**Service Canada**

**Portfolio Descriptive Results:**

**Workplace Factors & Respondent Demographic Information**

**ESDC Workplace Mental Health Survey 2017**

colouredbanner



**November 14th 2017**

**Updated February 1st 2018**

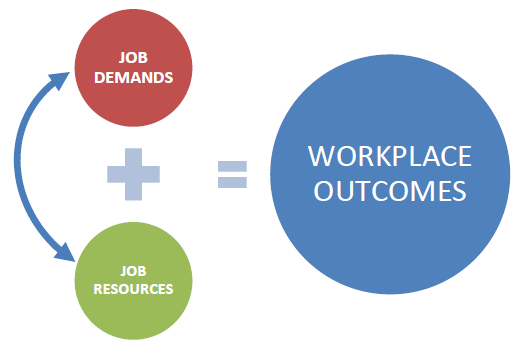
# **Purpose and** Introduction

This report presents high level results for the **Service Canada (SC)** portfolio from ESDC’s Workplace Mental Health Survey, conducted in February and March 2017 by the Human Resources Services Branch as part of ESDC’s Integrated [Framework](http://iservice.prv/eng/hr/mhw/mental_health_framework.shtml) on Mental Health in the Workplace. The purpose of the Survey was to hear directly from employees about their experiences related to workplace psychological health and safety. Results will be reviewed along with other departmental data to identify and assess areas of strength and of concern, ensure we take corrective action where needed, and know whether we are making a difference in workplace culture. Moving forward, survey results from 2017 will form the baseline for monitoring future progress at SC.

This report shows how SC is doing according to known workplace factors affecting psychological health and safety, and what this means for employees’ morale, engagement, burnout, psychological distress and turnover intentions. More in-depth, technical reports will be released to Senior Management at the Department and Portfolio levels. See Annex A for sampling approach and methodology, and Annex B for detailed graphs and charts.

# Measuring Workplace Mental Health: Demands, Resources & Outcomes

Research shows that there are key factors that shape how people experience the workplace, which in turn affect employees’ health and well-being and the quality of their work. Many of these factors have been captured in the [National Standard of Canada for Psychological Health and Safety in the Workplace](https://www.mentalhealthcommission.ca/English/national-standard) (the **Standard**), an important document that is shaping activities related to workplace mental health at ESDC. To note, ESDC’s Workplace Mental Health Survey measures all 13 factors identified in the Standard (please see Annex D).

Some factors measure **job demands**. These are physical or emotional stressors like time pressure, heavy workload, and a stressful working environment. Job demands can impair employees’ mental and physical energies which can contribute to lower engagement or morale, and may also lead to an increase in burnout, depression, heart disease or cold symptoms.

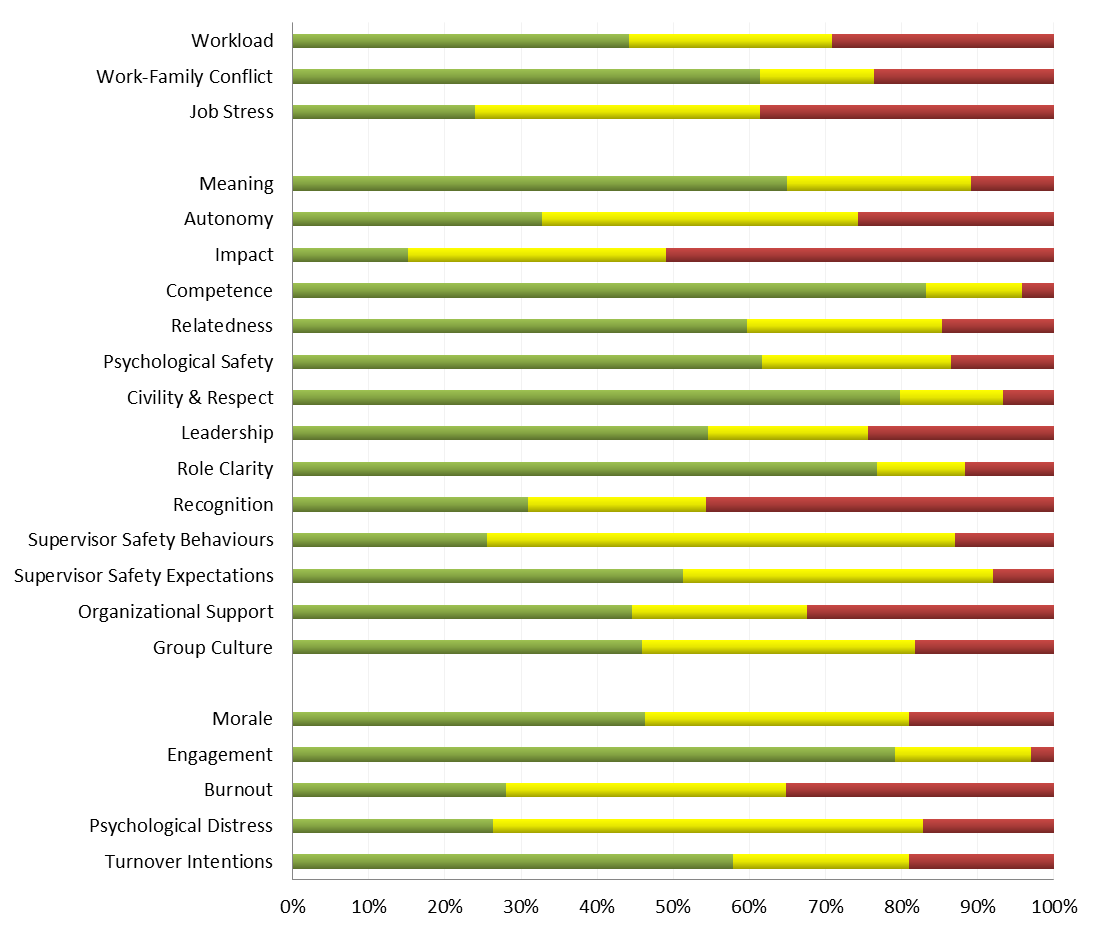
Other factors measure **job resources**. These are the physical, social and organizational factors that promote goal achievement, stress reduction, learning and development, and well-being. Job resources can motivate and increase employee engagement and commitment. Job resources can also protect employees from the negative effects of job demands, and reduce potential negative outcomes.

What happens when job demands and job resources are out of balance and create an unhealthy work environment? ESDC’s survey measures important **outcomes** associated with employees’ psychological health and safety in the workplace,i.e. their morale, engagement, burnout, psychological distress and turnover intentions.

# Service Canada Descriptive Results Overview

The following graph displays the percentage of SC employee responses by the following **concern levels**: areas of no concern (green), areas of moderate concern (yellow), and areas of high concern (red). Workplace factors that are mostly red require immediate attention, while those that are mostly yellow, or with large proportions of yellow and red, should be closely monitored. Factors that are mostly green can be considered areas of relative strength, and consideration should be given to how to sustain these healthy levels. Please see Annex C for a numerical version of the figure below.

PERCENTAGE DISTRIBUTION BY WORKPLACE FACTOR



**DEMANDS**

**RESOURCES**

**OUTCOMES**

# Highlights — SC Portfolio

Results indicate areas of strength and of concern, both in terms of the job demands that employees experience and the job resources they have access to in the workplace. The reported levels of morale, engagement, burnout, psychological distress and turnover intentions suggest there is work to do to ensure SC employees have a healthier balance between job demands and resources than currently exists. Please see Appendix B for detailed charts. For ease of reference, results below are marked as follows:

|  |  |  |
| --- | --- | --- |
| * No concern | * + Moderate concern | * High concern |

**JOB DEMANDS**

* The **majority** of SC employees
* Are able to **balance work and family** life – 61%
  + Experience moderate to high challenges with respect to their **workload** – 56%
* Have moderate to high levels of **job stress** – 76%

**JOB RESOURCES**

* The **majority** of SC employees
* Feel **competent** in their job — 83%
* Feel they work in an environment characterized by **civility & respect** — 80%
* Have a clear understanding of their **role** — 77%
* Find their work **meaningful** — 65%
* Feel **safe** to take risks, such as offering opinions and asking questions — 62%
* Have a sense of community and connection (**relatedness**) in the workplace — 60%
* On the other hand, **many** SC employees
  + Feel their **leaders** are a positive source of support and inspiration — 55%
  + Experience low to moderate levels of **group culture**, such as employee participation, cooperation, mutual trust, team spirit, learning, and cohesiveness – 54%
  + Experience low to moderate levels of **organizational support** – 55%
* Feel low to moderate sense of control over their work (**Autonomy**) – 67%
* Feel a low sense of **impact** in their job — 51%
* Feel their work is not **appreciated** or **recognized** — 46%

**OUTCOMES**

* The **majority** of SC employees
* Are **highly engaged** in their work – 79%
* **Intend to stay** in the organization – 58%
* However, a **majority** of SC employees also
  + Have low to moderate levels of **morale** – 54%
* Experience moderate to high levels of **burnout** – 72%
* Are at moderate to high risk to meet the minimum clinical threshold of an **anxiety and/or depressive disorder** – 74%

# Compared to Other Portfolios

In terms of their experiences in the workplace, SC employees have more in common with colleagues from Labour Program than from Employment Social Development. SC employees report greater demands and fewer job resources, and specifically report the lowest levels of autonomy, impact and recognition in the department. SC employees report low levels of morale, and significantly higher levels of burnout and risk of experiencing psychological distress relative to colleagues in the rest of the Department. At the same time, SC employees expressed the greatest intentions to stay within the organization. (See Appendix B for comparison on each factor).

# Next Steps

In the coming weeks, the focus will be on finalizing reports and sharing results across the Department, including:

* Preparing detailed reports for the Department and each Portfolio, including recommended areas of focus and suggestions for continuing the conversation among employees at all levels across the Department. Branch and Region-level highlights will follow.
* Comparing Survey results with other sources of data to expand our understanding, and identifying specific actions as part of the next Workplace Mental Health Action Plan.
* Continuing to improve the Survey tool in partnership with Department of National Defense, and sharing our experience with other interested Departments.

# Annex A: Sampling Approach and Methodology

ESDC’s Workplace Mental Health Survey is a questionnaire used to measure employee experiences related to psychological health and safety within the work environment. The survey was conducted by the Human Resources Services Branch as part of ESDC’s Integrated Framework on Mental Health in the Workplace, and in alignment with the [National Standard of Canada for Psychological Health and Safety in the Workplace](https://www.mentalhealthcommission.ca/English/national-standard) (the **Standard)**.

A sample of employees was randomly selected and invited to participate. The random sample represents a cross-section of employee classifications, business lines and regions to capture different perspectives/needs in the organization.

## Sampling Information

|  |  |
| --- | --- |
| **Overall Response Rate of 48%** |  |
|  | **Number** |
| Total number of employees in Department | 25,940\* |
| Number of employees invited to complete the Workplace Mental Health Survey | 6,957 |
| Number of employees who completed the Workplace Mental Health Survey | 3,359 |
| Response Rate | 48% |
|  |  |

\*Data extracted from PeopleSoft “ESDC Active Employees”, as of December 12, 2016

Of the 3,359 people who completed the Main questionnaire, 219 (6.5%) exited the survey and didn’t complete any demographic questions.

At the portfolio level, survey results are considered accurate to ± 1.9 percent, based on a 95% confidence level. The Table below displays the distribution by portfolio for survey respondents compared with the Department as a whole.

**Lower Proportion of ESD, Higher Proportion SC and LP Respondents Relative to ESDC Population**

|  |  |  |
| --- | --- | --- |
| **Portfolio** | **Departmental Population** | **Survey Respondents** |
| Employment Social Development | 25.0% | 23.1% |
| Service Canada | 72.3% | 74.1% |
| Labour Program | 2.7% | 2.9% |

# Demographic Information, SC Respondents

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Distribution by Branch (unweighted)**   |  |  |  | | --- | --- | --- | | **Branch**\* | **N** | **Percentage (n=2326)** | | **Benefits Delivery Services** | 565 | 24.3 | | **Citizen Service - National Headquarters** | 55 | 2.4 | | **Integrity Services - National Headquarters** | 64 | 2.8 | | **Program Operations - National Headquarters** | 53 | 2.3 | | **Service Canada Atlantic Region** | 192 | 8.3 | | **Service Canada Quebec Region** | 500 | 21.5 | | **Service Canada Ontario Region** | 345 | 14.8 | | **Service Canada Western and Territories Region** | 461 | 19.8 | | **Transformation and Integrated Service Management** | 90 | 3.9 | |  |  |  |   \*Data from some branches is suppressed due to low response. |  |  |

**Distribution by Demographic Characteristics (unweighted)**

| **Variable** | **Category** | **Count (N)** | **Valid %** |
| --- | --- | --- | --- |
| **Gender** | Male | 526 | 25.4 |
|  | Female | 1545 | 74.6 |
|  |  |  |  |
| **Age Range** | 24 years and under | 55 | 2.7 |
|  | 25-29 | 162 | 8.0 |
|  | 30-34 | 227 | 11.1 |
|  | 35-39 | 298 | 14.6 |
|  | 40-44 | 301 | 14.8 |
|  | 45-49 | 314 | 15.4 |
|  | 50-54 | 355 | 17.4 |
|  | 55-59 | 214 | 10.5 |
|  | 60 years and older | 111 | 5.4 |
|  |  |  |  |
| **First Official Language** | English | 1568 | 67.4 |
|  | French | 758 | 32.6 |
|  |  |  |  |
| **Geographical Location** | National Capital Region (NCR) | 278 | 12.0 |
|  | Ontario (excluding NCR) | 559 | 24.0 |
|  | Quebec (excluding NCR) | 491 | 21.1 |
|  | Western and Territories Region | 724 | 31.1 |
|  | Atlantic Region | 274 | 11.8 |
|  |  |  |  |
| **Employee Status** | Indeterminate | 1661 | 71.5 |
|  | Term | 602 | 25.9 |
|  | Casual | 47 | 2.0 |
|  | Other | 13 | 0.6 |
|  |  |  |  |
| **Employee Type** | Supervisor, Manager | 315 | 13.5 |
|  | Employee | 2011 | 86.5 |
|  |  |  |  |
| **Years of Public Service** | Under a year | 188 | 8.7 |
|  | 1-2 years | 245 | 11.3 |
|  | 3-5 years | 191 | 8.8 |
|  | 6-10 years | 549 | 25.3 |
|  | 11-15 years | 293 | 13.5 |
|  | 16-20 years | 270 | 12.4 |
|  | More than 20 years | 436 | 20.1 |
|  |  |  |  |
| **Position Which Directly Serves the Public** | Yes | 1274 | 54.8 |
|  | No | 1052 | 45.2 |
|  |  |  |  |
| **Visible Minority Status** | Yes | 316 | 15.3 |
|  | No | 1743 | 84.7 |
|  |  |  |  |
| **Persons with Disability Status** | Yes | 178 | 8.6 |
|  | No | 1898 | 91.4 |
|  |  |  |  |
| **Aboriginal Status** | Yes | 88 | 4.3 |
|  | No | 1976 | 95.7 |
|  |  |  |  |
| **LGBTQ\* Status** | Yes | 103 | 5.0 |
|  | No | 1960 | 95.0 |
|  |  |  |  |

# Appendix B: Detailed Comparative Charts

## JOB DEMANDS

### WORKLOAD

It is important for employees to feel that their assigned tasks can be accomplished successfully within the time available. Otherwise, evidence suggests that too much work can exhaust their energy and result in burnout. Participants were instructed to rate statements pertaining to their workload management by using a 7-point scale ranging from 1 = *Never* to 7 = *Always*. A sample item reads, “*I cannot ever seem to catch up.*”

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to how well they are able to manage their workload. The corresponding results for the rest of the Department are presented immediately below for comparison.

### WORK-FAMILY CONFLICT

It is important for employees to have balance between their work and personal lives. Over time, work-to-life conflict can lead to turnover intentions as well as to mental health problems such as burnout and depression. Participants were asked to respond to statements related to work-to-family conflict by using a 7-point scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*. A sample item reads, “*The amount of time my job takes up makes it difficult to fulfill family responsibilities.*”

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to how well they are able to balance their work and personal lives. The corresponding results for the rest of the Department are presented immediately below for comparison.

### JOB STRESS

Employees face many demands in the workplace, some of which can be experienced as healthy (growth-related), while others can be experienced as stressful and negatively impact their psychological health. These stressors may stem from their job, such as rest periods, time pressure, and hours of work. To assess the level of stress that participants experience at work, they were asked to indicate if given words and statements described their job by using a 3-point scale including 0 = *No*, 1 = Not sure, and 2 = *Yes*. A sample item reads, “*More stressful than I’d like.*”

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to how stressful they find their workplace. The corresponding results for the rest of the Department are presented immediately below for comparison.

## JOB RESOURCES

### MEANING

Meaning in the workplace refers to the value attributed to one’s job derived from personal beliefs, attitudes and values. Having meaningful work is believed to be a critical element in fostering work motivation and productivity, contributing to job satisfaction and lower absenteeism and turnover. We used a short three item measure to assess participants’ perceptions of meaning in their work. Participants were asked to rate their level of agreement with these three statements by using a 5-point agreement scale ranging from 1 = *Totally disagree* to 5 = *Totally agree*. A sample item reads, “*The work I do is very important to me*.”

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to perceptions of meaning in their work. The corresponding results for the rest of the Department are presented immediately below for comparison.

### AUTONOMY

Autonomy refers to an employee’s desire to be in control of their own work and act in harmony with their integrated self. When employees’ needs for autonomy are met, they experience greater job satisfaction and fewer symptoms of distress (e.g., fewer symptoms of burnout and anxiety). Participants were asked to rate their level of agreement with statements relating to autonomy by using a 5-point scale ranging from 1 = *Totally disagree* to 5 = *Totally agree*. A sample item reads, “*I feel free to do my job the way I think it could best be done.*”

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to perceptions of autonomy in their work. The corresponding results for the rest of the Department are presented immediately below for comparison.

### IMPACT

Impact reflects the degree to which one feels he or she can make contributions to decision making. Participants were asked to rate their level of agreement with statements pertaining to impact by using a 5-point scale ranging from 1 = *Strongly disagree* to 5 = *Strongly agree*. A sample item includes, “*I have a great deal of control over what happens in my department.”*

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to perceptions of impact in their work. The corresponding results for the rest of the Department are presented immediately below for comparison.

### COMPETENCE

In the workplace, competence is an individual’s passion toward controlling a task or a project’s outcome and their experience toward mastery of their work. Feeling competent at work is another key determinant of psychological health; competence is associated with greater job satisfaction and reduced strain. Participants were asked to rate their level of agreement with statements relating to their competence at work by using a 5-point scale ranging from 1 = *Totally disagree* to 5 = *Totally agree*. A sample item reads, “*I am good at the things I do in my job.*”

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to perceptions of competence in their work. The corresponding results for the rest of the Department are presented immediately below for comparison.

### RELATEDNESS

Relatedness in the workplace refers to the individual’s desire to interact, be connected to, and experience the relational benefits of being part of something larger than one’s self. Feeling supported by others in the workplace can improve resilience by attenuating the adverse effects of workplace stressors on mental health. Participants were asked to assess the extent to which they feel connected to the people they work with by rating their level of agreement with statements pertaining to perceived social support using a 5-point scale ranging from 1 = *Totally disagree* to 5 = *Totally agree*. A sample item reads, “*At work, I can talk with people about things that really matter to me.*”

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to perceptions of social support in the workplace. The corresponding results for the rest of the Department are presented immediately below for comparison.

### PSYCHOLOGICAL SAFETY

Psychological safety, or protection, refers to apsychologically safe work environment where employees feel that they can take risks (e.g. offering opinions and asking questions) without fear of retribution or ridicule. Research has shown that working in a psychologically safe work environment is associated with a number of positive outcomes, including psychological well-being. Participants were asked to rate statements relating to team psychological safety by using a 7-point scale ranging from 1 = *Very inaccurate* to 7 = *Very accurate*. A sample item reads, “*Members of this team are able to bring up problems and tough issues.*”

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to perceptions of psychological safety within their workplace team. The corresponding results for the rest of the Department are presented immediately below for comparison.

### CIVILITY AND RESPECT

For good psychological health and safety, co-workers should treat each other with civility and respect. Research suggests that workplace incivility may adversely affect well-being and increase turnover intentions. Participants were instructed to rate statements pertaining to the extent with which they feel treated in a civil and respectful manner by individuals in their workplace by using a 5-point scale ranging from 1 = *To a very small extent* to 5 = *To a very large extent*. A sample item reads, “*Individuals (coworkers, supervisors, etc.) treat you in a polite manner.*”

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to perceptions of civility and respect within the workplace. The corresponding results for the rest of the Department are presented immediately below for comparison.

### LEADERSHIP

Effective leadership, namely transformational leadership, is associated with enhanced performance, well-being, and mental health among subordinates. Transformational leaders tend to have a positive influence on the way their followers think about work and interpret events. Through coaching and advising, transformational leaders serve as yet another source of support that their employees can rely on for assistance in coping with work demands. Participants were instructed to indicate how often their supervisor engages in transformational leadership behaviours, such as treating staff as individuals, supporting, and encouraging their development, on a 5-point scale ranging from 1 = *Rarely or never* to 5 = *Very frequently, if not always*. A sample item reads, “*My supervisor communicates a clear and positive vision of the future.”*

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to the demonstration of transformational leadership behaviours within the workplace. The corresponding results for the rest of the Department are presented immediately below for comparison.

### ROLE CLARITY

Having a clear understanding of leaders’ expectations can influence subordinates’ performance and well-being. Participants responded to statements asking if they feel that their roles and expectations are clearly defined. In particular, they were asked to rate their level of agreement with statements pertaining to role clarity by using a 7-point scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*. A sample item reads, *“I know exactly what is expected of me.*”

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to perceived role clarity within the workplace. The corresponding results for the rest of the Department are presented immediately below for comparison.

### RECOGNITION AND REWARD

To ensure that employees feel valued and appreciated by the organization, it is important to regularly recognize and reward their efforts. A sustained imbalance between efforts and rewards can trigger strong negative emotions that can, in turn, lead to impaired health and well-being (e.g., cardiovascular disease, burnout symptoms). Participants were asked to rate their level of agreement with statements pertaining to recognition and rewards by using a 6-point scale ranging from 1 = *Disagree very much* to 6 = *Agree very much*. A sample item reads, “*When I do a good job, I receive the recognition for it that I should receive.*”

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to recognition and reward within the workplace. The corresponding results for the rest of the Department are presented immediately below for comparison.

### PROTECTION OF PHYSICAL SAFETY

Feeling safe in one’s environment is a basic need that can impact well-being. One significant determinant of how employees feel about their physical work environment is the importance their supervisor places on physical safety, as reflected through supervisors’ attitudes and behaviours pertaining to unsafe conditions. To assess protection of physical safety, two areas are assessed: *Supervisor Safety Actions* and *Supervisor Safety Expectations*. Participants were asked to rate their level of agreement with statements relating to their supervisors’ actions when confronted with safe behaviours by using a 5-point scale ranging from 1 = *Strongly disagree* to 5 = *Strongly agree*. A sample item reads, “*My supervisor says a good word whenever he sees a job done according to the safety rules.*”

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to supervisor safety-related **behaviours** within the workplace. The corresponding results for the rest of the Department are presented immediately below for comparison.

### PROTECTION OF PHYSICAL SAFETY

Feeling safe in one’s environment is a basic need that can impact well-being. One significant determinant of how employees feel about their physical work environment is the importance their supervisor places on physical safety, as reflected through supervisors’ attitudes and behaviours pertaining to unsafe conditions. To assess protection of physical safety, two areas are assessed: *Supervisor Safety Actions* and *Supervisor Safety Expectations*. Participants were asked to rate their level of agreement with statements relating to perceived supervisor attitudes toward work safety by using a 5-point scale ranging from 1 = *Strongly disagree* to 5 = *Strongly agree*. A sample item reads, “*Whenever pressure builds up, my supervisor wants us to work faster, rather than by the rules.*”

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to supervisor safety-related **expectations** within the workplace. The corresponding results for the rest of the Department are presented immediately below for comparison.

### ORGANIZATIONAL SUPPORT

As with social support, feeling supported by the organization can improve resilience by buffering the effects of workplace stressors on mental health. Participants were asked to rate their level of agreement with statements pertaining to organizational support by using a 7-point scale ranging from 1 = *Strongly disagree* to 7 = *Strongly agree*. A sample item reads, “*The organization really cares about my well-being.”*

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to organizational support within the workplace. The corresponding results for the rest of the Department are presented immediately below for comparison.

### GROUP ORGANIZATIONAL CULTURE

The term organizational culture commonly refers to the norms, values, and beliefs that an organization’s members embrace and use as behavioural and problem-solving cues. When an organizational culture is group-oriented, employees report fewer symptoms of psychological distress and experience greater well-being (e.g., feeling calm and relaxed). In this survey, an organization is assessed as having a group-oriented organizational culture when it emphasizes employee participation, cooperation, mutual trust, team spirit, learning, fulfilling work through human resource development, trust in human potential, and cohesiveness. Participants were asked to indicate to what extent several characteristics describe the culture of their organization (i.e. Branch or Service Canada region they report to) by using a 5-point scale ranging from 1 = *Not at all* to 5 = *To a great extent*. A sample item reads, “*Please indicate to what extent your organization is: Being socially responsible.*”

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to whether their workplace culture is group-oriented. The corresponding results for the rest of the Department are presented immediately below for comparison.

## POSITIVE OUTCOMES

### MORALE

Morale has been described as both an individual and group psychological phenomenon, defined as “an employee’s motivation and enthusiasm for accomplishing work objectives.” Participants were asked to rate their level of agreement with statements pertaining to their morale by using a 5-point scale ranging from 1 = *Very low* to 5 = *Very high*. A sample item reads, “*Please rate your level of motivation.*”

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to their level of morale. The corresponding results for the rest of the Department are presented immediately below for comparison.

### ENGAGEMENT

Engaged employees are energetic and passionate about their work and are motivated to do their job well. As a result, many studies have found that feeling engaged at work is positively related to working safely. Participants were asked read statements about how they invest their energies at work, rating their agreement with each statement using a 5-point scale ranging from 1 = *Strongly disagree* to 5 = *Strongly agree*. A sample item reads, “*I try my hardest to perform well on my job.*”

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to how they invest their energies at work. The corresponding results for the rest of the Department are presented immediately below for comparison.

## NEGATIVE OUTCOMES

### BURNOUT

Burnout is characterized by exhaustion and disengagement resulting from excessive job demands and lack of resources. Burnout can result in negative psychological and behavioural outcomes such as the increased likelihood of engaging in negative safety behaviours. To assess burnout, participants were asked to rate their level of agreement with statements pertaining to exhaustion and disengagement by using a 4-point scale ranging from 1 = *Strongly disagree* to 4 = *Strongly agree*. A sample item reads, “*During my work, I often feel emotionally drained.*”

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to their level of exhaustion and disengagement. The corresponding results for the rest of the Department are presented immediately below for comparison.

### PSYCHOLOGICAL DISTRESS

Chronic or high intensity exposure to physical and psychological stressors in the workplace may lead employees to experience psychological distress. Participants were instructed to rate the frequency with which they experienced various symptoms of anxiety and depressive disorders (e.g., “*Feeling tired out for no good reason”*) in the four weeks preceding survey administration by using a 5-point scale ranging from 1 = *None of the time* to 5 = *All of the time*. The ten items are combined to form a total score out of 50. Scores are categorized into ranges of *High* (30-50), *Moderate* (16-29), and *Low or no* (10-15) psychological distress. Individuals with low levels of psychological distress are unlikely to require medical assistance, whereas those with high levels should consider seeking medical assistance.

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to their level of psychological distress. The corresponding results for the rest of the Department are presented immediately below for comparison.

### TURNOVER INTENTIONS

Turnover intentions measure one’s intent to leave an organization. Turnover can be costly to organizations in terms of replacing employees (recruiting and training), and by lost productivity. Participants were asked to rate their level of agreement with statements related to turnover intentions by using a 5-point scale ranging from 1 = *Strongly disagree* to 5 = *Strongly agree*. A sample item reads, “*I frequently think of quitting my job.*”

**Responses: Percentage by Area of Concern**

The following graph displays the percentage of SC employee responses falling into each of three areas of concern (no, moderate, high) according to their intent to leave. The corresponding results for the rest of the Department are presented immediately below for comparison.

# Annex C: Service Canada Descriptive Results Overview

The following chart displays means and percentage of SC employees in the No concern, Moderate and High concern categories by workplace factor.

**Table 1 – Workplace Factor Scale Means and Distribution by Concern level**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| ***Workplace Well-Being Factors*** |  | **Concern Level (%)** | | |
| **Means** | * **No** | * **Moderate** | * **High** |
| **Demands** |  |  |  |  |
| Workload | 3.76 | 44 | 27 | 29 |
| Work-Family Conflict | 3.00 | 61 | 15 | 24 |
| Job Stress | 1.13 | 24 | 37 | 39 |
| **Resources** |  |  |  |  |
| Meaning | 3.75 | 65 | 24 | 11 |
| Autonomy | 3.04 | 33 | 41 | 26 |
| Impact | 2.50 | 15 | 34 | 51 |
| Competence | 3.98 | 83 | 13 | 4 |
| Relatedness | 3.53 | 60 | 26 | 15 |
| Psychological Safety | 4.81 | 62 | 25 | 14 |
| Civility/Respect | 4.01 | 80 | 14 | 7 |
| Leadership | 3.42 | 55 | 21 | 24 |
| Role Clarity | 5.17 | 77 | 12 | 12 |
| Recognition | 3.25 | 31 | 23 | 46 |
| Supervisor Safety Behaviours | 3.12 | 26 | 62 | 13 |
| Supervisor Safety Expectations | 3.55 | 51 | 41 | 8 |
| Organizational Support | 4.22 | 45 | 23 | 33 |
| Group Culture | 3.32 | 46 | 36 | 18 |
| **Outcomes** |  |  |  |  |
| Morale | 3.30 | 46 | 35 | 19 |
| Engagement | 3.91 | 79 | 18 | 3 |
| Burnout | 2.56 | 28 | 37 | 35 |
| Psychological Distress | 21.63 | 26 | 57 | 17 |
| Turnover Intentions | 2.41 | 58 | 23 | 19 |
| *Note. Weighted by Portfolio* | | | | |

# Annex D: ESDC Workplace Mental Health Survey Measures and *The Standard*

|  |  |  |
| --- | --- | --- |
| **ESDC Workplace Mental Health Survey\*** | **Source(s)** | ***Standard* Workplace Factor** |
| **Demands** |  |  |
| Reilly Role Overload\* | Reilly (1982) | Workload Management |
| Work-Family conflict subscale of the WFCS\* | Netemeyer et al. (1996) | Balance |
| Stress in General Scale\* | Stanton et al. (2001) | Psychological Demands |
| **Resources** |  |  |
| ***Job*** |  |  |
| Meaning at Work Scale\* | Spreitzer (1995) | Engagement |
| Autonomy subscale of the WRBNS\* | van den Broeck et al. (2010) | Involvement and Influence |
| Impact subscale of the PES\* | Spreitzer (1995) |  |
| Competence subscale of the WRBNS\* | van den Broeck et al. (2010) | Growth and Development |
| ***Team*** |  |  |
| Relatedness subscale of the WRBNS\* | van den Broeck et al. (2010) | Psychological and Social Support |
| Team Psychological Safety scale\* | Edmondson (1999) | Psychological Protection |
| Interpersonal Justice subscale of the OJS\* | Colquitt (2001) | Civility and Respect |
| ***Leader*** |  |  |
| Global Transformational Leadership Scale\* | Carless et al. (2000) | Clear Leadership and Expectations |
| Role Ambiguity subscale of the Role Questionnaire\* | Rizzo et al. (1970) |  |
| Contingent Reward subscale of the JSS\* | Spector (1985) | Recognition and Reward |
| Group Safety Climate Scale\*  Supervisor’s actions toward safety Supervisor’s expectation toward safety | Zohar (2000) | Protection of Physical Safety |
| ***Organization*** |  |  |
| Survey of Perceived Organizational Support\* | Eisenberger et al. (1986) | Psychological and Social Support |
| Group subscale of the Organizational Culture Profile | O’Reilly et al. (1991)  Marchand et al. (2013) | Culture |
| **Outcomes** |  |  |
| ***Positive*** |  |  |
| Job Engagement Scale\* | Rich et al. (2010) | Engagement |
| Military Morale Scale\* | Britt and Dickinson (2006) | N/A |
| ***Negative*** |  |  |
| Oldenberg Burnout Inventory\* | Demerouti et al. (2003) | N/A |
| Kessler Psychological Distress Scale (K10) | Kessler et al. (2002) | N/A |
| Turnover Intentions\* | Colarelli (1984) | N/A |

\*Unit Morale Profile (UMP) v2.0 Measure, Director General Military Employees Research and Analysis (DGMPRA), the Department of National Defense