



Occupational Health
Clinics for Ontario
Workers Inc.



COPSOQ
International Network

Psychosocial factors at work

based on the COPSOQ II (Short) and COPSOQ III (Core)
with additions from the Mental Injury Tool (MIT) Group
2017 edition

Results for:

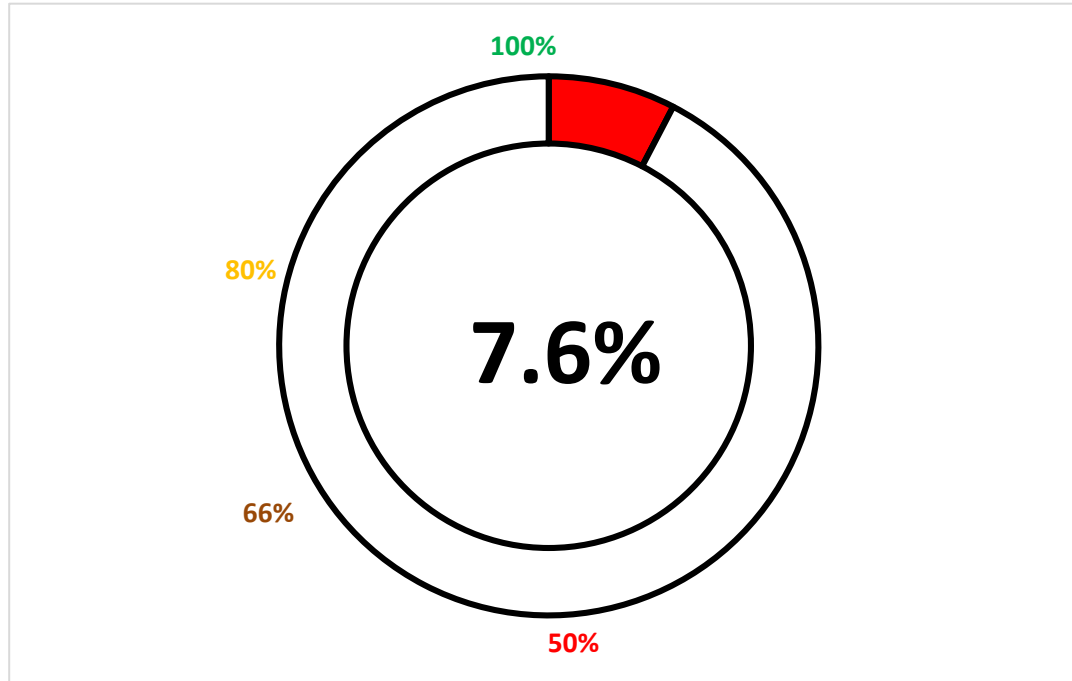
unweighted EKOS 2019 (May 3, 2019)

Please Note: The survey results should be seen as a tool for dialogue and development – not as a “report card”.

Response Rate:

EKOS accesses	9138	number completed:	4008	number available to fill out survey:	52,547
---------------	------	-------------------	------	--------------------------------------	--------

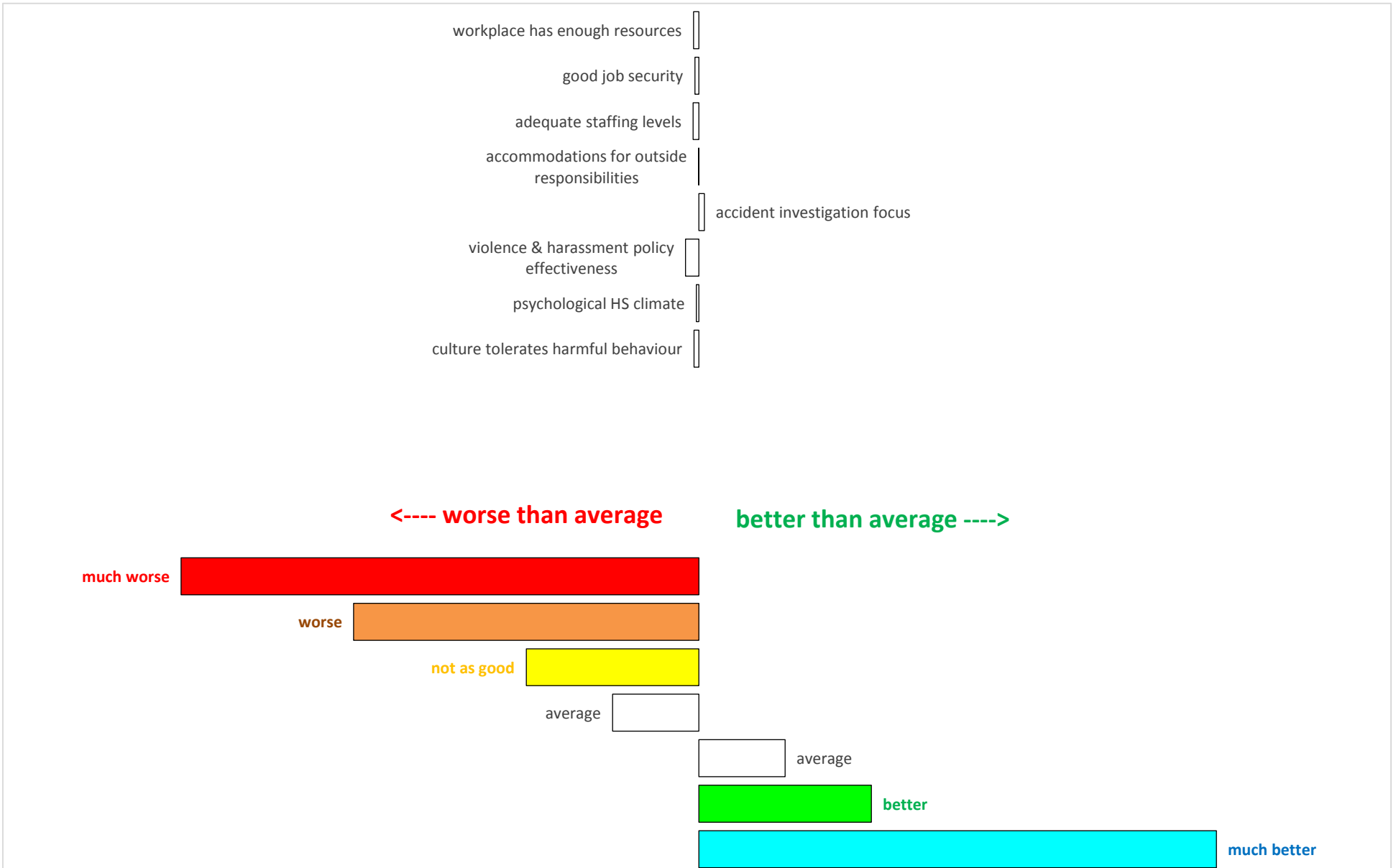
response rate: 7.6%



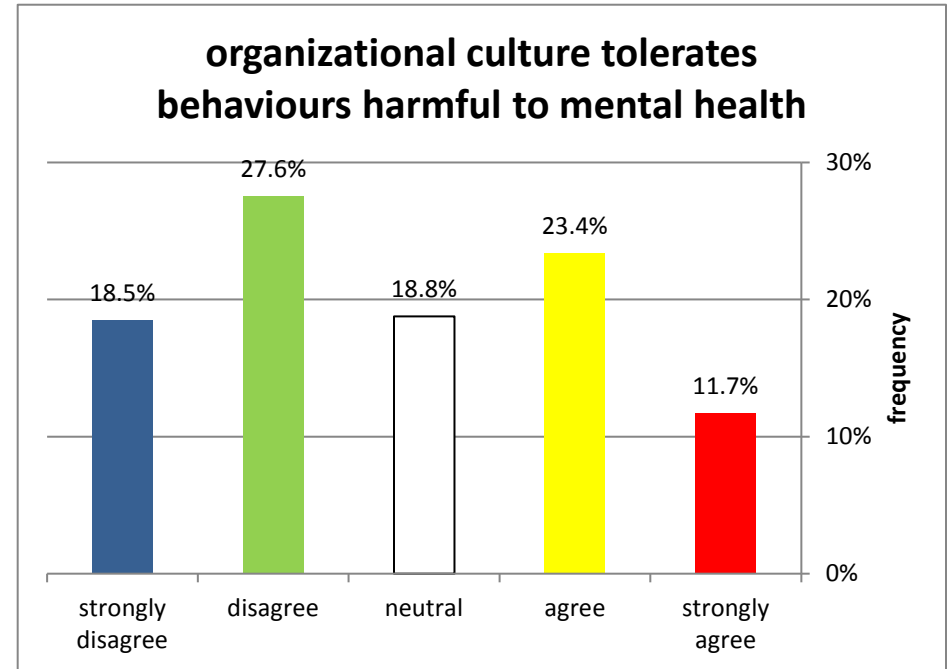
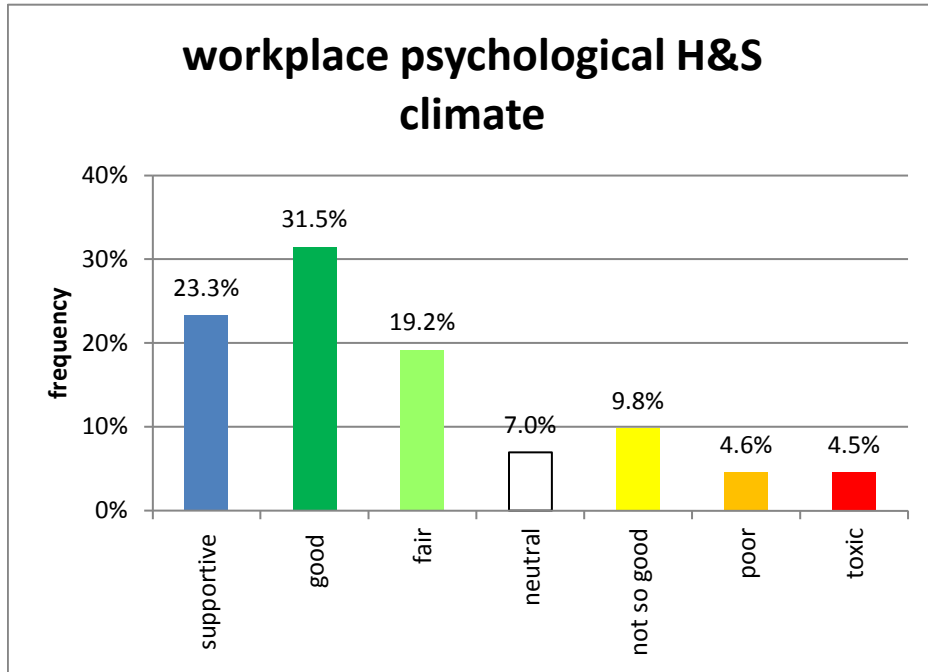
A response rate of less than 50% means that either the administration of the survey was not done properly or that a large proportion of the group being surveyed did not have confidence in the process. Any results of the survey can only be considered as reflecting those who participated, not the group as a whole. This can present a serious problem in interpreting the results, however, solving the problems identified from an unrepresentative minority will probably also help those who didn't respond.

Comparison with Canadian Reference Population:

The comparison data used are based on a survey of a representative (weighted) sample of 4008 Canadian workers, conducted March 2019.



Overall Ratings:



Demographics & Working Conditions:

language:

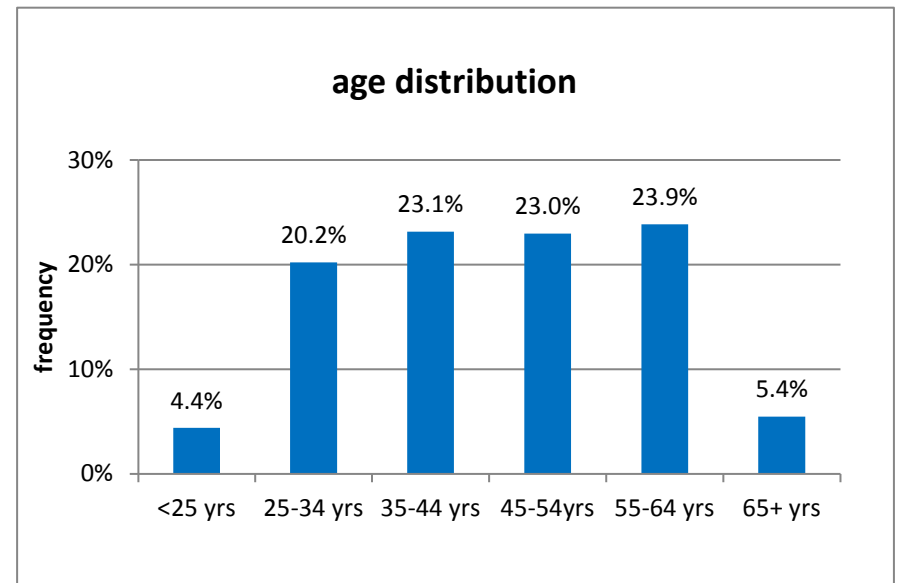
English 80.8%
 French 19.2%

education:

some high school or vocational course 2.2%
 high school graduate 11.2%
 trade certificate/diploma from a vocational school or apprenticeship training 12.4%
 community college graduate 17.6%
 university certificate below bachelor's level 5.3%
 university bachelor's degree 30.5%
 university graduate Masters degree 15.3%
 university graduate PhD degree 3.0%
 other 2.4%

Are you considered to be part of the management at your workplace?

yes 27.8%
 no 72.2%

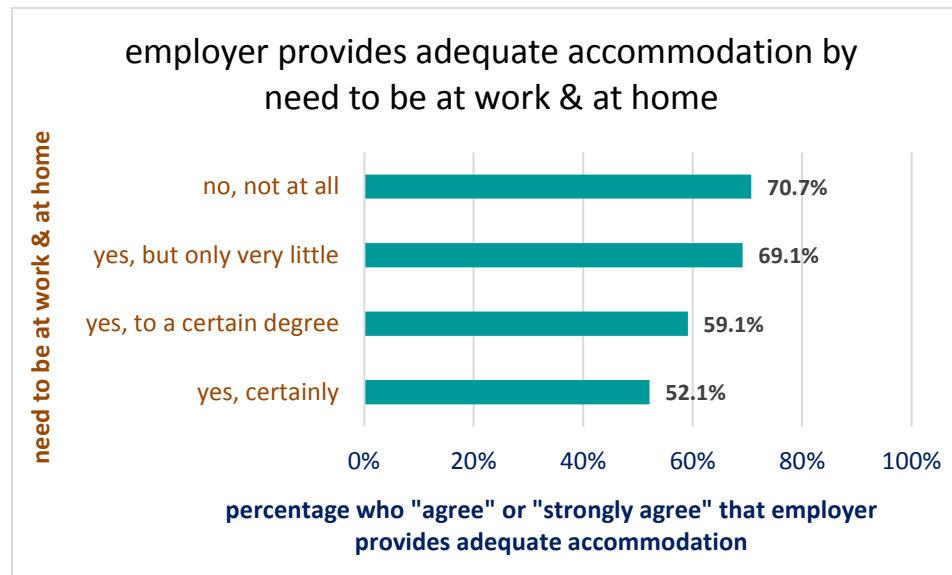
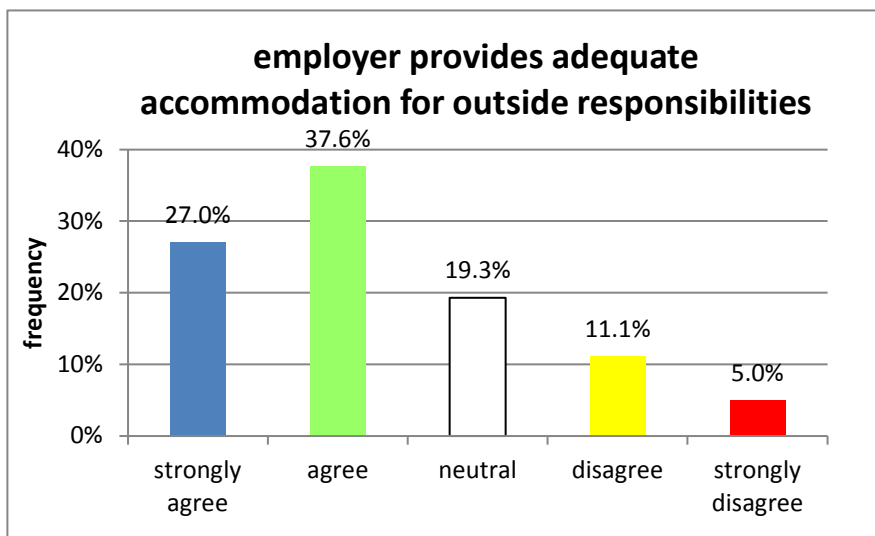
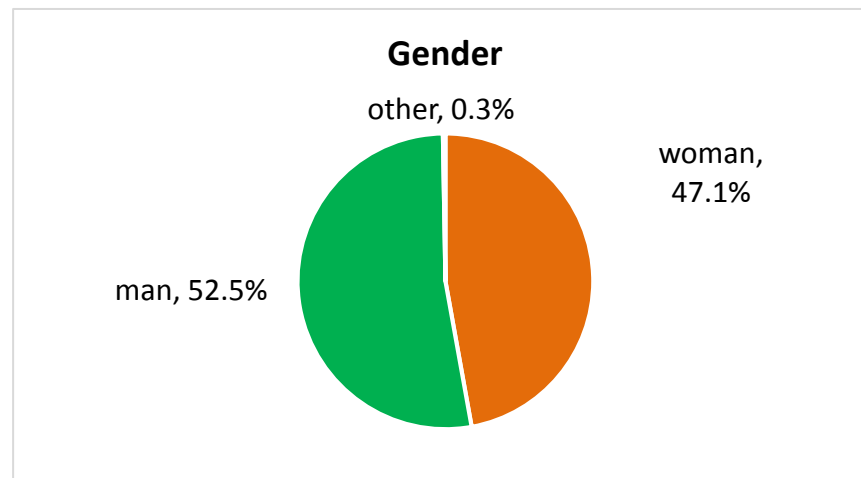


Demographics & Working Conditions:

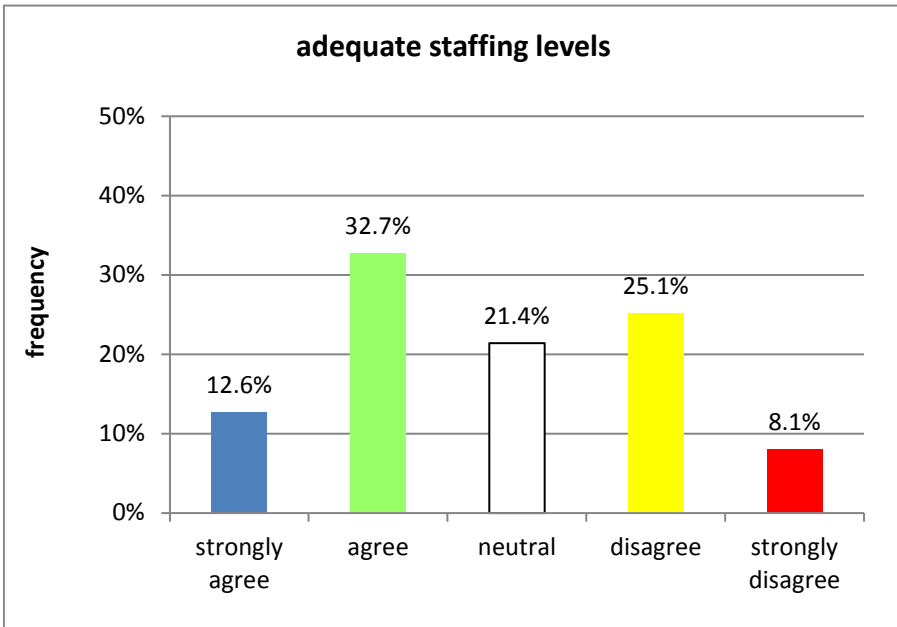
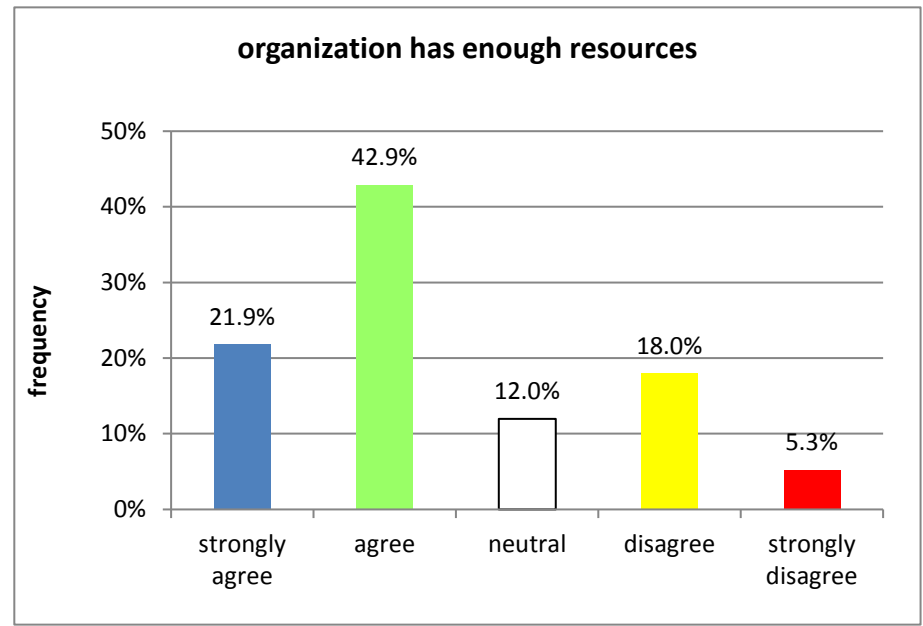
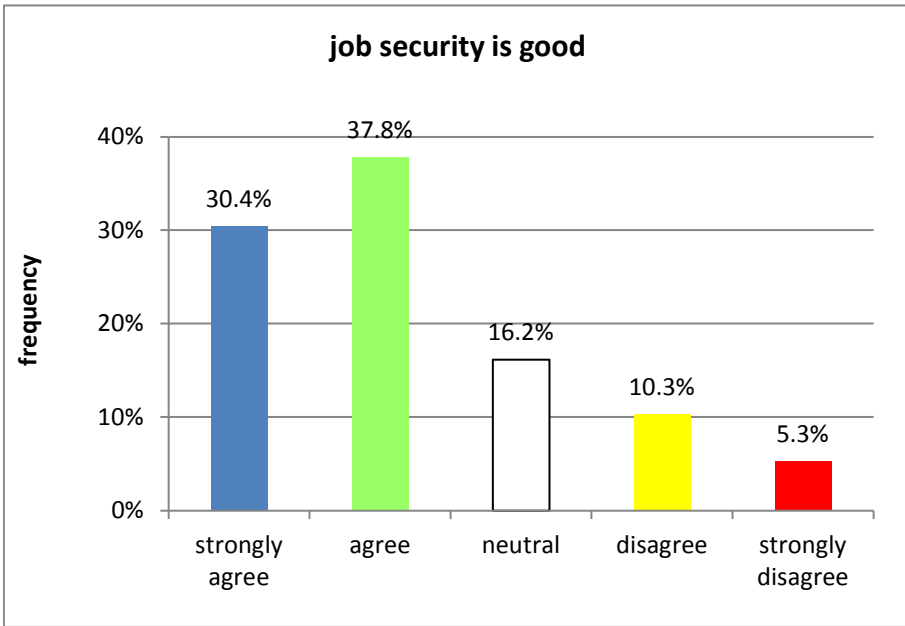
seniority:		work arrangements:	
less than 6 mo	6.0%	full time	3176 79.2%
6-12 mos	5.9%	part time	507 12.6%
1-3 yrs	17.0%	casual	75 1.9%
3-5 yrs	12.3%	contract	127 3.2%
5-10 yrs	19.1%	seasonal	55 1.4%
10-20 yrs	25.0%	temp agency	5 0.1%
20-30 yrs	10.4%	other	63 1.6%
30+ yrs	4.3%		

	average	min	max	n=
unpaid extra hours per week	3.7	0	75	2642
average paid hours per week	36.8	0	112	2731
percentage of time spent on paperwork	29.6%	0.0%	100.0%	3977

shift:	work for another employer:
Regular daytime schedule or shift	yes 69.2%
Regular evening shift	no 86.9%
Regular night shift	other 1.8%
Rotating shift (from days to evenings to nights)	
Split shift	
On call	
Irregular schedule	
Other	



Working Conditions:



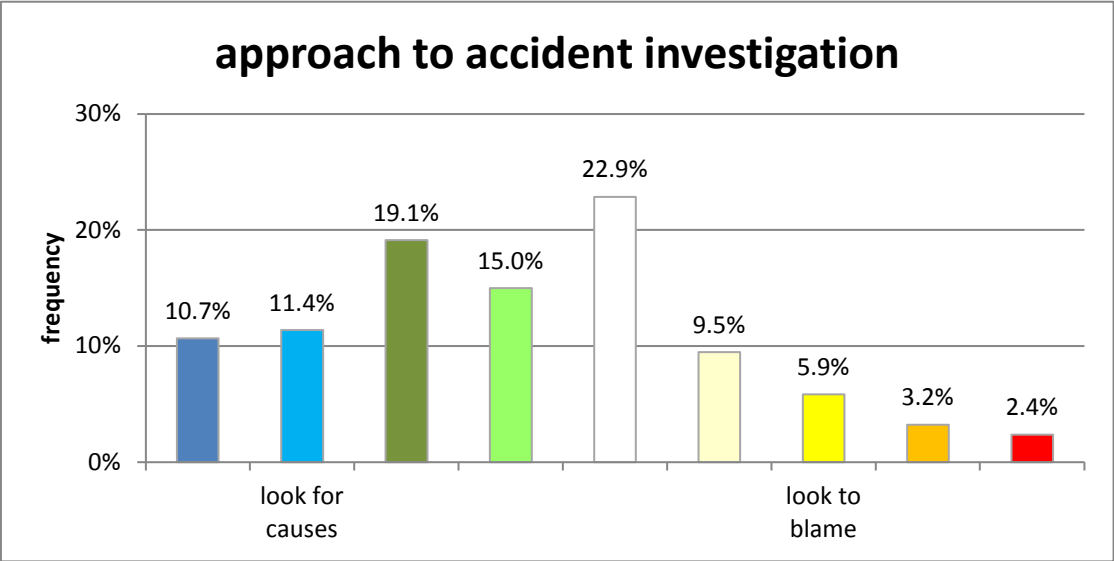
How often do you have to work through your break-time/lunch because of work demands?

always	13.9%
often	23.0%
sometimes	25.6%
seldom	16.6%
never/hardly ever	19.5%
not applicable	1.5%

responses

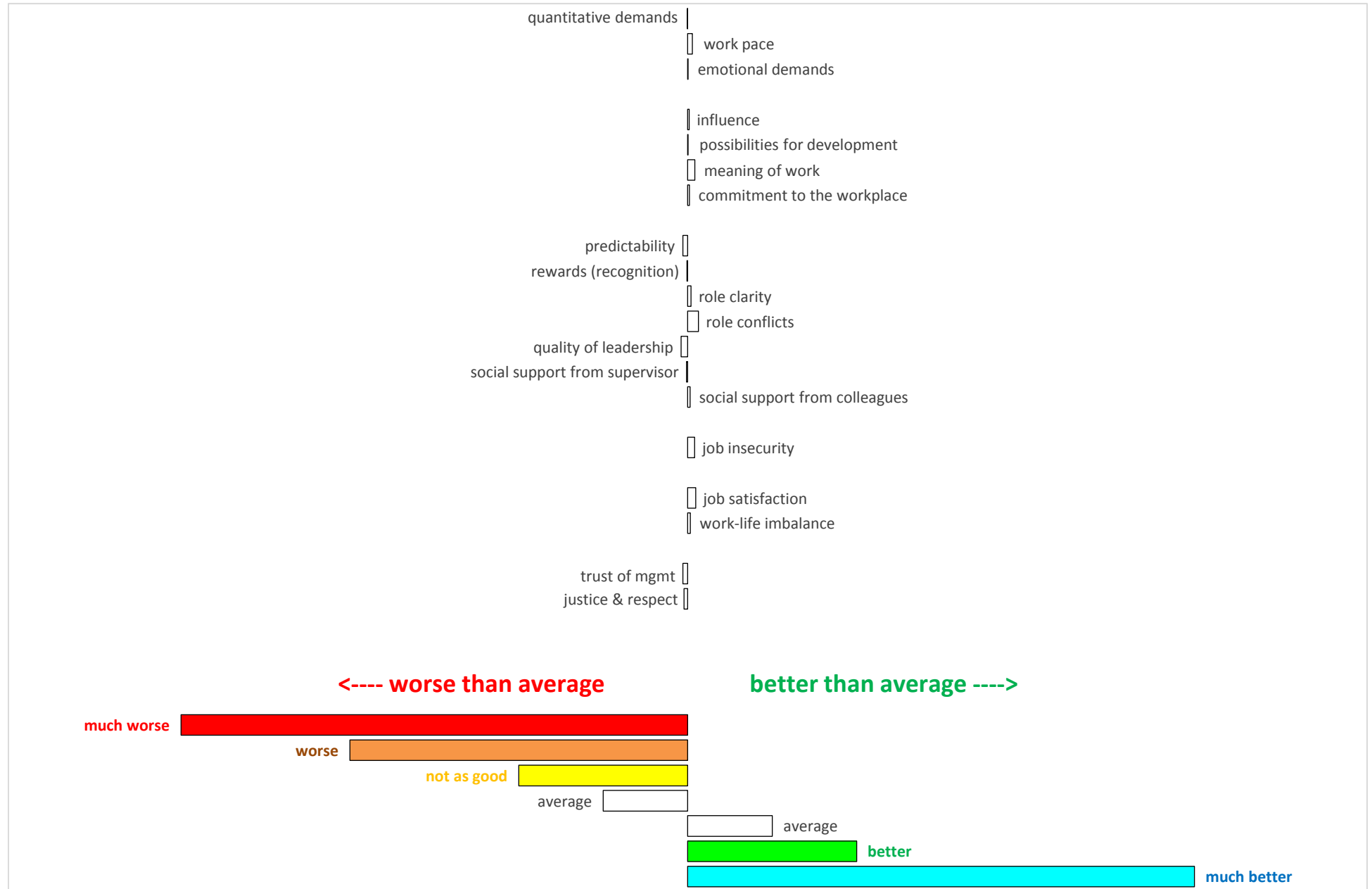
British Columbia	494	12.3%
Alberta	471	11.8%
Saskatchewan	127	3.2%
Manitoba	167	4.2%
Ontario	1580	39.4%
Quebec	873	21.8%
New Brunswick	79	2.0%
Nova Scotia	124	3.1%
Prince Edward Island	28	0.7%
Newfoundland and Labrador	45	1.1%
Yukon	11	0.3%
Northwest Territories	7	0.2%
Nunavut	2	0.05%
	<hr/> 4008	

Concerns about Workplace Safety Hazards/Environmental Conditions:



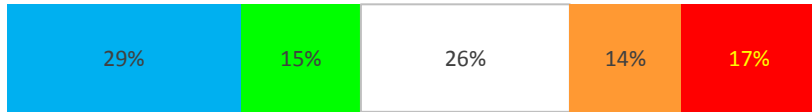
Comparison with Canadian Reference Population:

The comparison data used are based on a survey of a representative (weighted) sample of 4008 Canadian workers, conducted March 2019.



Demands:

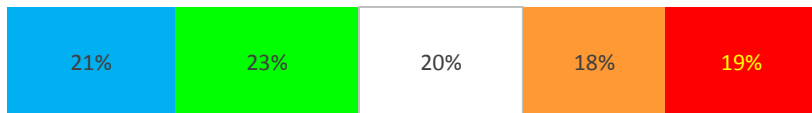
Quantitative Demands



frequency



Work Pace



frequency

Quantitative Demands

Another word for quantitative demands is workload - how much work you have to do within the time that is allotted. Excessive workloads are an obvious form of stress.

Survey Questions:

1. Do you get behind with your work?
2. How often do you not have time to complete all your work tasks?

Ideas for reducing workload demands:

- Set clear guidelines that balance the quantity and quality of work
- Distribute tasks in relation to their difficulty and time demands
- Clearly prioritize tasks, and include the possibility of postponing some tasks
- Get workers' input on the planning, prioritization and performance of their work
- Co-ordinate between teams to increase effectiveness
- Reduce or eliminate unproductive tasks such as control operations, writing reports, filling in forms or administration
- Reduce interruptions that break worker concentration and interfere with tasks

Work Pace

Working at a high pace is a cause of stress. Think of the Charlie Chaplin movie, "Modern Times", when the assembly line speeds up.

Survey Questions:

3. Do you have to work very fast?
4. Do you work at a high pace throughout the day?

Ideas for managing the pace of work:

- Jointly define reasonable workloads and set adequate staffing levels at all times
- Schedule work to avoid deadlines which are too short or grouped together
- Include a buffer of time between tasks in a fast-paced work environment
- Ensure breaks are taken, and encourage workers to leave the building at lunch
- Establish clear expectations for responsibilities and performance goals
- Set clear guidelines that balance the quantity and quality of work
- Clearly prioritize tasks, and include the possibility of postponing some tasks

Emotional Demands

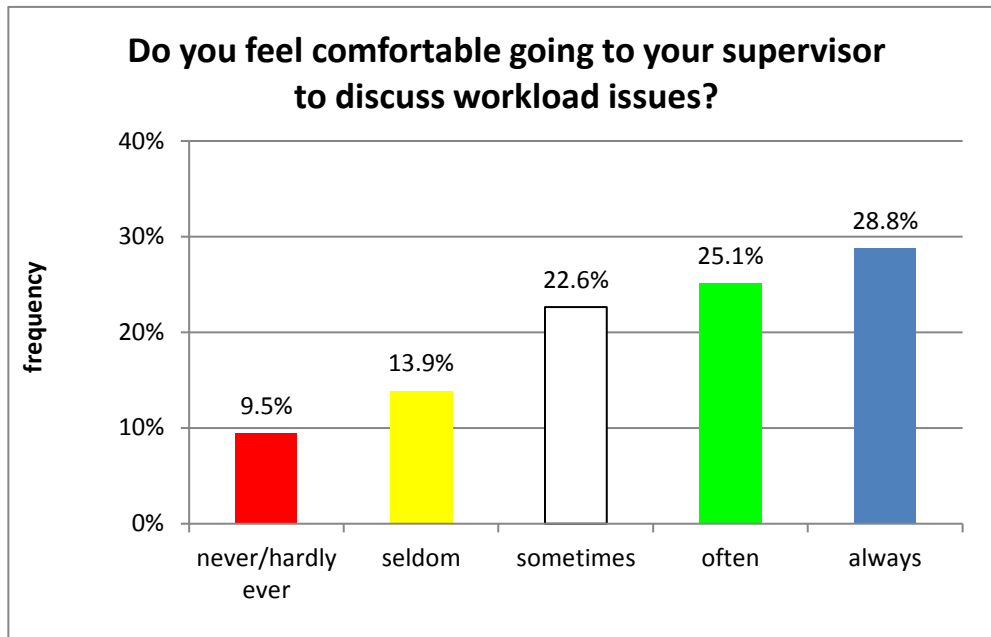
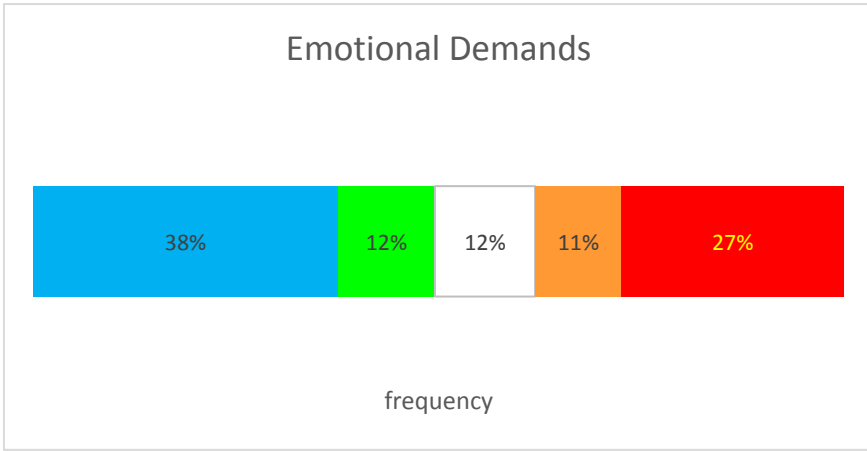
First responders, healthcare workers and those dealing with people bureaucratically can involve emotional demands, intense at times. However, supporting or commiserating with fellow workers can also be an emotional burden.

Survey Questions:

- 5. Does your work put you in emotionally disturbing situations?
- 6. Do you have to relate to other people's personal problems as part of your work?
- 6b. Is your work emotionally demanding?

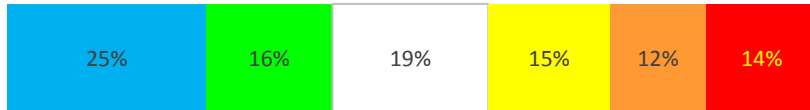
Ideas for managing emotionally challenging work:

- Set specific work objectives and outcome goals that defines success and when work is considered good enough
- Encourage feedback, discussions, and support from peers and supervisors
- Consider having a place for privacy and withdrawal after intense emotional encounters
- Provide education and training appropriate for servicing customers, patients, and clients with special needs
- Ensure breaks are taken, and encourage workers to leave the building at lunch
- Establish critical response and debriefing procedures
- Establish communication procedures between shifts and between persons with



Organizational Factors:

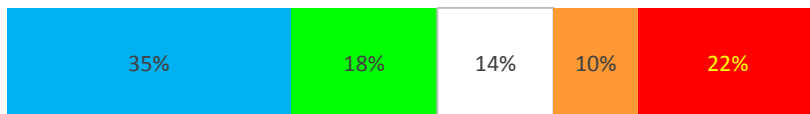
Influence



frequency



Possibilities for Development



frequency

Influence

Influence over working conditions or job latitude has been shown to reduce workplace stress. Having control over the amount of work you have to do and the way it is to be done is a positive psychosocial work factor.

Survey Questions:

7. Do you have a large degree of influence concerning your work?
8. Can you influence the amount of work assigned to you?

Ideas for increasing worker influence (control):

- Ensure workers are able to have input in how the work gets done
- Gather and consider worker input prior to introducing new procedures and technologies
- Provide outcome goals and allow worker input on how to achieve them
- Support strong team interactions and problem-solving
- Avoid micro-management
- Provide and respect direct communication links between all levels of the organization
- Ensure worker representation on boards and committees responsible for making strategic decisions

Possibilities for Development

The opportunities to learn new things and take initiative provides possibilities of developing new skills which makes work stimulating.

Survey Questions:

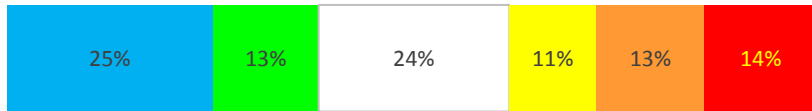
9. Do you have the possibility of learning new things through your work?
- 9b. Can you use your skills or expertise in your work?
10. Does your work require you to take the initiative?

Ideas for improving development opportunities:

- Acknowledge workers with skills and education over and above the requirements of the job
- Develop skill and certification development plans and provide the means to accomplish them
- Encourage workers returning from training to share their insights and knowledge
- Foster a life-long learning culture in the workplace
- Develop succession strategies to ensure that vital knowledge is retained when experienced workers retire or leave the organization
- Ensure workers who require certifications have access to sufficient continuing education opportunities to maintain/improve their certification status

Organizational Factors (continued):

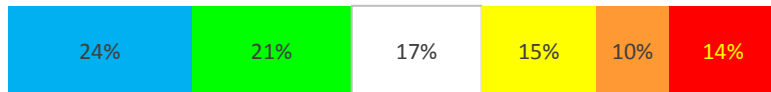
Meaning of Work



frequency



Commitment to the Workplace



0% 20% 40% 60% 80% 100%
frequency

Meaning of Work

Seeing your work as an important contribution to society provides for work engagement and motivation

Survey Questions:

- 11. Is your work meaningful?
- 12. Do you feel that the work you do is important?

Ideas for improving workers' sense of meaning at work:

- Communicate how each person's work fits into the overall purpose of the organization
- Respect and value everyone's contributions, including those performing tasks considered administrative or routine
- Involve workers in teams and ensure teams maintain a positive working climate
- Foster an inclusive environment when it comes to decision making, problem solving and goal setting
- Choose workers with the appropriate interest and skill level for the job
- Avoid creating jobs dominated by simple, repetitive or monotonous tasks. Divide those tasks among different jobs if they cannot be eliminated.

Commitment to the Workplace

Commitment to the workplace is also referred to as engagement. An engaged workforce is a valuable asset to an organization.

Survey Questions:

- 13. Do you feel that your place of work is of great importance to you?
- 14. Would you recommend a good friend to apply for a position at your workplace?

Ideas for fostering commitment to the workplace:

- Communicate the overall purpose of the organization simply and effectively
- Ensure that every worker knows their contributions are valued and appreciated
- Involve workers in teams and ensure teams maintain a positive working climate
- Foster an inclusive environment when it comes to decision making, problem solving and goal setting
- Choose workers with the appropriate interest and skill level for the job
- Avoid creating jobs dominated by simple, repetitive or monotonous tasks. Divide those tasks among different jobs if they cannot be eliminated.C10

Relational Factors:

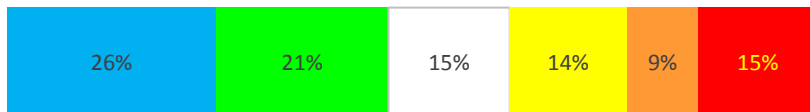
Predictability



frequency



Rewards (Recognition)



frequency

Predictability

Predictability is all about being "in the loop", having the information you need to do your work and feeling "included" in the running of the organization.

Survey Questions:

15. At your place of work, are you informed well in advance about important decisions, changes, or plans for the future?

16. Do you receive all the information you need in order to do your work well?

Ideas to improve the effective transfer of information (predictability):

- Choose a form of communication that suits the information and the audience
- When communicating essential information, speak face-to-face and use written documents to reinforce the message. Provide opportunities for questions and further explanation
- When communicating important information, use written documents, along with signboards and posters for reinforcement
- When communicating optional information, use electronic formats, handbooks, and pamphlets
- Reduce uncertainty and speculation by keeping workers updated on when decisions will be made

Rewards (Recognition)

Rewards are often not only about wages, being appropriately recognized for doing a good job and having honest constructive feed-back improves work performance and satisfaction.

Survey Questions:

17. Is your work recognized and appreciated by the management?

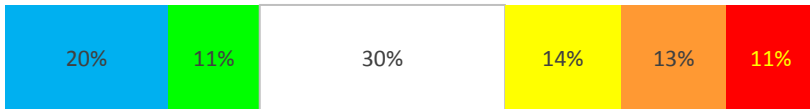
18. Are you treated fairly at your workplace?

Ideas to improve recognition and respect:

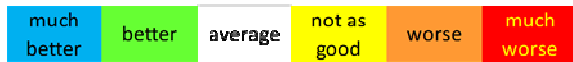
- Encourage a workplace climate of appreciation, respect and inclusivity
- Celebrate successes. Acknowledge all contributions and share rewards equitably
- Treat failures as opportunities to learn and improve rather than focusing on blame
- Reward innovation and creativity even if ideas don't get fully developed or implemented
- Ensure workers are informed regularly of the value of their efforts
- Clearly communicate expectations and deadlines
- Balance team and individual recognition to encourage top performers to build team capacities

Relational Factors (continued):

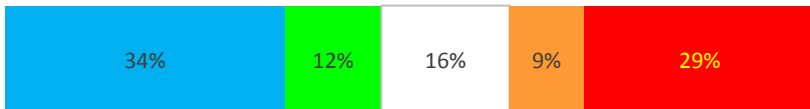
Role Clarity



frequency



Role Conflicts



frequency

Role Clarity

Knowing exactly what is expected of you reduces uncertainty and the anxiety that often goes accompanies a lack of role clarity.

Survey Questions:

19. Does your work have clear objectives?
20. Do you know exactly what is expected of you at work?

Ideas for improving role clarity (expectations):

- Make sure that work descriptions clearly define tasks, responsibilities, effort required and goals to be achieved. They should also specify the immediate supervisor, supports available to the worker, and working conditions (schedule, travel, etc.).
- Pay particular attention to task conflicts (e.g. quality vs. quantity).
- Review task descriptions and responsibilities regularly, especially when working conditions change
- Customize workers' training to support their specific tasks and responsibilities
- Ensure that work descriptions also deal with the relationships with co-workers and encourage teamwork
- Allow for some flexibility in work descriptions to accommodate for changes in work

Role Conflicts

Sometimes you may be asked to do things which conflict with other work priorities, or, things are done inefficiently/incorrectly causing frustration - this is what we mean by role conflicts.

Survey Questions:

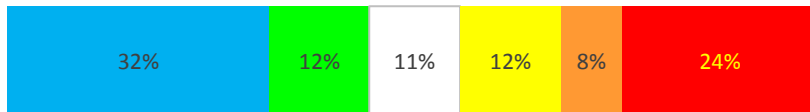
- 20a. Are contradictory demands placed on you at work?
- 20b. Do you sometimes have to do things which ought to have been done in a different way?
- 20c. Do you sometimes have to do things which seem to be unnecessary?

Ideas for avoiding role conflicts:

- Encourage a collaborative, accountable and open work environment as opposed to a competitive workplace climate
- Emphasize management's commitment to promptly resolving role conflicts
- Avoid complexity when possible
- Regularly review task descriptions and responsibilities to identify possible conflicts
- Ensure workers have sufficient resources to do their work in compliance with professional, ethical, and quality standards
- Identify and eliminate inefficient and redundant tasks
- Ask workers for their input on how to make their tasks more efficient and productive

Relational Factors (continued):

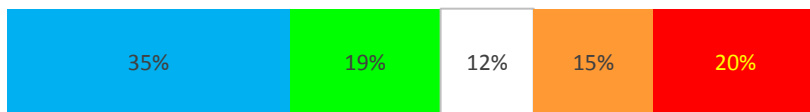
Quality of Leadership



frequency



Social Support from Supervisor



frequency

Quality of Leadership

Able support from a competent supervisor is strongly related to positive social capital (having workers engaged and wanting to make a productive contribution to the organization).

Survey Questions:

21. To what extent would you say that your immediate superior gives high priority to job satisfaction?
22. To what extent would you say that your immediate superior is good at work planning?

Ideas for improving the quality of leadership:

- Make it clear that management is committed to improving workplace conditions and reducing unnecessary stress
- Listen to worker concerns and always make the effort to take the necessary measures to resolve issues. Workers are often in the best position to suggest possible solutions.
- Encourage workers to cooperate with managers in identifying and solving workplace issues
- Remove communication barriers in the workplace. Set up an open-door policy that allows for workers and management to talk to each other.
- Encourage workers, supervisors and managers to regularly check in on each other,

Social Support from Supervisor

Supervisors with strong emotional intelligence can support workers going through challenges both outside and inside the workplace.

Survey Questions:

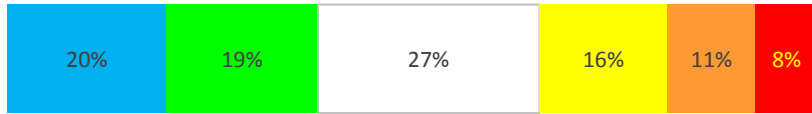
23. How often is your nearest superior willing to listen to your problems at work?
24. How often do you get help and support from your nearest superior?

Ideas for improving social support from supervisors:

- Make it clear that supervisors are committed to improving workplace conditions and reducing stress
- Listen to worker concerns and always make the effort to take the necessary measures to resolve issues. Recognize that workers are often in the best position to identify problems and suggest possible solutions.
- Remove communication barriers in the workplace. Set up an open-door policy that allows for workers and supervisors to talk to each other.
- Celebrate successes, share the burden of challenges and difficulties, and allow workers to make mistakes and learn from them
- Encourage workers, supervisors and managers to regularly check in on each other,

Relational Factors (continued):

Social Support from Colleagues



frequency



Social Support from Colleagues

Research has shown that workers are more resilient to workplace stress if they receive support from their coworkers.

Survey Questions:

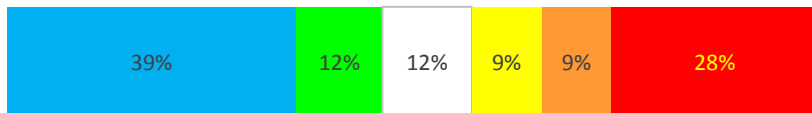
24a. How often could you get help and support from your colleagues, if needed?

24b. Is there a good atmosphere between you and your colleagues?

Ideas for encouraging social support among colleagues:

- Encourage collaboration and team work instead of rewarding competitive behaviours
- Assign advisors or mentors for workers with new responsibilities
- Encourage workers to take breaks and meals together rather than working through them
- Recognize special days and events in the lives of colleagues, celebrate diversity
- Address anti-social and negative behaviour promptly and effectively
- Organize group activities and special events outside working hours

Job Insecurity



frequency

Job Insecurity

Job insecurity is known to be a major life stressor - while some may be due to the organization's external context, there are many things that can be done internally to alleviate job insecurity.

Survey Questions:

24c. Are you worried about becoming unemployed?

24d. Are you worried about it being difficult for you to find another job if you became unemployed?

24e. Are you worried about being transferred to another job against your will?

Ideas for increasing job security:

- Increase the possibility of stable employment with adequate wages and benefits
- Emphasize and demonstrate the partnership and commitment between workers and the organization
- Reduce or eliminate temporary employment positions
- Provide flexibility and accommodations for workers to deal with outside responsibilities
- Ensure workers are aware of their legal rights and protections and that these are respected
- Provide a fair and transparent procedure for dealing with workload changes

Work Values (Social Capital):

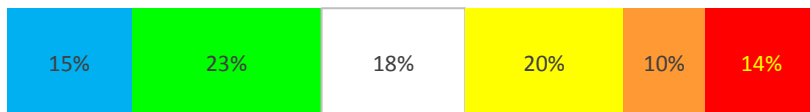
Vertical Trust



frequency



Justice and Respect



frequency

Vertical Trust

"Vertical trust" is the basis for relationships within the workplace - without trust, communications fail and the efforts of the organization can be frustrated.

Survey Questions:

28. Can you trust the information that comes from the management?
29. Does the management trust the employees to do their work well?

Ideas for improving trust of management:

- Practice accountability and transparency
- Be honest and ethical in principle and in actions
- Admit mistakes quickly and accept responsibility
- Listen actively and communicate clearly and succinctly
- Demonstrate a high regard for ethical behaviour
- Depersonalize problems and focus on solutions

Justice and Respect

Procedural and relational justice has been shown to be directly associated with workplace wellbeing

Survey Questions:

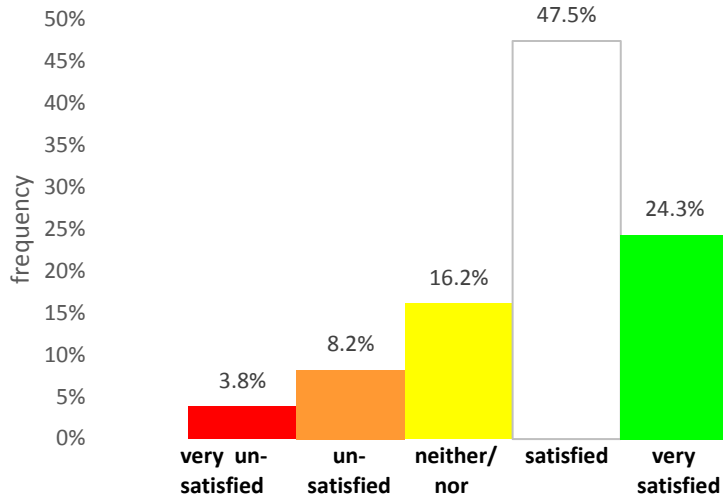
30. Are conflicts resolved in a fair way?
31. Is the work distributed fairly?

Ideas for improving justice and respect:

- Establish policies that prohibit discrimination in the workplace, and promote workplace equity and fair treatment in the allocation of jobs, duties, promotion, benefits and other terms or conditions of employment. In particular, employment-related distinctions on the basis of age, race, sex, disability, national origin or religion must be prohibited. Actions in breach of the equity policy should be reported as soon as they are discovered and addressed promptly.
- Communicate these policies and procedures to all managers, supervisors and workers
- Incorporate procedures for maintaining privacy and trust during cases of discrimination without hampering or delaying corrective actions being undertaken

Job Satisfaction & Work-Life Balance

Job Satisfaction

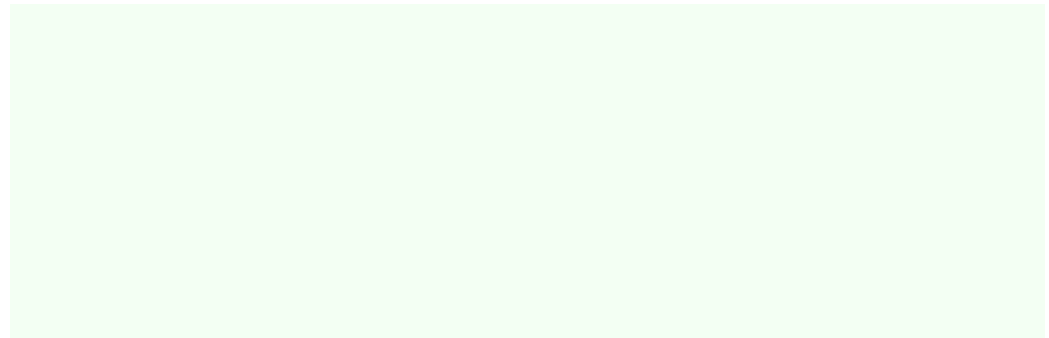


Job Satisfaction

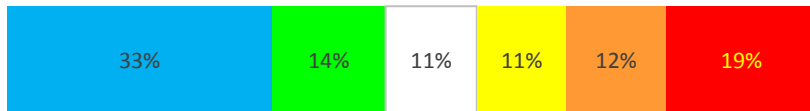
Job Satisfaction is measured on a simple scale of very satisfied, satisfied, neither/nor, unsatisfied and very unsatisfied. Job satisfaction is strongly related to the success of the whole organization.

Survey Questions:

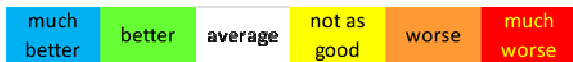
25. Regarding your work in general. How pleased are you with your job as a whole, everything taken into consideration?



Work-Life Balance



frequency

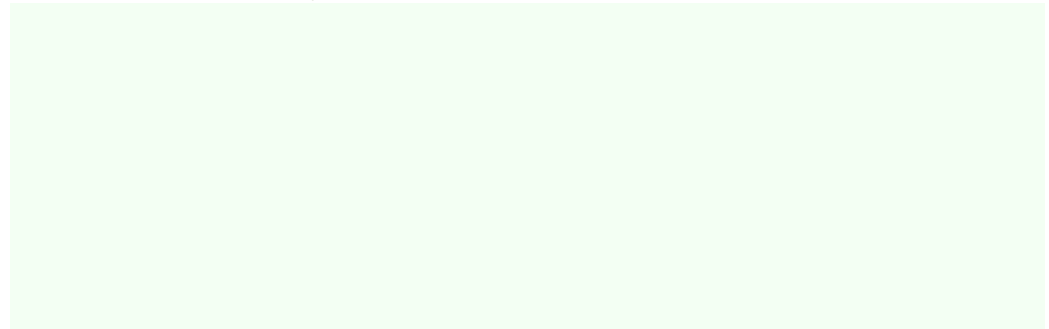


Work-Life Balance

Work demands which interfere with the amount of time and energy you have left for social interactions outside the workplace are strongly related to workplace burnout.

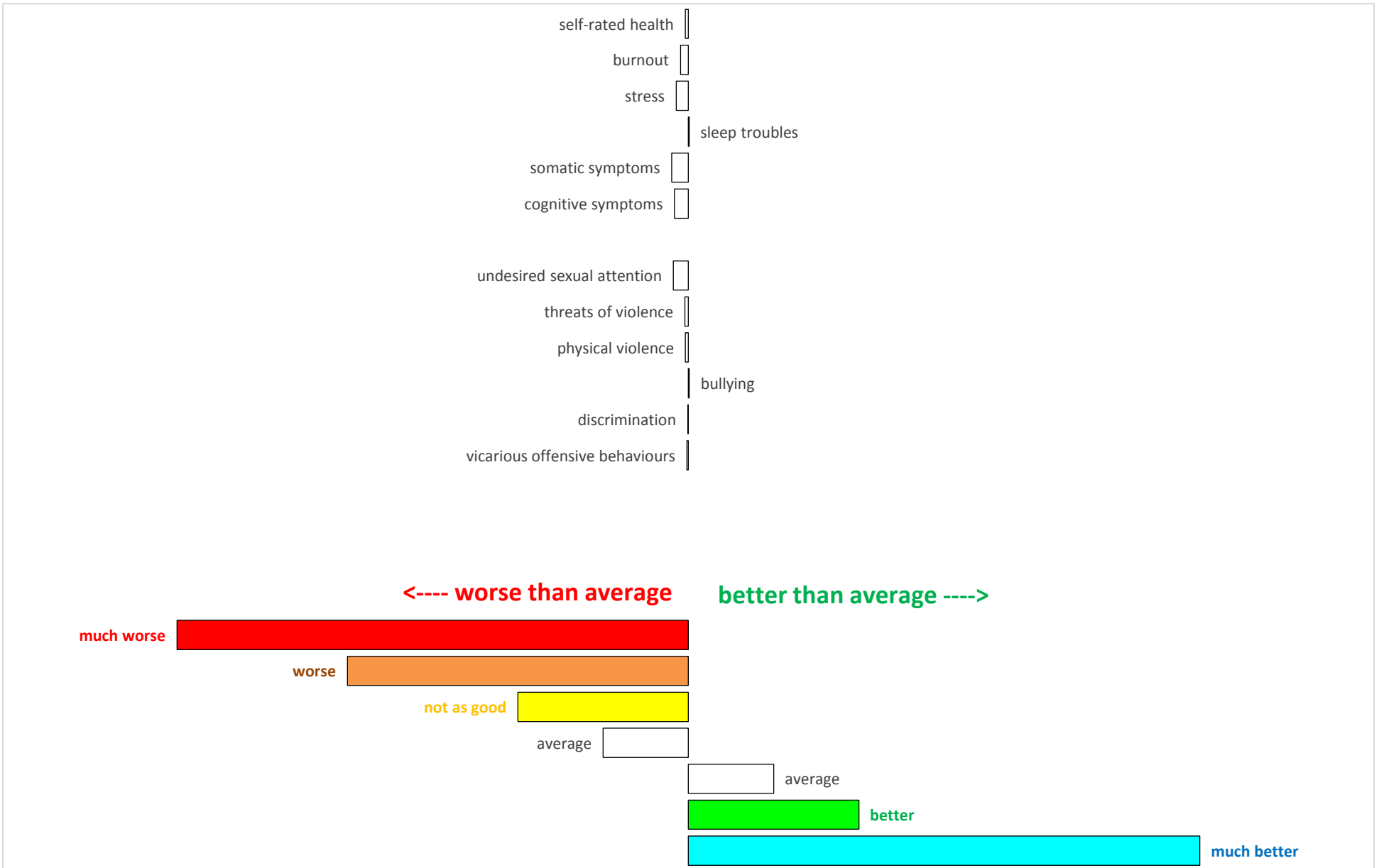
Survey Questions:

- 26. Do you feel that your work drains so much of your energy that it has a negative effect on your private life?
- 27. Do you feel that your work takes so much of your time that it has a negative effect on your private life?
- 27b. Are there times when you need to be at work and at home at the same time?



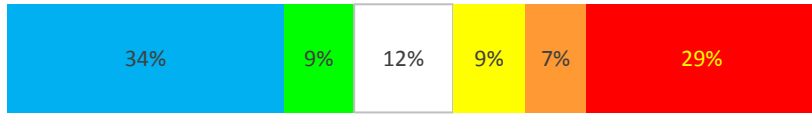
Comparison with Canadian Reference Population:

The comparison data used are based on a survey of a representative (weighted) sample of 4008 Canadian workers, conducted March 2019.



Symptoms:

Burnout



frequency



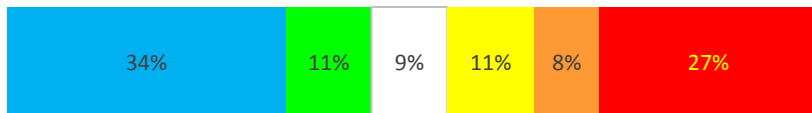
Burnout

Burnout is often related to excessive work demands, but can be aggravated by poor relationships within an organization.

Survey Questions:

- 33. How often have you felt worn out?
- 34. How often have you been emotionally exhausted?
- 39. How often have you been physically exhausted?
- 41. How often have you felt tired?

Stress Symptoms



frequency

Stress Symptoms

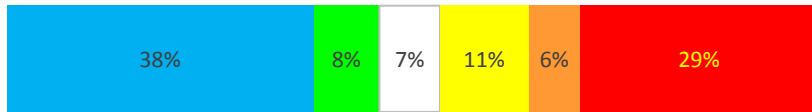
Stress is a vague term which is difficult to define formally, but everyone seems to understand what it means and the symptoms that go with it.

Survey Questions:

- 35. How often have you been stressed?
- 36. How often have you been irritable?
- 45. How often have you had problems relaxing?
- 48. How often have you been tense?

Symptoms (continued):

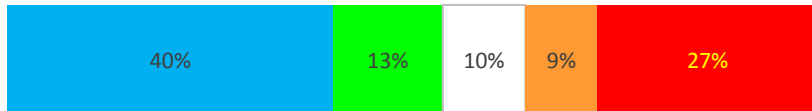
Sleep Troubles



frequency



Somatic Symptoms



frequency

Sleep Troubles

The effects of stress are often described as "the things that keep you awake at night", however, age also plays a part.

Survey Questions:

- 37. How often have you slept badly and restlessly?
- 38. How often have you found it hard to go to sleep?
- 40. How often have you woken up too early and not been able to get back to sleep?
- 42. How often have you woken up several times and found it difficult to get back to sleep?

Somatic Symptoms

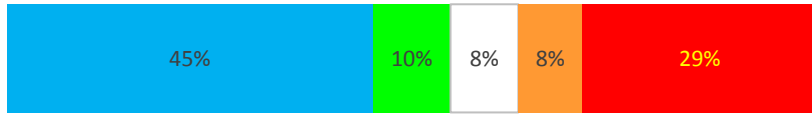
Somatic symptoms are also called psychosomatic symptoms and include typical body reactions to stress and anxiety.

Survey Questions:

- 43. How often have you had a headache?
- 44. How often have you had a stomach ache?
- 50. How often have you had palpitations?
- 52. How often have you had tension in various muscles?

Symptoms (continued):

Cognitive Symptoms



frequency



Cognitive Symptoms

A stressed mind does not function as efficiently as a positively engaged mind - resulting in the "bogging down" of thinking tasks.

Survey Questions:

- 46. How often have you had problems concentrating?
- 47. How often have you found it difficult to think clearly?
- 49. How often have you had difficulty in making decisions?
- 51. How often have you had difficulty with remembering?

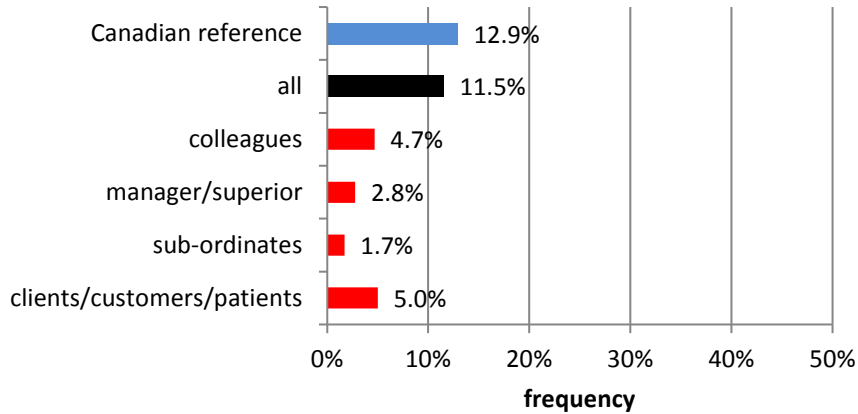
Comments:

1242 or 31.0% respondents provided additional comments at the end of the survey:

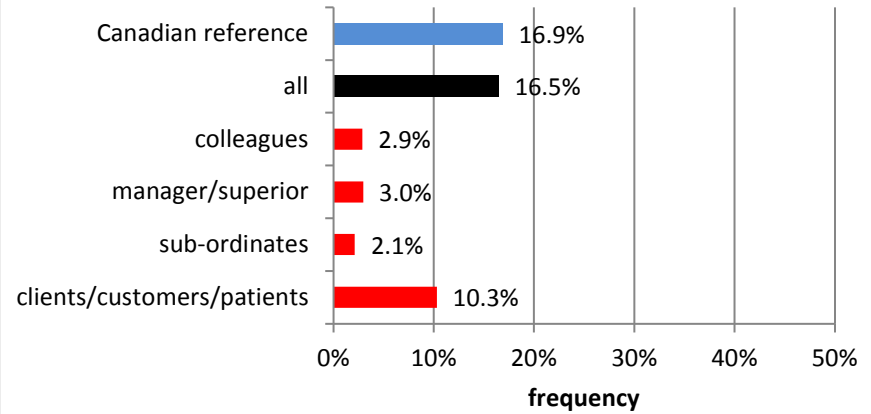
Offensive Behaviours:

Have you been exposed to *[offensive behaviour]* at your workplace during the last 12 months? If yes, from whom?

undesired sexual attention

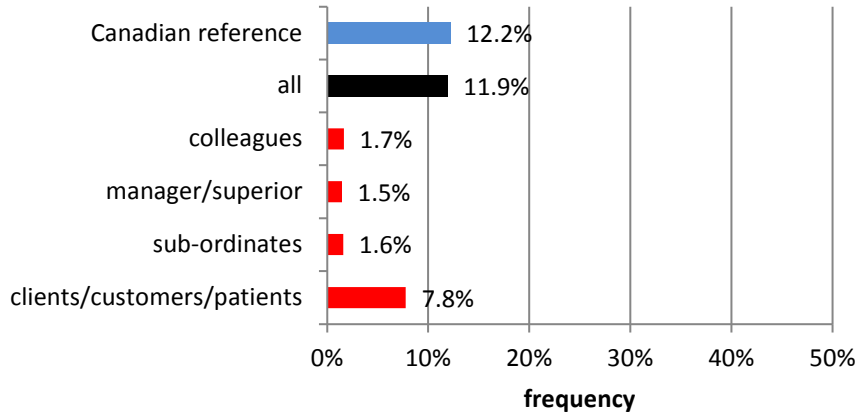


threats of violence

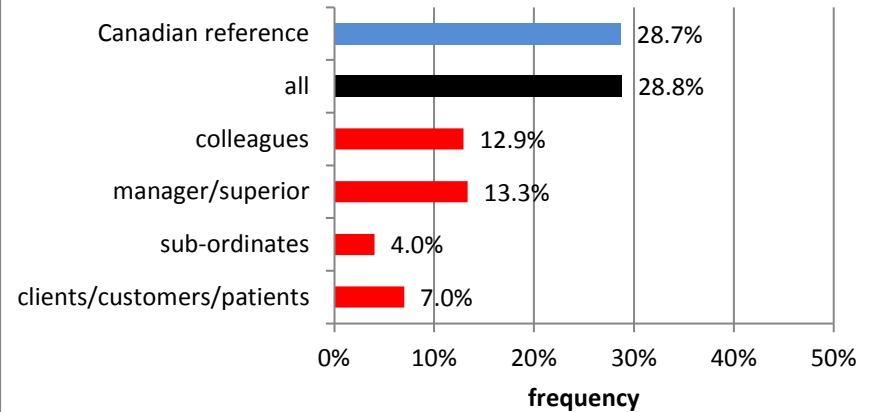


Bullying means that a person repeatedly is exposed to unpleasant or degrading treatment, and that the person finds it difficult to defend himself or herself against it.

physical violence

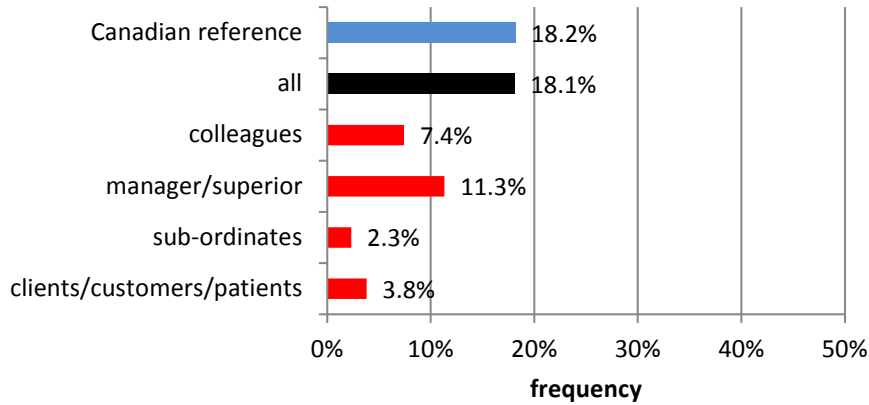


bullying



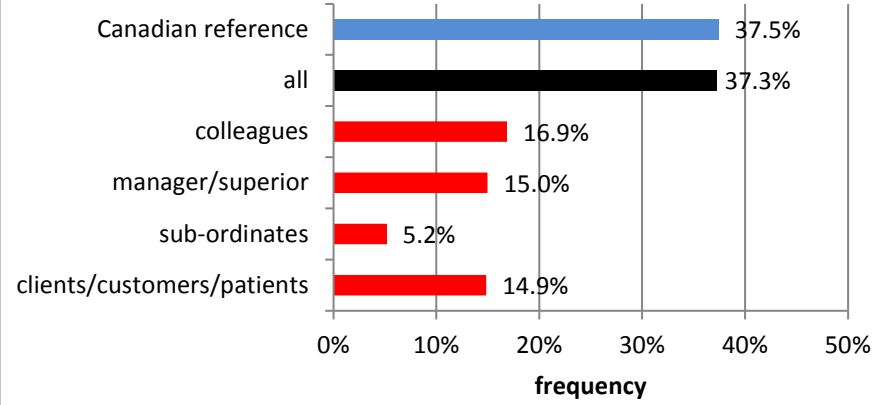
Offensive Behaviours (continued):

discrimination



types of discrimination:

vicarious offensive behaviours



Have you witnessed any of these offensive behaviours (undesired sexual attention, threats of violence, physical violence, bullying and/or discrimination) aimed at others than yourself at your workplace during the last 12 months?

types of vicarious offensive behaviours:

(note: more than one could be selected)

undesired sexual attention	22.9%
threats of violence	31.3%
physical violence	20.5%
bullying	69.6%
discrimination	41.1%

any offensive behaviour: 49.9%

Risk Factor/Symptom Associations:

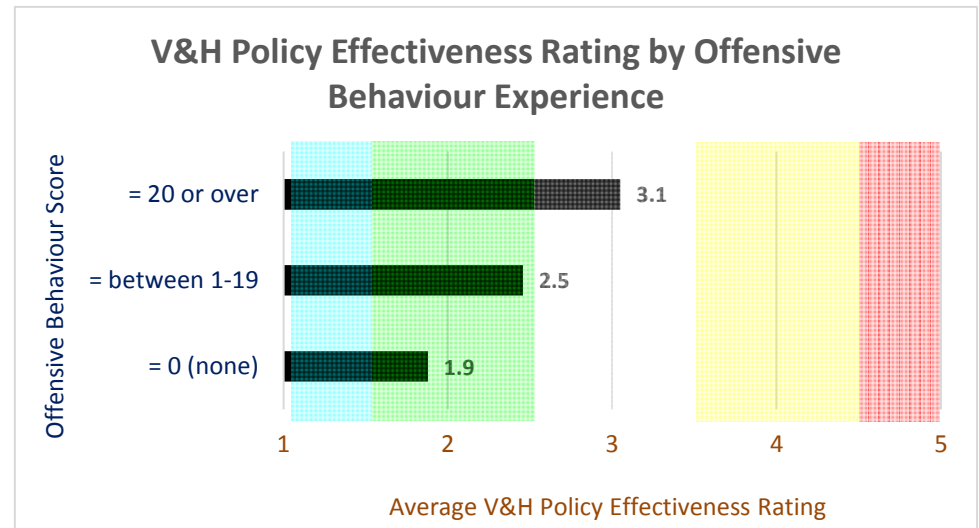
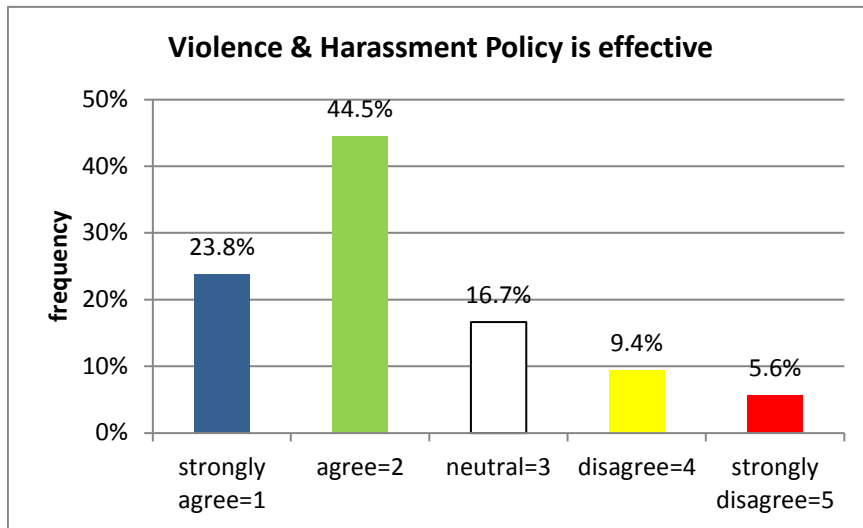
The following table provides the total symptoms scores for those respondents who experience offensive behaviours from a specified source in the past year. These are presented in contrast with the total symptoms scores for those who did NOT experience such offensive behaviours. The higher the number in the cell the higher the symptoms score.

	no experience (past year)	colleagues	manager/superior	sub-ordinates	clients/customers/ patients	all sources
undesired sexual attention	39	60	69	59	59	61
threats of violence	39	60	65	60	50	54
physical violence	40	66	72	65	48	54
bullying	38	54	53	57	53	52
discrimination	39	54	54	60	54	54
vicarious offensive behaviours	38	51	52	50	48	49

legend	
none	= no behaviours reported
< 5 points higher than no experience	
5-10 points higher	
10-15 points higher	
15+ points higher	

does your workplace have a violence & harassment policy?

yes 84.8%
no 5.5%
not sure 9.8%



Risk Factor/Symptom Associations:

The following table shows the strength of association between the psychosocial risk factor dimensions and the responses to the symptom questions. The darker the colour the stronger the association. Also the more positive ("+") signs the stronger the association. If there is a reverse association, the strength of association is displayed by negative ("-") signs. It should be noted that these association are evaluated in pairs (one psychosocial risk factor with one symptom variable) in isolation from the influence of all the other variables. This may skew the results since some combinations of multiple variables are undoubtedly subject to interactions. Furthermore there is the problem of samples size - making multiple comparisons in a small group size may lead to "spurious" association due to chance alone. Thus one needs to look at the overall pattern rather than focus on a single associated pair of variables. The sum of symptoms is the sum of the scores of each of the five symptoms combined. Since all the symptoms seem to "hang together" statistically, this may be the best variable to look at when judging the overall pattern of the responses.

	number of respondents included in analysis:	3521	burnout	stress	sleep troubles	somatic symptom	cognitive symptom	all symptom	engage-ment	job satisfacti	work-life imbalanc	psycholo gical HS
demands	quantitative demands		+	+			+	+			++	
	work pace		+	++		+		+			++	
	emotional demands		++	++	+	++	+	++			+++	-
work organization	influence								--	--		--
	possibilities for development								---	--		-
	meaning of work								----	---		-
relationships	predictability		+					+	----	---	+	---
	rewards (recognition)		+	+	+	+	+	+	----	---	++	----
	role clarity			+			+	+	---	--	+	--
	role conflicts		++	++	++	++	++	++	-	-	++	-
	quality of leadership		+	+					---	---	+	---
	social support from supervisor		+	+			+	+	--	---	+	---
	social support from colleagues		+	+		+	+	+	--	--	+	--
work values	job insecurity		+	+	+	+	++	++	-	-	+	-
	trust of mgmt		+	+				+	---	---	+	----
	justice & respect		+	+		+	+	+	---	---	++	----

Note: It is important to realize that associations do not necessarily imply causes. Also, there may be interactions between risk factors that this correlation matrix cannot take into account.

For **less than 15 responses** the results are very uncertain – this number of responses is really too small to analyze for correlations

Between 16-30 responses we can calculate correlations but a fair number of these correlations may be the result of random effects, thus we need to observe the overall patterns rather than the individual associations

Between 31-50 responses, we still have some random "statistical noise" but the individual associations are approaching a significant degree of confidence

With **more than 50 responses** we can be confident that each association is statistically significant, although even in these circumstances one in 20 associations could be due to chance.

Risk Factor/Symptom Associations:

Major correlations with Commitment to the Workplace (Engagement)

meaning of work
 predictability
 rewards (recognition)
 possibilities for development
 trust of mgmt

Major correlations with rating of psychological H&S

justice & respect
 rewards (recognition)
 violence & harassment policy effectiveness
 trust of mgmt
 predictability

Major correlations with Job Satisfaction Score

rewards (recognition)
 meaning of work
 predictability
 justice & respect
 quality of leadership

	burnout	stress	sleep troubles	somatic symptom	cognitive symptom	all symptom
work demands	++	++	+	++	+	++
work organization					+	+
work relationships	++	++	+	+	++	++
job insecurity	+	+	+	+	++	++
social capital (work values)	+	+		+	+	+
offensive behaviours	+	++	+	+	+	++

Major correlations with Burnout

role conflicts
 emotional demands
 work pace
 rewards (recognition)
 justice & respect

Major correlations with Stress

role conflicts
 emotional demands
 work pace
 job insecurity
 justice & respect

Major correlations with Sleep Troubles

role conflicts
 emotional demands
 job insecurity
 bullying
 rewards (recognition)

Major correlations with Somatic Symptoms

role conflicts
 emotional demands
 job insecurity
 bullying
 undesired sexual attention

Major correlations with Cognitive Symptoms

role conflicts
 job insecurity
 emotional demands
 role clarity
 rewards (recognition)

Major correlations with total Symptom Score

role conflicts
 emotional demands
 job insecurity
 rewards (recognition)
 justice & respect

Ideas for Addressing Major Issues Related to Total Symptom Score:

role conflicts

Ideas for avoiding role conflicts:

- Encourage a collaborative, accountable and open work environment as opposed to a competitive workplace climate
- Emphasize management's commitment to promptly resolving role conflicts
- Avoid complexity when possible
- Regularly review task descriptions and responsibilities to identify possible conflicts
- Ensure workers have sufficient resources to do their work in compliance with professional, ethical, and quality standards
- Identify and eliminate inefficient and redundant tasks
- Ask workers for their input on how to make their tasks more efficient and productive

emotional demands

Ideas for managing emotionally challenging work:

- Set specific work objectives and outcome goals that defines success and when work is considered good enough
- Encourage feedback, discussions, and support from peers and supervisors
- Consider having a place for privacy and withdrawal after intense emotional encounters
- Provide education and training appropriate for servicing customers, patients, and clients with special needs
- Ensure breaks are taken, and encourage workers to leave the building at lunch
- Establish critical response and debriefing procedures
- Establish communication procedures between shifts and between persons with responsibility for the same customer, patient, or client

job insecurity

Ideas for increasing job security:

- Increase the possibility of stable employment with adequate wages and benefits
- Emphasize and demonstrate the partnership and commitment between workers and the organization
- Reduce or eliminate temporary employment positions
- Provide flexibility and accommodations for workers to deal with outside responsibilities
- Ensure workers are aware of their legal rights and protections and that these are respected
- Provide a fair and transparent procedure for dealing with workload changes

Background Information:

The Mental Injuries Tool group was established out of a stakeholder sub-committee of worker representatives and the Occupational Health Clinics for Ontario Workers who were charged with “supporting worker representatives in taking action on prevention and workers’ compensation”. In February 2011 members of the working group and other interested people attended a workshop which reviewed the theory behind common psychosocial measurement tools. Participants were walked through the content of a number of surveys, filled them out, and reviewed the scored results. Based on many contacts and deliberations, the group decided to pilot test the COPSQ survey at upcoming union events. We contacted Tage Kristensen, the author of the COPSQ survey and received permission to use instrument (all the materials associated with the survey are freely available online at: <http://www.arbeetdsmiletoforskning.dk/en/publikationer/spoergeskemaer/psykisk-arbeetdsmiletoe>). No changes were made to the English language version of the COPSQ questions.

Based on these successful pilot administrations of the survey, the feed-back we received from the pilot respondents, and discussions within the MIT group it was decided to adopt the COPSQ survey as the basis for our assessment tool. For the symptoms however, we included extra questions from a longer version of the survey. Five symptom categories were included (burnout, stress, sleep troubles, cognitive and somatic symptoms). With respect to the questions about offensive behaviours, two questions concerning discrimination and vicarious offensive behaviours were added. We did not include any questions regarding an individuals’ history of mental illness or depressive symptoms since we were concerned the worker representatives using the survey might be able to trace an individual’s responses and “label” or “diagnose” the person (even though the surveys are anonymous).

In response to the feedback received during the union conferences and discussions during MIT meetings/calls, questions were considered about exposures to other health and safety workplace hazards. These questions address issues similar to the “Supportive Physical Environment”, which was added as a 13th Workplace Factor in the CSA Z1003 national standard on “Psychological Health and Safety in the Workplace”. Furthermore, various preliminary and demographic questions (often customized to the union or workplace) were also added. The decision to include the exposure questions was made by the MIT group whereas the decision to include various demographic and other questions (e.g. shift work), was left to the discretion of the parties using the survey for their particular workplace. Any additional questions (like the shift question) were usually taken from established sources (such as the Canadian Community Health Survey) so that the results will be comparable to published data/studies. The questions regarding behaviour based safety programs were taken from the Nordic Occupational Safety Climate Questionnaire (NOSACQ-50) (<http://www.arbeetdsmiletoforskning.dk/en/publikationer/spoergeskemaer/nosacq-50>). In 2017 we added new questions from the CORE COPSQ III survey.

methodology

To test for possible associations between psychosocial risk factors and symptoms, a correlation matrix was constructed to identify those risk variables that have statistically significant associations with symptoms. From this matrix we select the top risk factors associated with the sum of all the symptoms (as measured by the square of the Spearman rho). These top risk factors are then presented as the main issues for the H&S reps to work on. The correlation matrix is also a part of the spreadsheet analysis tool. This list of risk factors for further attention is based on an internal comparison of only the respondents’ data and thus, does not rely on the comparison with the Danish reference data for this selection.

For large data sets we have performed additional multi-level regression analyses to check the performance of the spreadsheet in identifying the top three issues. So far the performance of the spreadsheet tool has been reasonable but not perfect. There are interactions between risk factors which are not accounted for by the bivariate statistical calculations in the spreadsheet which the more sophisticated multi-level regression analysis is able to detect and account for.