

Table of Contents

About the Author	ix
A Note on Language	xi
Foreword	xiii
Acknowledgments	xv
Introduction	xvii
Why This Book was Written and for Whom.....	xvii
The Spirit of the Standard: The Vision Statement.....	xviii
What Kind of Standard is Z1003?	xviii
The Project of This Book: The Population Health Agenda of the Standard.....	xix
The Era of “The Careful Workplace”	xx
Using the Standard: A Tool for Everyone.....	xx
Regulation in the Context of the Standard’s Population Health Agenda.....	xxi
Exploring a Hybrid Model for Implementing the Standard and Confronting the Culture Barrier.....	xxi
Chapter 1	
The Standard so Far: The Emerging Case for a Hybrid Model	1
On the Threshold of a New Era.....	1
Data from Downloads of the Standard and the SHARE Study.....	1
Data from the Implementation Study of the Standard.....	2
Context and Perspective.....	2
Value of the Standard for Employers	4
Introduction to a Hybrid Approach for Assessing and Abating Psychosocial Risks	5
Examining the Case for a Hybrid Model	6
1. The Purpose and Original Intent of the Standard	6
A. Recommended Components of a National Policy to Assess and Address Risk to Mental Health in the Workplace.....	7
B. Toward a Standard for Canada: Beginning the Conversation....	8
2. Revisiting the Rationale for the Standard as a Population Health Initiative.....	11
3. Does a Voluntary Standard Have the Potential to Achieve Population Health Objectives?.....	14

4. How Does the Standard Relate to Current Legal Requirements to Protect Mental Health at Work? Is There a Hole in the Psychological Protection Shield Provided by Law and the Standard?	16
Defining a “Culture of Carefulness” in the Standard and the Law	18
Culture of Carefulness in the Standard	18
The Basic Language of Carefulness	19
A. Examples of Ongoing Intentional and Reckless Conduct Predictably Resulting in Mental Injury and Typically Characterized as Harassment.....	20
B. Examples of Ongoing Negligent Conduct Creating a Climate in Which Mental Injury is Often Reasonably Foreseeable (But Typically Not Amounting to Harassment as Currently Defined in Law).....	20
The Threshold of Harm: Reasonable Foreseeability	21
Culture of Carefulness in the Law	21
No Duty to Prevent Mental Injury at Law?.....	22
Recent Trends in BC and Ontario: A Shift Toward More Regulation?	22
Recent Developments in Workers’ Compensation Law	24
Negligence, Reasonable Foreseeability of Harm and the Duty to Provide a Safe System of Work	25
5. Emerging Issue: Reasonable Foreseeability as the Key Criterion for Attracting Liability	30
Appendix to Chapter 1	33
Chapter 2	
The UK’s Legal and Educational Approach to Mental Health Protection....	35
Reasonable Foreseeability in UK Jurisprudence	35
The UK Approach to Prevention of Mental Injury	37
Key Elements of the UK Approach: An Educational-Legal Hybrid	38
The Educational Component of the Hybrid Model: Management Standards and the Acas.....	38
Management Standards as a Population Health Strategy.....	41
Management Standards and Threshold Alert Levels.....	41
The Management Standards Today	43
The Role of the “Acas” in Implementing the Management Standards	43
The Legal Component of the Hybrid Model: Measurement/Assessment Requirements	45
The Relationship Between Public and Private Law Remedies in the UK ...	47

Summary of the UK Hybrid Approach.....	48
How Might the UK Experience Apply to Canada?	49
The Hybrid Model Elsewhere in the World	51
Other Governmental Approaches	52
Conclusion	53
Chapter 3	
Regulatory Components of a Hybrid Model.....	55
Purpose, Administration and Enforcement of the Regulation as a Public Remedy	55
Use of the Regulation by Complainants	55
Use of the Regulation by Employers.....	56
An Alternative to Regulation: Codes of Practice	56
A Draft Regulation.....	57
A. Basic Requirement: Use of Initial Scan Surveys	57
B. Alert Thresholds and Risk Reduction Targets.....	58
C. Record of Compliance and Achievement of RRTs.....	58
D. Administration	59
E. Enforcement.....	59
F. Application.....	59
Chapter 4	
Culture and the Careful Workplace.....	61
Preliminary Considerations: The Challenge of Cultural Change	61
The Need for “Cultural Tools”	61
Does the Law Play Any Role in Effecting Cultural Change?.....	62
The Cultural Requirements of the Standard: A Closer Examination.....	62
Defining Culture	62
The Cultural Project of the Standard	63
The Language of Carefulness: Language as Conduct.....	63
Exploring the Basic Beliefs, Understandings and Values of the Standard... 64	
The Central Role of Fairness in the Construction of Mental Health: Scientific Evidence.....	66
The Sociobiological Translation.....	68
The Anatomy of Unfairness: Failures of Information and Participation.....	69
Information Failure and Unfairness	69
Participation Failure and Unfairness.....	69

Negation of Consent is at the Heart of Information and Participation Failure	70
The Experience of Unfairness is More Likely to be Found in Power-Based Relationships	71
The Standard’s Implicit Position on Power-, Status- and Authority-Based Relationships	73
Fairness and Culture: Concluding Thoughts on the Scientific Evidence and its Practical Value.....	73
The Central Role of Fairness in the Construction of Mental Health: Legal Evidence	74
Importing the Common Law Neighbour Principle into the Workplace.....	75
The Neighbour Principle as the Foundation of the Standard’s Cultural Requirements	75
The Social Psychological Basis of the Neighbour at Work Principles.....	77
The Legal and Ethical Basis of the Neighbour at Work Principles	78
The Neighbour at Work Effect: Evaluations of How the Principles Work in Practice	80
The Roles of Workplace Actors in Fulfilling the Systemic and Cultural Requirements of the Standard	83
Conclusion	85
Appendix to Chapter 4	
Evaluations of the Neighbour at Work Principles/Imperatives in Action.....	87
Chapter 5	
Mental Health Protection as a Population Health Issue:	
Challenges of Measurement and Accountability	103
The General Challenge of Measurement and Accountability.....	103
How Can Workplaces Build and Report on Metrics That Have Validity, Reliability and Credibility	104
The Nature of a Social Impact Statement (SIS).....	105
Can Some “Social Exhaust” be Offset by Benefits to Society?	105
Standard introduction to an SIS.....	107
What Would the SIS Report on?	108
The Specific Challenge of Measurement and Accountability	108
Aggregating the Data for Population Health Purposes.....	111
Appendix to Chapter 5	
The Evolution of the Stress Satisfaction Offset Score (SSOS) and the Stress Satisfaction Index (SSIX)	113

Chapter 6**Toward the Careful Workplace:**

The End of the Beginning or the Beginning of the End?	117
Market Forces and the Careful Workplace.....	117
Employee Status and Mental Health Protection	118
The Standard and Social Expectations.....	119
What Reason Could We Have For Not Regulating the Assessment of Psychosocial Risks in the Workplace?.....	120
From Benefits to Rights.....	121
A Duty Too Far?	121
References.....	123
Index	131