

The 13 psychosocial factors

Canada's national standard for psychological health and safety, CSA Z1003, is built around these 13 factors.

Factor	What it means	One question to ask
Psychological and social support	People feel they belong, and those dealing with stress or health issues get help	If someone on your team were struggling, would they know who to tell, and would that person know what to do?
Organizational culture	Trust, honesty and fairness are shared values, not slogans	When someone admits a mistake, what happens next?
Clear leadership and expectations	People know what's expected of them and are told about changes	Could each person describe a good week in their role, and would their manager describe the same week?
Civility and respect	People treat each other considerately, including customers and the public	When someone is rude in a meeting, does anyone deal with it?
Psychological demands	People are supported to meet the emotional and mental demands of their job	Do people have training and support for the hardest emotional parts of their work, or only the technical parts?
Growth and development	People get support to build their skills	When did each person last learn something new at work on purpose?
Recognition and reward	Effort is acknowledged fairly and promptly	Is good work noticed within days, or only at review time?
Involvement and influence	People have input into decisions that affect their jobs	Were the people affected by your last big change asked before it was decided?
Workload management	People can complete their work with the time and resources they have	Could your busiest team finish its work in normal hours if nothing went wrong?
Engagement	People feel connected to their work and want to do it well	Do people talk about the work as "ours" or "theirs"?
Balance	Work leaves room for family and personal life	How often do people answer messages after hours, and is that expected?
Psychological protection	People are free from bullying, harassment, stigma and discrimination	Would someone who reports harassment be confident nothing bad would happen to them for it?
Protection of physical safety	The organization protects people from physical harm, including from clients or the public	Do people feel physically safe at work, all the time, everywhere they work?