



# Integrating Psychological Health and Safety in the Workplace

## Guiding Questions

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COMMISSION  
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## How to use this Reference

The guiding questions in this reference are for your use during the Opening Minds Integrating Psychological Health and Safety in the Workplace course. They are NOT to guide your integration efforts in your workplace.

To effectively integrate PHS across your workplace systems, learn and refer to the Opening Minds PHS Integration Framework.

These questions are to help you understand the concepts related to PHS integration and how to recognize their presence – or absence – at various stages in the PHS management cycle.

You can refer to these guiding questions during scenarios, reflection, group discussions, and problem solving. They should help you know where to start.

# Risk – Focus on Mental Health Awareness, Promotion, and Support

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## **Commitment, Leadership, and Participation**

Are there leaders actively promoting mental health awareness and support within the organization?

How does the organization demonstrate a commitment to mental health promotion through visible leadership actions?

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## **Planning**

Are mental health awareness and support programs planned in alignment with broader organizational strategies?

Is there a structured plan for promoting mental health awareness across all levels of the organization?

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## **Implementation**

Is the implementation of mental health promotion programs and support services consistent throughout the organization?

How are employees made aware of available mental health resources during the implementation stage?

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## **Evaluation and Corrective Action**

Is the impact of mental health awareness programs evaluated regularly, and are improvements made where needed?

How does the organization ensure that employees are receiving adequate psychological support through these programs?

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## **Management Review**

Are mental health promotion and support initiatives reviewed to assess their alignment with organizational goals?

How is feedback from employees used to update and improve mental health awareness and support programs?

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# Risk – Focus on Risk Assessment and Control

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## **Commitment, Leadership, and Participation**

Does the organization have a clear commitment from leadership to prioritize risk assessment and control related to psychological health?

Are employees involved in identifying and addressing psychological risks in the workplace?

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## **Planning**

Are psychological risks assessed and prioritized during the planning stage?

Are there specific risk control measures included in the planning process to address psychological health issues?

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## **Implementation**

Are psychological health risks being actively managed and controlled during the implementation of PHS initiatives?

How does the organization monitor and respond to emerging psychological risks during the implementation phase?

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## **Evaluation and Corrective Action**

Is the effectiveness of psychological risk controls evaluated regularly, and are adjustments made as needed?

Are employees given the opportunity to provide feedback on whether the controls for psychological risks are effective?

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## **Management Review**

Are psychological risk management processes reviewed as part of the management review cycle?

How does the management review incorporate lessons learned from risk assessments to improve future PHS integration?

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# Risk - Focus on Emergency Preparedness and Response

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## **Commitment, Leadership, and Participation**

Is psychological health integrated into the organization's emergency preparedness and response plans?

Are leaders demonstrating a commitment to psychological health during crises by providing mental health resources and support?

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## **Planning**

Are psychological health risks considered during the planning of emergency preparedness initiatives?

Does the organization have a plan to provide psychological support to employees during emergencies or crises?

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## **Implementation**

Are psychological health considerations integrated into the implementation of the organization's emergency response procedures?

How are employees informed about the psychological health resources available during emergencies?

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## **Evaluation and Corrective Action**

Is the effectiveness of the organization's psychological health supports during emergencies evaluated regularly?

What corrective actions are taken to improve the organization's psychological health response in emergencies?

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## **Management Review**

Is the psychological health component of the organization's emergency preparedness plans reviewed as part of the management review process?

How does the organization incorporate feedback from past emergencies to improve psychological health supports?

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# People – Focus on Human Rights and Employment Standards

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## **Commitment, Leadership, and Participation**

Is leadership committed to upholding human rights and employment standards that support psychological health and safety?

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Are employees informed about their rights and how these align with the organization’s PHS policies?

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## **Planning**

Are human rights and employment standards considered during the planning of PHS initiatives?

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How are PHS initiatives aligned with national or international employment standards related to psychological health?

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## **Implementation**

Are human rights and employment standards enforced to support psychological health during the implementation of PHS initiatives?

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How are managers trained to uphold human rights standards in relation to psychological health?

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## **Evaluation and Corrective Action**

Are human rights and employment standards regularly reviewed to ensure alignment with PHS goals?

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How does the organization take corrective action when human rights violations related to psychological health occur?

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## **Management Review**

Is the organization’s approach to human rights and employment standards in relation to PHS considered as part of the management review process?

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How are updates to human rights and employment standards integrated into the organization’s PHS policies?

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# People – Focus on Equity, Diversity, and Inclusion (EDI)

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## **Commitment, Leadership, and Participation**

Is leadership committed to ensuring equity, diversity, and inclusion in all PHS initiatives?

How does the organization promote EDI as part of its commitment to psychological health and safety?

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## **Planning**

Are EDI principles included in the planning of PHS initiatives to ensure all employees feel represented and supported?

How are EDI considerations incorporated into planning to address psychological health needs across diverse employee groups?

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## **Implementation**

Are EDI practices actively applied during the implementation of PHS initiatives to ensure inclusivity?

How does the organization ensure that EDI principles are embedded in daily operations during the implementation stage?

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## **Evaluation and Corrective Action**

Are EDI initiatives evaluated for their impact on psychological health, and are improvements made where needed?

How does the organization address gaps in EDI practices that may impact psychological health?

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## **Management Review**

Is the organization's commitment to EDI reviewed regularly to ensure it aligns with PHS objectives?

How are lessons learned from EDI evaluations used to improve PHS initiatives?

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# People – Focus on Ability Management

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## **Commitment, Leadership, and Participation**

Is leadership committed to ensuring that employees with disabilities receive appropriate psychological health support and accommodations?

How does the organization ensure that ability management is integrated into PHS initiatives for all employees?

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## **Planning**

Are ability management practices included in the planning of PHS initiatives to support employees with disabilities throughout their employment?

How are psychological health needs considered when planning accommodations for employees with disabilities?

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## **Implementation**

Are ability management practices actively applied during the implementation of PHS policies to ensure that employees with disabilities receive consistent support?

How is the organization ensuring that accommodations are maintained and adjusted as necessary during the implementation phase?

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## **Evaluation and Corrective Action**

Is the effectiveness of ability management practices in supporting psychological health evaluated regularly, and are corrective actions taken when gaps are identified?

How are employees with disabilities involved in providing feedback on the effectiveness of ability management practices?

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## **Management Review**

Is the management review process used to assess the effectiveness of ability management in relation to psychological health?

How does the organization update its ability management practices based on the findings from management reviews and feedback from employees?

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# People – Focus on Worker Lifecycle

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## **Commitment, Leadership, and Participation**

Is leadership committed to supporting psychological health and safety throughout all stages of the worker lifecycle, from recruitment to retirement?

How does leadership ensure that psychological health is prioritized at key transition points, such as onboarding, promotion, and exit?

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## **Planning**

Are psychological health considerations integrated into the planning for all stages of the worker lifecycle, including recruitment, onboarding, development, and exit?

How are employee transitions, such as promotions and retirements, planned to support psychological health?

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## **Implementation**

Are PHS policies and programs applied consistently across all stages of the worker lifecycle to ensure psychological health is maintained?

How does the organization ensure that psychological health is supported during key transitions, such as onboarding or role changes?

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## **Evaluation and Corrective Action**

Are PHS practices throughout the worker lifecycle regularly evaluated to ensure they are effectively supporting employees during transitions?

How are corrective actions taken to address gaps in psychological health support during key stages, such as exit interviews or promotion processes?

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## **Management Review**

Is the integration of PHS across the worker lifecycle reviewed as part of the management review process to ensure alignment with organizational goals?

How are feedback and outcomes from different lifecycle stages, such as onboarding or retirement, used to update and improve PHS integration?

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# Leadership - Focus on Policy and Strategy

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## **Commitment, Leadership, and Participation**

Is there a formal commitment to integrating PHS into organizational policies and strategies at the leadership level?

How are PHS policies communicated and supported by leadership across the organization?

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## **Planning**

Are psychological health and safety considerations embedded in the organization's policy and strategy planning processes?

Is the development of policies aligned with ensuring long-term support for PHS initiatives?

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## **Implementation**

Are policies being effectively implemented to promote psychological health across the organization?

How are policies translated into daily practices to ensure psychological health and safety is maintained?

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## **Evaluation and Corrective Action**

Are the organization's policies and strategies regularly reviewed to assess their impact on psychological health and safety?

What corrective measures are taken when policies fail to adequately support psychological health?

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## **Management Review**

Are PHS policies and strategies included in the organization's management review process to ensure continued alignment with organizational goals?

How is feedback from employees and leadership used to update PHS policies and strategies?

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# Leadership - Focus on Managing Change

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## **Commitment, Leadership, and Participation**

Is leadership demonstrating a clear commitment to managing change in ways that support psychological health and safety?

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How are employees being engaged by leadership to participate in discussions and planning related to organizational change?

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## **Planning**

Are psychological health and safety risks identified and assessed during the planning of organizational changes?

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How are leadership competencies in managing change considered when planning for PHS integration during transitions?

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## **Implementation**

Are leaders actively managing change in a way that minimizes psychological risks and ensures employees are supported through transitions?

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How does leadership ensure that PHS policies are implemented during organizational changes, and that psychological health is prioritized?

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## **Evaluation and Corrective Action**

Is the effectiveness of leadership in managing change evaluated in terms of psychological health outcomes for employees?

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What corrective actions are taken when change management processes negatively impact psychological health?

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## **Management Review**

Does the management review process assess how well leadership has managed change while maintaining psychological health and safety?

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How are lessons from past organizational changes used to improve leadership's approach to managing future changes with PHS in mind?

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# Leadership - Focus on Leadership Development Competencies

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## Commitment, Leadership, and Participation

Are leaders equipped with the necessary competencies to support and promote psychological health and safety within the organization?

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How does leadership demonstrate commitment to ongoing PHS competency development?

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## Planning

Does the organization's planning include leadership development to address psychological risks and promote mental health?

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Are there specific plans in place to equip leaders with the skills to manage psychological health and safety issues?

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## Implementation

Are leadership competencies being applied to actively support PHS initiatives during implementation?

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Are leaders providing visible support and modeling appropriate behaviors to promote psychological health during implementation?

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## Evaluation and Corrective Action

How frequently are leadership competencies for PHS evaluated, and are there systems in place for feedback?

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Are there specific corrective actions taken when leadership is not meeting the expectations for promoting psychological health?

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## Management Review

Does the management review process assess whether leadership competencies align with PHS objectives?

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How does the organization update leadership development programs based on feedback from the management review process?

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