

13 Workplace Factors

1 Organizational culture

A work environment characterized by trust, honesty and fairness.

- All people in the workplace are held accountable for their actions
- People at work show sincere respect for others' ideas, values, and beliefs
- Difficult situations at work are addressed effectively
- Workers feel that they are part of a community at work
- Workers and management trust one another

2 Psychological and social support

A work environment where coworkers and supervisors are supportive of employees' psychological and mental health concerns, and respond appropriately as needed.

- The organization offers services or benefits that address worker Psychological and mental health;
- Workers feel part of a community and that the people they are working with are helpful in fulfilling the job requirements
- The organization has a process in place to intervene if an employee looks distressed while at work
- Workers feel supported by the organization when they are dealing with personal or family issues
- The organization supports workers who are returning to work after time off due to a mental health condition
- People in the organization have a good understanding of the importance of worker mental health

3 Clear leadership and expectations

A work environment where there is effective leadership and support that helps employees know what they need to do, how their work contributes to the organization, and whether there are impending changes.

- In their jobs, workers know what they are expected to do
- Leadership in the workplace is effective
- Workers are informed about important changes at work in a timely manner
- Supervisors provide helpful feedback to workers on their expected and actual performance
- The organization provides clear, effective communication

4 Civility and respect

A work environment where employees are respectful and considerate in their interactions with one another, as well as with customers, clients and the public.

- People treat each other with respect and consideration in the workplace

- The organization effectively handles conflicts between stakeholders (workers, customers, clients, public, suppliers, etc)
- Workers from all backgrounds are treated fairly in our workplace
- The organization has effective ways of addressing inappropriate behaviour by customers or clients

5 Psychological demands

A work environment where there is a good fit between employees' interpersonal and emotional competencies and the requirements of the position they hold.

- The organization considers existing work systems and allows for work redesign
- The organization assesses worker demand and job control issues such as physical and psychological job demands
- The organization assesses the level of job control and autonomy afforded to its workers
- The organization monitors the management system to address behaviours that impact workers and the workplace
- The organization values worker input particularly during periods of change and the execution of work
- The organization monitors the level of emphasis on production issues
- The organization reviews its management accountability system that deals with performance issues and how workers can report errors
- The organization emphasizes recruitment, training, and promotion practices that aim for the highest level of interpersonal competencies at work

6 Growth and development

A work environment where employees receive encouragement and support in the development of their interpersonal, emotional and job skills.

- Workers receive feedback at work that helps them grow and develop
- Supervisors are open to worker ideas for taking on new opportunities and challenges
- Workers have opportunities to advance within their organization
- The organization values workers' ongoing growth and development
- Workers have the opportunity to develop their "people skills" at work

7 Recognition and reward

A work environment where there is appropriate acknowledgement and appreciation of employees' efforts in a fair and timely manner.

- Immediate supervision demonstrates appreciation of workers' contributions
- Workers are paid fairly for the work they do
- The organization appreciates efforts made by workers
- The organization celebrates shared accomplishments
- The organization values workers' commitment and passion for their work

8 Involvement and influence

A work environment where employees are included in discussions about how their work is done and how important decisions are made.

- Workers are able to talk to their immediate supervisors about how their work is done
- Workers have some control over how they organize their work
- Worker opinions and suggestions are considered with respect to work
- Workers are informed of important changes that can impact how their work is done
- The organization encourages input from all workers on important decisions related to their work

9 Workload management

A work environment where tasks and responsibilities can be accomplished successfully within the time available.

- The amount of work workers are expected to do is reasonable for their positions
- Workers have the equipment and resources needed to do their jobs well
- Workers can talk to their supervisors about the amount of work they have to do
- Workers' work is free from unnecessary interruptions and disruptions
- Workers have an appropriate level of control over prioritizing tasks and responsibilities when facing multiple demands

10 Engagement

A work environment where employees feel connected to their work and are motivated to do their job well.

- Workers enjoy their work
- Workers are willing to give extra effort at work if needed
- Workers describe work as an important part of who they are
- Workers are committed to the success of the organization
- Workers are proud of the work they do

11 Balance

A work environment where there is recognition of the need for balance between the demands of work, family and personal life.

- The organization encourages workers to take their entitled breaks (e.g., lunchtime, sick time, vacation time, earned days off, parental leave)
- Workers are able to reasonably meet the demands of personal life and work
- The organization promotes life-work harmony
- Workers can talk to their supervisors when they are having trouble maintaining harmony between their life and work
- Workers have energy left at the end of most workdays for their personal life

12 Psychological protection

A work environment where employees' psychological safety is ensured.

- The organization is committed to minimizing unnecessary stress at work
- Immediate supervisors care about workers' emotional well-being
- The organization makes efforts to prevent harm to workers from harassment, bullying, discrimination, violence, or stigma
- Workers would describe the workplace as being psychologically healthy
- The organization deals effectively with situations that can threaten or harm workers (e.g., harassment, bullying, discrimination, violence, stigma, etc)

13 Protection of physical safety

A work environment where management takes appropriate action to protect the physical safety of employees.

- The organization cares about how the physical work environment impacts mental health
- Workers feel safe (not concerned or anxious) about the physical work environment
- The way work is scheduled allows for reasonable rest periods
- All health and safety concerns are taken seriously
- Workers asked to do work that they believe is unsafe, have no hesitation in refusing to do it
- Workers get sufficient training to perform their work safely
- The organization assesses the psychological demands of the jobs and the job environment to determine if it presents a hazard to workers' health and safety