




Sample controls for the 13 psychosocial factors

The examples listed promote psychological safety and act as hazard controls based on the 13 identified workplace psychosocial factors. Check off the sample controls you have in place to address the psychological hazard priorities in your workplace and consider what additional controls can be implemented.

Please note:

The controls listed are considered possible controls. They are not mandatory for employers to implement, but can be considered to support your psychological safety program and help with mitigating identified hazards.

Workplace psychosocial factor	Possible controls to decrease psychosocial harm
 <p>Psychological support A work environment where coworkers and supervisors are supportive of employees' psychological safety concerns and respond appropriately as needed.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Employee and Family Assistance Programs <input type="checkbox"/> Trauma-informed workplace training <input type="checkbox"/> Critical incident stress management (debriefing, defusing and resiliency programs) <input type="checkbox"/> Training to respond to psychosocial factors and/or hazards <input type="checkbox"/> Peer support programs <input type="checkbox"/> Diversity and equity policies and/or programs
 <p>Organizational culture The degree to which a work environment is characterized by trust, honesty and fairness. Organizational trust is imperative for any positive and productive social processes within any workplace.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Conflict resolution mechanisms, including clear conflict resolution policies and procedures <input type="checkbox"/> Team building events <input type="checkbox"/> Joint development of organizational mission and values statements <input type="checkbox"/> Diversity and equity policies and/or programs <input type="checkbox"/> Establish a psychological safety committee or a workplace wellness committee <input type="checkbox"/> Hazard reporting policy and procedures <input type="checkbox"/> Policy language for: <ul style="list-style-type: none"> <input type="checkbox"/> Day-to-day/routine communication <input type="checkbox"/> Emergent communication <input type="checkbox"/> Off-hours/vacation communication
 <p>Clear leadership and expectations A work environment where there is effective leadership and support that helps employees know what they need to do, how their work contributes to the organization and whether there are impending changes.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Clear job descriptions <input type="checkbox"/> Constructive job performance feedback that is specific, timely and solution-oriented while being empathetic and respectful <input type="checkbox"/> Regular communication between leadership and employees <input type="checkbox"/> Clear, fair and measurable performance metrics to track progress toward company goals <input type="checkbox"/> Consistent supervision and feedback are provided to workers <input type="checkbox"/> Onboarding and mentoring program for new employees

Workplace psychosocial factor

Possible controls to decrease psychosocial harm



Civility and respect

A work environment where employees are respectful and considerate in their interactions with one another, as well as with customers, clients and the public.

- ☐ Respectful workplace policy
- ☐ Anti-racism policy
- ☐ Sexual harassment policy
- ☐ Conflict resolution mechanisms including open communication, active listening and mediation



Psychological job fit

A work environment where there is a good fit between employees' interpersonal and emotional competencies and the requirements of the position they hold.

- ☐ Communication on the psychological hazards the worker can potentially encounter
- ☐ Vicarious trauma training
- ☐ Flexible work arrangements to allow for rest and recovery
- ☐ Physical spaces for reflection, meditation or other self-care practices
- ☐ Trauma specialist consultations
- ☐ Job demands analysis (including physical demands analysis and psychological/cognitive demands analysis)
- ☐ Physical and Cognitive Functional Ability Forms



Growth and development

A workplace that provides a range of internal and external opportunities for employees to build their repertoire of competencies, which will not only help their current jobs but also prepare them for possible future positions.

- ☐ Apprenticeship programs
- ☐ Progression maps
- ☐ Mentorship opportunities
- ☐ Constructive job performance feedback that is specific, timely and solution-oriented while being empathetic and respectful
- ☐ Consistent supervision and feedback provided to workers
- ☐ Continuous learning and development opportunities for all employee groups



Recognition and reward

A work environment where there is appropriate acknowledgement and appreciation of employees' efforts in a fair and timely manner.



- ☐ Employee of the month recognition
- ☐ Regular job performance reviews
- ☐ Frequent informal feedback
- ☐ Systematic ways to recognize workers' contributions, milestones and achievements
- ☐ Employee engagement opportunities like holiday parties, work BBQs, etc.



Involvement and influence

A work environment where employees feel they have meaningful input into their work, how their work is done and how important decisions are made.

- ☐ Joint employee/management committees
- ☐ Input into the development of procedures
- ☐ Employee consultations on changes to workplace structures and functions
- ☐ Continuous improvement teams
- ☐ Privacy policy

Workplace psychosocial factor	Possible controls to decrease psychosocial harm
 <p>Workload management A work environment where employees feel connected to their work and are motivated to do their job well.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Overtime maximums <input type="checkbox"/> Reasonable work distribution <input type="checkbox"/> Providing all tools and resources necessary for workload management <input type="checkbox"/> Capacity planning and workload reviews <input type="checkbox"/> Allocation plans for vacation and sick leave coverage <input type="checkbox"/> Resources/training consistent with expectations <input type="checkbox"/> Clear escalation and dispute resolution processes for workers raising workload concerns <input type="checkbox"/> Working alone or in isolation policies and/or procedures
 <p>Engagement A work environment where employees feel connected to their work and are motivated to do their job well.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Near-miss reporting procedures <input type="checkbox"/> Injury reporting procedures <input type="checkbox"/> Ongoing safety education regarding updated standards, procedures and best practices <input type="checkbox"/> Feedback mechanisms, like employee surveys, to gather input on company direction and culture <input type="checkbox"/> Team building activities/events <input type="checkbox"/> Shared mission and vision statement <input type="checkbox"/> Team goals <input type="checkbox"/> Profit sharing
 <p>Work/life balance A work environment where there is recognition of the need for balance between the demands of work, family and personal life.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Flexible work time <input type="checkbox"/> Job-share programs <input type="checkbox"/> Work from home and/or hybrid working policies <input type="checkbox"/> Proactive return to work programs <input type="checkbox"/> Inclusive workplace accommodations <input type="checkbox"/> Overtime maximums
 <p>Psychological protection A work environment where employees' psychological safety is maintained. This is demonstrated when workers feel they can take risks, ask questions, seek feedback, report mistakes and problems, or propose new ideas without fearing negative consequences.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Harassment and violence prevention policies and training <input type="checkbox"/> Respectful workplace policy <input type="checkbox"/> Sexual harassment policy <input type="checkbox"/> Gender based violence policy <input type="checkbox"/> Vicarious trauma procedures <input type="checkbox"/> Mental health awareness (stereotype and stigma) training <input type="checkbox"/> Establish regular forums for discussion <input type="checkbox"/> Clear reporting policies for health and safety concerns and incidents <input type="checkbox"/> Post-critical incident worker support plan
 <p>Protection of physical safety A work environment where management takes appropriate action to protect the physical safety of employees.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Health and safety program <input type="checkbox"/> Identification, elimination and control of hazards and training <input type="checkbox"/> Provision of appropriate tools <input type="checkbox"/> Health and safety certification (SAFE Work Certified or COR)