessary tasks?
2. What do psychological demands of your job mean to you? Is this different for you than it is for your colleague(s)?

Watch the video again.

Ask participants:

1. What could have been done differently in the scenario with Pierre and his manager?
 2. What are some strategies to help YOUR workplace respond to **Psychological Demands**?
 3. Write down different ways that YOU can help manage **Psychological Demands** in your workplace.



Growth and Development Worksheet

Facilitator Notes: Use this worksheet to encourage a discussion about **Growth and Development**. It is one of thirteen factors that have been shown to impact mental health of individuals in the workplace. Be sure to encourage discussion by being open to all answers and opinions from participants. Examples of possible discussion groups are: employees at a team meeting or lunch and learn, staff or management orientation, and union-member discussions.

Suggested materials: laptop, speakers, projector and screen, flip charts and markers, whiteboard or chalkboard.

Suggested Process:

Watch the video once at www.haveTHATtalk.ca

Read definition of **Growth and Development**:

[On the Agenda](#) defines **Growth and Development** as present in a work environment where employees receive encouragement and support in the development of their interpersonal, emotional, and job skills.

Ask participants:

1. Think of some skills that you would like to grow or develop. How would those skills help you either in your current role or to grow into a new role?
2. What are some ways in which people can contribute to their own growth and development?

Watch the video again.

Ask participants:

1. What could have been done differently in the scenario with Tarek?
2. What are some strategies to help YOUR workplace foster **Growth and Development**?
3. Write down different ways that YOU can encourage **Growth and Development** in your workplace.



Recognition and Reward Worksheet

Facilitator Notes: Use this worksheet to encourage a discussion about **Recognition and Reward**. It is one of thirteen factors that have been shown to impact mental health of individuals in the workplace. Be sure to encourage discussion by being open to all answers and opinions from participants. Examples of possible discussion groups are: employees at a team meeting or lunch and learn, staff or management orientation, and union-member discussions.

Suggested materials: laptop, speakers, projector and screen, flip charts and markers, whiteboard or chalkboard.

Suggested Process:

Watch the video once at www.haveTHATtalk.ca

Read definition of **Recognition and Reward**:

[On the Agenda](#) defines **Recognition and Reward** as present in a work environment where there is appropriate acknowledgement and appreciation of employees' efforts in a fair and timely manner.

Ask participants:

1. Think of a time when you were recognized or appreciated. How did this make you feel?
2. What are some different ways that people can be rewarded or recognized in a workplace?

Watch the video again.

Ask participants:

1. What could have been done differently in the scenario with Rosa and her supervisor?
2. What are some strategies to help YOUR workplace with Recognition and Reward?
3. What are some different ways that YOU can recognize and reward your colleagues, supervisors, or staff?



Involvement and Influence Worksheet

Facilitator Notes: Use this worksheet to encourage a discussion about **Involvement and Influence**. It is one of thirteen factors that have been shown to impact mental health of individuals in the workplace. Be sure to encourage discussion by being open to all answers and opinions from participants. Examples of possible discussion groups are: employees at a team meeting or lunch and learn, staff or management orientation, and union-member discussions.

Suggested materials: laptop, speakers, projector and screen, flip charts and markers, whiteboard or chalkboard.

Suggested Process:

Watch the video once at www.haveTHATtalk.ca

Read definition of **Involvement and Influence**:

[On the Agenda](#) defines **Involvement and Influence** as present in a work environment where employees are included in discussions about how their work is done and how important decisions are made.

Ask participants:

1. Think of a time when you were directly involved in a decision making process. What about a situation where you were not involved? How were these two situations different from each other?
2. What are some other ways that employees can be involved in decision making in a workplace?

Watch the video again.

Ask participants:

1. What could have been done differently in the scenario with Chang and René?
2. What are some strategies to help YOUR workplace with worker **Involvement and Influence**?
3. Write down different ways that YOU can become involved in the decision making process and influence the outcome.



Workload Management Worksheet

Facilitator Notes: Use this worksheet to encourage a discussion about **Workload Management**. It is one of thirteen factors that have been shown to impact mental health of individuals in the workplace. Be sure to encourage discussion by being open to all answers and opinions from participants. Examples of possible discussion groups are: employees at a team meeting or lunch and learn, staff or management orientation, and union-member discussions.

Suggested materials: laptop, speakers, projector and screen, flip charts and markers, whiteboard or chalkboard.

Suggested Process:

Watch the video once at www.haveTHATtalk.ca

Read definition of **Workload Management**:

[On the Agenda](#) defines **Workload Management** as present in a work environment where tasks and responsibilities can be accomplished successfully within the time available.

Ask participants:

1. Think of a time when you had a heavy workload to manage. Did it you find it stressful or motivating? How did you manage this?
2. What are some of the effects that an unbalanced workload can have on someone's work?

Watch the video again.

Ask participants:

1. What could have been done differently in the scenario with Jennifer?
2. What are some strategies to help YOUR workplace with **Workload Management**?
3. Write down different ways that YOU can manage your workload.



Engagement Worksheet

Facilitator Notes: Use this worksheet to encourage a discussion about **Engagement**. It is one of thirteen factors that have been shown to impact mental health of individuals in the workplace. Be sure to encourage discussion by being open to all answers and opinions from participants. Examples of possible discussion groups are: employees at a team meeting or lunch and learn, staff or management orientation, and union-member discussions.

Suggested materials: laptop, speakers, projector and screen, flip charts and markers, whiteboard or chalkboard.

Suggested Process:

Watch the video once at www.haveTHATtalk.ca

Read definition of **Engagement**:

[On the Agenda](#) defines **Engagement** as present in a work environment where employees feel connected to their work and are motivated to do their job well.

Ask participants:

1. Think of a time when you were especially engaged and about a time when you were not. What made these situations different?
2. Why is employee engagement so important in the workplace?

Watch the video again.

Ask participants:

1. What could have been done differently in the scenario with Michael and the school principal?
2. What are some strategies to help YOUR workplace boost overall employee **Engagement**?
3. Write down different ways that YOU can boost your **Engagement** at work.

Balance Worksheet

Facilitator Notes: Use this worksheet to encourage a discussion about **Balance**. It is one of thirteen factors that have been shown to impact mental health of individuals in



the workplace. Be sure to encourage discussion by being open to all answers and opinions from participants. Examples of possible discussion groups are: employees at a team meeting or lunch and learn, staff or management orientation, and union-member discussions.

Suggested materials: laptop, speakers, projector and screen, flip charts and markers, whiteboard or chalkboard.

Suggested Process:

Watch the video once at www.haveTHATtalk.ca

Read definition of **Balance**:

[On the Agenda](#) defines **Balance** as present in a work environment where there is recognition of the need for balance between the demands of work, family, and personal life.

Ask participants:

1. Think of a time when you had difficulty maintaining work life **Balance**. What strategies did you use, or could have used to manage during this time?
2. Why is work life **Balance** so important?

Watch the video again.

Ask participants:

1. What could have been done differently in the scenario with Liliana?
2. What are some strategies to help YOUR workplace boost overall employee **Balance**?
3. Write down different ways that YOU can manage your work life **Balance**.



Psychological Protection Worksheet

Facilitator Notes: Use this worksheet to encourage a discussion about **Psychological Protection**. It is one of thirteen factors that have been shown to impact mental health of individuals in the workplace. Be sure to encourage discussion by being open to all answers and opinions from participants. Examples of possible discussion groups are: employees at a team meeting or lunch and learn, staff or management orientation, and union-member discussions.

Suggested materials: laptop, speakers, projector and screen, flip charts and markers, whiteboard or chalkboard.

Suggested Process:

Watch the video once at www.haveTHATtalk.ca

Read definition of **Psychological Protection**:

[On the Agenda](#) defines **Psychological Protection** as present in a work environment where employees' psychological safety is ensured. Workplace psychological safety is demonstrated when workers feel able to safely ask questions, seek feedback, report mistakes and problems, or propose a new idea without fearing negative consequences to themselves, their jobs or their careers.

Ask participants:

1. Think of a time when you did not feel psychologically protected. How could you, or did you, address this feeling in a way that respected both you and the other party?
2. What does a psychologically safe workplace look like? How can workplaces help support a psychologically safe workplace culture?

Watch the video again.





Ask participants:

1. What could have been done differently in the scenario with Deepak and his manager?
2. What are some strategies to help YOUR workplace ensure overall Psychological Protection?
3. Write down different ways that YOU can ensure your own Psychological Protection at work.



Protection of Physical Safety Worksheet

Facilitator Notes: Use this worksheet to encourage a discussion about **Protection of Physical Safety**. It is one of thirteen factors that have been shown to impact mental health of individuals in the workplace. Be sure to encourage discussion by being open to all answers and opinions from participants. Examples of possible discussion groups are: employees at a team meeting or lunch and learn, staff or management orientation, and union-member discussions.

Suggested materials: laptop, speakers, projector and screen, flip charts and markers, whiteboard or chalkboard.

Suggested Process:

Watch the video once at www.haveTHATtalk.ca

Read definition of **Protection of Physical Safety**:

[On the Agenda](#) defines **Protection of Physical Safety** as present in a work environment where management takes appropriate action to protect the physical safety of employees. Appropriate actions may include: policy to protect workers physical safety, training in safety-related protocols, rapid and appropriate response to physical accidents or unsafe situations, and clearly demonstrated concern for employees' physical safety.

Ask participants:

1. Think of a time when you did not feel physically safe. How did you address this safety issue while respecting everyone involved?
2. What does a physically safe workplace look like? What are some ways that employees can ensure their physical well being at work? How can workplaces make sure that their employees feel safe from physical harm at work?



Watch the video again.

Ask participants:

1. What could have been done differently in the scenario with Ayesha and her supervisor?
2. What are some strategies to help YOUR workplace ensure overall physical safety in the workplace?
3. Write down different ways that YOU can ensure your own physical safety in the workplace.

