**Organizational Culture**

**Strengths**

* Supportive supervisors who are approachable and empathetic
* Overall culture of respect among colleagues

**Weaknesses**

* Perception that mental health issues are not taken seriously by management
* Department seen as not managing conflict well
* Hesitation to talk about mental health/illness

**Employee Engagement and Development**

**Strengths**

* Overall job satisfaction
* Employees proud of the work they do; work is fulfilling
* Employees willing to put in extra effort to get the job done

**Weaknesses**

* Perceived lack of support for career development and lack of opportunities for promotion within the Department
* Limited opportunities for some employees to provide input into decisions that affect their work, and to be innovative or take initiative in their work (employees providing services directly to the public in particular)
* EXs – Lower level of commitment to the organization among EXs at ESDC in comparison to EXs in other organizations.

**Work Content and Characteristics**

**Strengths**

* Many employees report that their job is a good fit with their skills and (to a somewhat lesser extent) their interests
* Many employees say they can complete their assigned workload during their regular work hours (supervisors less so)
* Most employees say they have the materials and equipment needed to do their job

**Weaknesses**

* Some employees report stress caused by heavy workload, unrealistic timelines, unnecessary approvals, competing demands and role ambiguity

**Clear Leadership**

**Strengths**

* Many employees say that they are kept informed by their immediate supervisor about issues that affect their work, they receive useful feedback from their immediate supervisor, and their work is assessed against identified goals and objectives

**Weaknesses**

* A perception that Senior leadership need to recognize and understand how they can contribute to a workplace that promotes mental health
* Information does not flow effectively from senior management to staff
* Better preparation for management roles is needed
* A perception that managers lack abilities to address individual concerns, and to deal with the impact of mental health issues in the workplace
* A need to recognize work well done

**Support and Balance**

**Strengths**

* Support at work to balance work and personal life (ESDC especially, Labour Program and Service Canada less so)
* Availability of flexible work arrangements (for some)

**Weaknesses**

* Inconsistency in providing flexible work arrangements
* Better mechanisms to share information on resources and dedicated learning opportunities related to mental health and illness
* Limited support system for employees who are alone at a site and report virtually

**Health and Safety in the Workplace**

**Strengths**

* Positive working relationships with co-workers
* Department seems to be working to prevent harassment and discrimination

**Weaknesses**

* Department has not assessed psychological hazards associated with certain occupations or established mitigation measures (where applicable)
* Some reported that harassment and discrimination on the job continue to occur
* EXs – Higher level of incivility comparatively to national sampling