

## Index

### A

Advisory, Conciliation and Arbitration Service (Acas), 33, 38, 43-45, 48, 50, 104

#### Appendices

Chapter 1 - Legal Status of Codes of Practice, 33-34

Chapter 4 - Evaluations of the Neighbour at Work Principles/Imperatives in Action, 87-101

Chapter 5 - The Evolution of the Stress Satisfaction Offset Score (SSOS) and the Stress Satisfaction Index (SSIX), 113-115

“Assessing the Costs of Work Stress,” 12

Assessment of Psychosocial risks in workplace. *see* Psychosocial risks

Authority-based relationship, 71-73

### B

“Beyond Corporate Social Responsibility: the role of the workplace in building population health,” 6

Bill 132, 23, 119

Business Health Culture Index, 88-89

### C

“Calculating the Costs of Work-Related Stress and Psychological Risks,” 12

Canada Standard CSA-Z1003-12/BNQ 9700-803/2012 — Psychological Health and Safety in the Workplace — Prevention, promotion and guidance to staged implementation, *see* the Standard

Canadian Standards Association (CSA), xix, 1, 17

#### Carefulness

avoidance of reasonably foreseeable psychological injuries a level of, 30

culture of, 18-19, 21, 64, 66, 74, 85

language of, 19, 63, 64

Neighbour at Work and, 77, 79

norm of conduct, as, 64

Carelessness, 64

Caring behaviour, 77-78

Centre for Addiction and Mental Health (CAMH), 12

#### Codes of Practice

alternative to regulation, as, 56-57

legal status of, 33-34

measure of risk to mental health, to, 7

Ontario proposal of, 23, 119

Cultural change, xiii, xxi, 61, 62

Cultural requirements in the Standard, 61, 62-64, 75, 85

#### Cultural tools

need for, xiii, 6, 61-62, 85

Neighbour at Work one of, xxii, 80

Culture, defining, 62

#### Culture of Carefulness

the Law's, 21

legal regulation needed to promote, 64

organizational norm, as, 85

the Standard's, 18-19

status- and authority-based relations, in, 74

### D

Demand/Control Model in measuring stress and satisfaction, 113

“Difficult Conversations,” 73

Duty of care in UK courts, 35

## E

Education-Legal Hybrid in UK, 38

Effort/Reward Imbalance Model in measuring stress and satisfaction, 113

Emotional intelligence, 77-78

Employers’ value of the Standard, 4-5

Engagement, 64, 65, 97, 118

Etiologic Fraction, 13-14, 16, 103

European Agency For Safety and Health at Work, 12

## F

“Four Branch Model of Emotional Intelligence,” 78

## G

General Duty Clause in OH&S, 22, 29, 53

“Guarding Minds at Work,” 109

## H

Health and Safety at Work Act of 1974 (HSWA), 38, 46-47

Health and Safety Executive (HSE) in UK, stress-related risks set by, 10, 38-41

Health Canada’s Workplace Health System Survey, 114

Human agency or conduct in workplace, 65

Hybrid approach, 4-5, *see also* Hybrid model; the Standard; UK’s approach to mental health protection

Hybrid Model

Europe and other countries, in, 51-53, *see also* UK’s approach to mental health

legal requirements to mental health protection at work in, 16-17

measurement/assessment requirement in, 45

original intent of, 6-11

pilot study of adopting, 2

population health objectives in the, 14

measurement of psychological risk levels to achieve, 14-16

recommended components of, 7-8

## I

Indicator tools to assess conformity with standards, 42, 50

Information and participation failure, 69, 70

International Labour Organization, 11, 117

Interpersonal understanding in Neighbour at Work principles, 77

## L

Language as conduct, 63

Legal status of codes of practice (Canadian and UK law), 33-34

Lost productivity in Canada due to mental disorders, 12

## M

Management and Standards (M&S) approach, 48, 51

policy components of, 7-8

Management standards

“Acas” and implementation of, 38, 43-45

population health strategy and, 41

threshold alert levels in, 41-43

in UK approach, 38

- Market forces and the Careful Workplace, 117-118
- Mental health
  - assessment of, 109
  - sociobiological translation in, 68
  - workplace dynamics and population's, xx
- Mental Health Commission of Canada, 2, 7, 12, 17
- Mental health construction, fairness role in, 66-68, 74-75
- Mental health objectives
  - carefulness in, 30
  - voluntary standard achieving, 14-16
- Mental health protection
  - benefits to rights status in, 121
  - employee status and, 118-119
  - legal duty towards, 22
  - measurement and accountability
    - aggregating data in, 111
    - general challenges of, 103
    - specific challenge of, 108-111
  - social exhaust offset by, xii, 104, 105-106
  - transfer of harm or health from workplace to society in, 6
- Mental injury
  - code of practice and, 56
  - conduct resulting in, 20
  - legal prevention of, 22, 30
  - legal threshold of, 75
  - level of protection to reduce burden of, 74
  - Neighbour at Work principles used to prevent, 80
  - negligent conduct resulting in, 20
  - polar opposite of engagement, 64
  - prevention of, 3, 5, 8, 21
  - reckless conduct resulting in, 20
  - regulation to support or defend against claims of, 55-56
  - risk to society from workplace, 16
  - UK approach to prevention of, 31, 35, 37, 49
  - unfairness causing, 74
  - use of term, 65
  - who should bear costs to prevent, 27
- N**
- National policy on risk to mental health in workplace, recommended components of, 7-8
- National Standard Z1003, 7, 109
- Negation of consent, 70, 71
- Negligently inflicted harm, 19, 20
- Neighbour at Work
  - definition of, 88
  - floor standard of conduct, as a, 78-79, 79, 81
- Neighbour at Work Effect, 80-82, 89, 91-93
- Neighbour at Work Initiative, 76, 87-95
- Neighbour at Work principles
  - caring behavior promoted in, 77-78
  - diagram of, 76
  - ethical basis of, 78-80
  - evaluations in, 87

- interpersonal understanding and, 77
- law in, 78-79
- legal basis of, 78-80
- social psychological basis of the, 77
- the Standards cultural requirements founded on, 75-77
- three principles of, 83-86

Neighbour principle, *see* Neighbour at Work principles

Norm of conduct, 63

- carefulness as, 64

## O

Occupational health and safety legislation (OH&S),

- code of practice developed under, 23-24
- General Duty Clause in, 22, 29, 53
- general duty of care in, 17
- remedial actions under, 10

## P

Performance standard, xviii

Personal and Professional Effects Score (PPES), 97-98

Population health issue, *see* mental health protection

Population health objectives, 78

Power-based relationships, 71

Precautionary Principle, 16

Proposed standard, 8-11

Proposed Standard [2009], 10-11

Psychological Health and Safety Management System (PH&SMS), xvix, 61, 64

Psychological protection shield, 16-17

Psychological safety in working environments, percentage of concerns about, 3

Psychological Safety Score (PSS), 96-97

Psychosocial risks

- assessment and abatement of, 5-6, 15, 55
- need for assessments of, 104
- reason for not regulating, 120

Public Service Alliance of Canada, new mandate of, 30-31

Public Service Labour Relations Board, 28

## R

Reasonable foreseeability of harm

- duty to provide safe system of work and, 25
- fairness and, 86
- mental health, to, 9, 10
- negligence and, 30
- threshold of harm and, 21
- UK jurisprudence on, 35-41

Recklessly inflicted harm, 19, 20, 25-30

Reduced risk liability, 4

Regulation

- argument against, 121
- Codes of Practice alternative to, 56-57
- complainants use of, 55-56
- in context of Standard's population health agenda, xxi
- draft, 57-59
- employers' use of, 56

- enforcement of, 55
- intent of, 55
- public remedies of, 55
- UK approach to, 6
- Regulatory components of hybrid model, 6, 55-59
- Risk assessment, 14-15
- Risk benefit ratio, 4
- Risk Reduction Potential (RRP), 91-92
- Risk Reduction Target (RRT), 91-92, 111
- RRP/RRT approach, 92
- S**
- Scientific Evidence and “UK’s Management Standards”, 73-74
- SHARE, 1, 2, 104
- Shareholder Association for Research & Education, *see* SHARE
- Simon Fraser University’s Center for Applied Research in Mental Health and Addiction (CARMHA), 2
- Social exhaust, 105
- Social impact statement (SIS), 103, 105, 107, 108
- Sociobiological translation, 68, 74
- Sociology of Emotions, 68
- SSIX (Stress Satisfaction Index), 108-110, 115
- SSOS (Stress Satisfaction Offset Score), 88-90, 96, 109-110, 113-119
- Status-based relationships, 71
- Stress
  - measurement of, 113
  - UK definition of, 38
- “Stress at Work, Mental Injury and the Law in Canada,” 7
- Stress Satisfaction Index (SSIS), 108-109, 115
- Stress Satisfaction Offset Score (SOS), 113-115
- Stress Satisfaction Offset Score (SSOS), 88-90, 96, 109-110, 113-119
- System tools, 61
- T**
- The Careful Workplace, definition of, xi
- “The Cost of Violence/Stress at Work and Benefits of a Violence Free Workplace,” 11
- “The Road to Psychosocial Safety,” 66
- The Standard, *see also* Carefulness
  - basic requirements of, 18
  - challenges of implementing, 2-3, 5-6
  - Common law duty of care specified by, xxi
  - cultural change and, xxi
  - cultural project of, 63
  - cultural requirements of, 61, 62-64, 75, 85
  - culture of carefulness requirement in, *see* Culture of carefulness
  - data downloads from SHARE study and, 1
  - data from Implementation Study of, 2
  - duty of care specified by, xxi, 9, 16-18, 17-18, 19
  - duty to prevent mental injury in, 22
  - evidence-based proposal of, 8-11
  - federal employees Memorandum of Understanding to implement, 119-120
  - focus of, 62
  - fundamental beliefs and understandings of, 64-66

- hybrid approach to implementing, 5, 55
  - intent and purpose of, 6-11
  - PH&SMS as backbone of, 61
  - pilot study on adopting, 3
  - population health agenda and regulation of, xxi
  - population health initiative as a, 11
  - population health objectives, 78
  - population health strategy and, 12
  - preventing reasonably foreseeable harm as central requirement of, 61
  - prevention of negligent harm in, 18
  - provincial trends towards, 22, 120
  - Psychological Health and Safety Management System in, 83
  - reasonable foreseeability of harm and, 25-30
  - risk benefit ratio used in, 4
  - social expectations and, 119-120
  - threshold of harm in, 20-21
  - two levels of, xix-xx
  - value for employers of, 4-5
  - voluntary adoption of, 3, 5, 14-16
  - workplace actors' roles in, 83-85
- Threshold of harm, 20-21
- Transfer of mental health or harm from workplace to society, 15

## U

- UK's approach to mental health protection
- Acas role in implementing management standards in, 43-45
  - Canadian application of, 49-51
  - hybrid approach summary in, 48-49
  - key elements of, 38
  - legal component of Hybrid Model in, 10, 45-47
  - management standards in, 41
  - platform statement or threshold in, 41-42
  - prevention of mental injury focus of, 37
  - public and private law remedies in, 47-48
  - reasonable foreseeability role in, 35-37
  - six standards associated with stress reactions in, 39-41
  - stress definition in, 38
- Unfairness
- information failure and, 69, 70
  - participation failure and, 69-70
  - perceptions of, 73, 75
  - power-based relationships and experience of, 71

## V

- Vital Workplace, 80, 87, 94, 95
- Vital Workplace Survey, 95-101
- Voluntary adoption of the Standard, 3, 5
- probable impact of population health objectives by, 14-16

## W

- Work Relationships, types of, 71-73
- Workers Compensation Act, 22
- Workers' Compensation Law, recent developments in, 24-25
- Workplace actors

## Index

137

roles in the Standard, 83-85  
definition of, xi