

About PF6: Growth & Development

What are Psychosocial Factors?

Psychosocial factors are elements that impact employees' psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers).

What is PF6: Growth & Development?

GM@W defines PF6: Growth & Development as present in a work environment where employees receive encouragement and support in the development of their interpersonal, emotional and job skills. Such workplaces provide a range of internal and external opportunities for employees to build their repertoire of competencies, which will not only help with their current jobs, but will also prepare them for possible future positions.

Why is Growth & Development important?

Employee development increases goal commitment, organizational commitment and job satisfaction. Employees feel that organizations care when they support growth and development, and skill acquisition and career development directly enhance employee well-being. It is important to ensure that growth opportunities extend beyond learning specific technical skills necessary for job performance, also including opportunities to learn personal and interpersonal skills that are critical to successfully caring for oneself and relating to others.

What happens when employees don't have opportunities for growth and development?

Employees who are not challenged by their work will grow bored, their well-being will suffer, and their performance will drop. When staff do not have opportunities to learn and improve their interpersonal and psychological skills, the result can be conflict, disengagement and distress.

How can Growth & Development be improved?

Start by conducting the GM@W Organizational Review and/or the GM@W Survey and reviewing the results. If **Growth & Development** is identified as an area of concern or relative strength, refer to the GM@W Action Resources for a practical strategy and evidence-based and effective suggested actions that can improve **Growth & Development**. It is also important to discuss the findings with employees to gain a further understanding of the results and to obtain input into possible interventions. Furthermore, it is important to evaluate the undertaken interventions over time to ensure they are effective and to take corrective action where needed. Consider reviewing the resources below. Finally, refer back to the GM@W website on occasion for new ideas about how **Growth & Development** can be enhanced.

Further information about Growth & Development:

- Briscoe, D. (1987). The 10 commandments of development. *Training & Development Journal*, 41(8), 54.
- Gilbert, M. & Bilsker, D. (2012). *Psychological Health and Safety: An Action Guide for Employers*. Retrieved from http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf
- Jacobs, R., & Washington, C. (2003). Employee development and organizational performance: A review of literature and directions for future research. *Human Resource Development International*, 6(3), 343-354.
doi: <http://dx.doi.org/10.1080/13678860110096211>
- Lee, C., & Bruvold, N. (2003). Creating value for employees: Investment in employee development. *International Journal of Human Resource Management*, 14(6), 981-1000. Retrieved from <http://www.mobilityagenda.org/value.pdf>
- Putrich, D. (2005). Employee development on a shoestring. *Computerworld*, 39(27), 32.
- The Great-West Life Assurance Company. (2012). PF6: Growth and Development. In *Centre Resources by GM@W Factor and On the Agenda*. Retrieved from <http://www.workplacestrategiesformentalhealth.com>

www.guardingmindsatwork.ca