

Workplace MENTAL HEALTH @ ESDC in 2017



Departmental Survey Results

Background

ESDC conducted a Workplace Mental Health Survey to gain insight into the well-being of employees. The Survey uses a tool developed by the Department of National Defence, and assesses 13 risk and resilience factors consistent with the National Standard of Canada for Psychological Health and Safety in the Workplace.

6,957 > **48%**
 employees were invited to participate / completed the questionnaire

Approach

- Research shows that key factors shape how people experience the workplace.
- Job demands are physical or emotional stressors like time pressure, heavy workload, and a stressful working environment.
- Job resources can protect employees from the negative effects of job demands, and reduce potential negative outcomes.
- ESDC's Workplace Mental Health Survey measures five workplace well-being outcomes associated with employees' psychological health and safety.

Job Demands

- 62%** can **balance** work and family life
- 55%** experience moderate to high challenges with respect to their **workload**
- 73%** experience moderate to high challenges with **job stress**



Job Resources

- 85%** feel **competent** in their job
- 80%** feel they work in a **civil and respectful** environment
- 75%** understand their **role**
- 66%** find their work **meaningful**
- 64%** feel **safe** to take risks and voice their opinion
- 62%** feel **connected** to their colleagues
- 57%** report their **leaders** are supportive and inspiring
- 52%** experience low to moderate **team culture** and **organisational support**
- 64%** feel low to moderate sense of **control over their work**
- 47%** feel a low sense of **impact** in their job
- 42%** feel their work is not appreciated or **recognized**



Workplace Outcomes

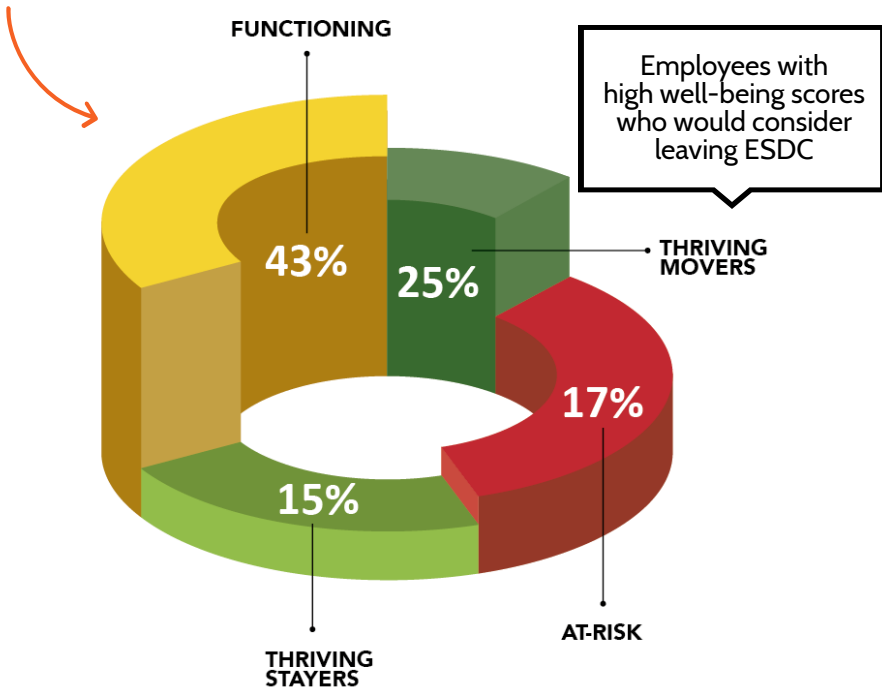
- 80%** are highly **engaged** in their work
- 56%** **intend to stay** in the organization
- 52%** have low to moderate **morale**
- 69%** experience moderate to high **burnout**
- 72%** are at moderate to high risk to meet minimal clinical threshold of **anxiety or depressive disorder**



Employees' morale, job burnout, and psychological distress is particularly concerning

Workplace Well-being Groups

Four distinct groups among ESDC respondents:



Employees at all levels are encouraged to take action in the following four areas to create a psychologically healthy and safe workplace.

Suggested Areas for Action

... MANAGERS ...

- Be:
- Available to all employees
 - Transparent, clear, and direct
 - Proactive: Create opportunities for conversation within your team

Leadership,
Organizational
Support,
Group
Culture

- Be:
- Strategic when delegating, proactive where possible
 - Action oriented to reduce obstacles to productivity
 - Flexible with expectations and willing to hear suggestions

Job Stress &
Workload

- Do:
- Support personal growth and professional development
 - Celebrate your teams' success
 - Follow the Platinum Rule: "Treat others the way they want to be treated"

Recognition

- Do:
- Involve employees in decision making
 - Communicate with your team about the potential impact of external decisions on their work
 - Support the basic but critical human needs of your employees to feel connected, competent, and capable of exercising choice in their work

Psychological
Needs at Work:
Autonomy &
Impact

... EMPLOYEES ...

- Be:
- Curious: Ask questions and seek answers
 - Part of the solution
 - Open to feedback - An active participant in team conversations

- Be:
- Strategic when deciding task priorities, proactive where possible
 - Action oriented to reduce obstacles to productivity
 - Flexible with expectations and willing to hear suggestions

- Do:
- Seek opportunities for personal growth and professional development
 - Celebrate colleagues' successes
 - Follow the Platinum Rule: "Treat others the way they want to be treated"

- Do:
- Provide constructive input in decision making
 - Discuss with your manager the potential impact of external decisions on your work
 - Explore with your manager ways to increase your sense of connection, competence, and how to exercise choice in your work