

User Guide: Federal Public Service Workplace Mental Health Dashboard

Version 2.2 – April 2024

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Introduction

The Federal Public Service Workplace Mental Health Dashboard (the Dashboard) is a statistically validated [Power BI](#) tool for reporting on the psychosocial risk factors outlined in the [National Standard of Canada for Psychological Health and Safety in the Workplace](#) (the Standard). The Standard indicates that addressing these factors effectively can positively impact worker mental health, psychological safety, and job satisfaction.

The purpose of the Dashboard is to assist organizations in measuring their psychological health and safety strengths and gaps to support the implementation of the [Federal Public Service Workplace Mental Health Strategy](#). It may also be helpful to horizontal communities for informing priorities and initiatives.

Overall and demographic data is available at the enterprise/public service level, the departmental/agency level and for units up to three levels below. The Dashboard currently provides scores for 11 of the 13 psychosocial factors in the Standard for 2020 and 2022 and 10 for 2019, based on [Public Service Employee Survey \(PSES\)](#) data. The Dashboard is an evergreen tool and results will be added with every new edition of the PSES.

Understanding the data

Source

Currently, the score for each factor is based on the results from the PSES. Each factor is linked to a set of PSES questions, which can be found in [Appendix A](#). The score for each factor is an average of the responses of each individual respondent in a given group (e.g., all respondents from Treasury Board Secretariat) to each of those PSES questions. The scores have been transformed to be presented out of 100, for easier interpretation. Using a score out of 100 also makes it possible to take all the answers (positive, neutral, and negative) into consideration and present the mean, which provides a more comprehensive representation of the results than simply examining the percentage of respondents that are satisfied or agree with a particular statement. This also makes it possible to equate questions whose answer options (scale) are different.

Confidentiality of responses

Survey responses will be protected under the [Privacy Act](#). No data that can be traced to respondents will be released. To ensure the confidentiality of responses and safeguard respondents' identity, responses will always be grouped, and no data will be made available for groups of fewer than 10 respondents at the public service and organizational levels and fewer than 30 respondents at sub-organizational levels. Individual responses will never be published or shared with government departments or agencies. For further information, please consult Advanis' [Privacy Policy](#).

Methodology

The Dashboard was initially developed through the Interdepartmental Committee on Workplace Mental Health Performance Measurement (ICWMHPM), which is co-chaired by the [Centre of Expertise on Mental Health in the Workplace](#) at Treasury Board Secretariat (TBS), Statistics Canada (STC) and Public Services and Procurement Canada (PSPC).

To measure the 13 psychosocial factors, the ICWMHPM felt it best to use existing data sources if possible. The PSES was a natural choice as it is open to all employees in participating core

public administration departments and separate agencies. Statistics Canada undertook the responsibility of developing a rigorous measurement methodology using proven statistical methods to determine if the factors could be measured by the PSES.

First, a panel of experts, including four research psychologists and one practitioner familiar with workplace psychological health and safety, compared a set of PSES questions to the definitions of the 13 factors to identify conceptual links. The definitions are provided in [Appendix A](#).

The Standard's [2014 implementation guide](#) was used for the conceptual mapping because it provides more concise and functional definitions for the 13 factors than the Standard's Annex A.4. Some of these definitions and names were altered slightly to provide clarity and distinction between factors. This means that some factors are named differently than they are in the Standard.

Next, methodologists from Statistics Canada conducted statistical analyses to validate the conceptual mapping. The methodological approach and results are described in [Measuring workplace psychosocial factors in the federal government](#) (Blais et al., 2021).

Model strengths include the content validity assessment and evidence-based analysis, using statistical modeling. Limitations include the data collection instrument (in this case, the PSES), which wasn't designed for the express purpose of measuring the 13 psychosocial factors.

The model was initially created using 2017 PSES data and validated with 2017 and 2019 PSES data. When 2020 PSES data became available, it was tested using 2019 and 2020 PSES data and remained valid.

The approach adopted for the initial development of the Dashboard was applied again for its revision following the release of 2022 PSES data. This time, 2022, 2020 and 2019 data were tested, and the model once again remained valid. In this revision, additional PSES questions were conceptually linked to the psychosocial factors, and some of these additions were statistically validated, resulting in the measurement of 11 of 13 psychosocial factors (Engagement and Psychological Competencies and Requirements being the exceptions), with each one measured by at least three questions. All PSES questions used have been available since 2019, ensuring comparability across the three years of data in the Dashboard (2019, 2020 and 2022). The sole exception are the questions used to measure the Psychological Support factor, which were introduced in the 2020 PSES, meaning that results for this factor can only be compared across two years (2020 and 2022).

The ICWMHPM will continue to work towards the measurement of all 13 psychosocial factors. In the meantime, organizations are encouraged to measure the two remaining factors in other ways, such as using pulse surveys, focus groups and other data. Consult [Chapter 2](#) of *Building Success: A Guide to Establishing and Maintaining a Psychological Health and Safety Management System in the Federal Public Service* for guidance.

Layout

Note: For all practical applications outlined in this guide, users are encouraged to open the [Dashboard](#) and follow along. This will support improved understanding of the functionality of this tool.

There are three main sections in the Dashboard: the data window, the tab area and the "Filters" pane.

- **Data window:** The data window contains the title of the tab, the title of all available filters and the selection(s) made within those filters, a graph or a table, a notes area and a "Clear filters" button. Below is an example of the data window using the first tab.

Data window

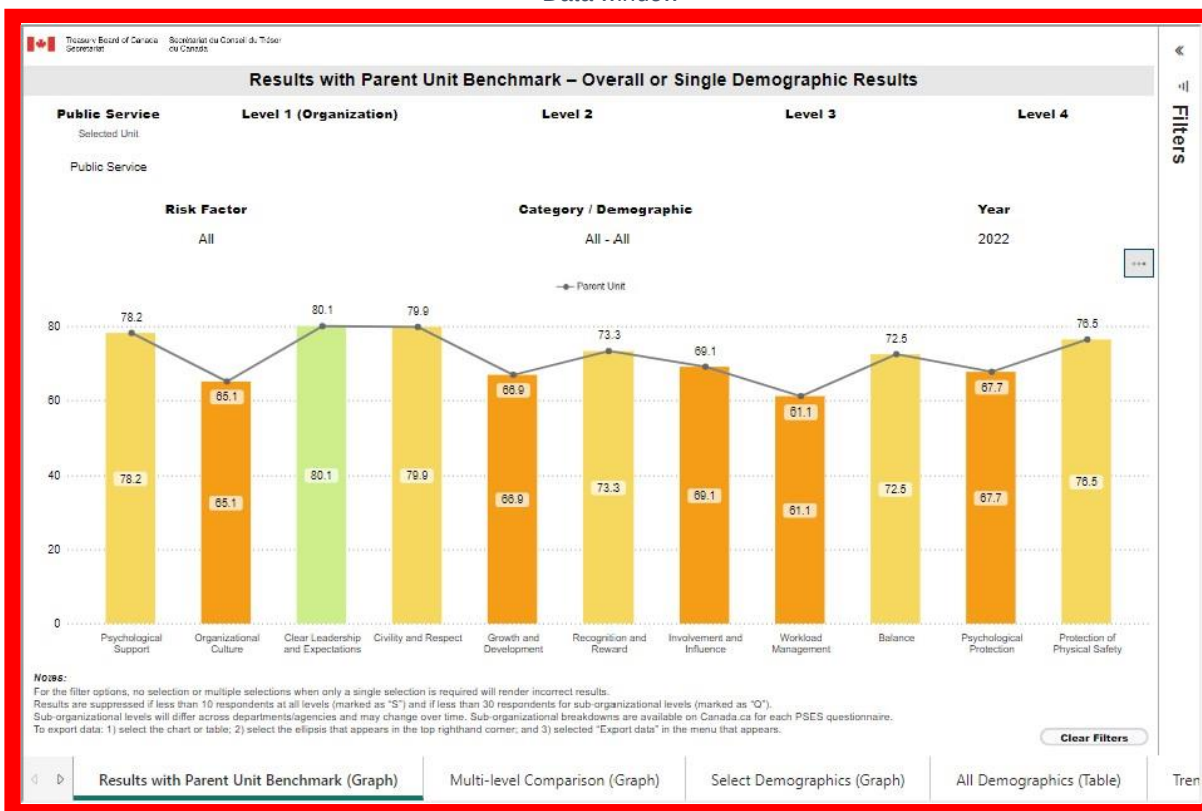


Image description: Screenshot of the Federal Public Service Workplace Mental Health Dashboard with a red box surrounding the area identified as the data window. The items inside the red box include the “Results with Parent Unit Benchmark – Overall or Single Demographic Results” tab data. The data produced are public service scores for the psychosocial factors from the Standard available in the Dashboard.

- **Tab area:** You will find the tab selections directly below the data window. Refer to the section regarding [Dashboard tabs](#) for more information.

Tab area

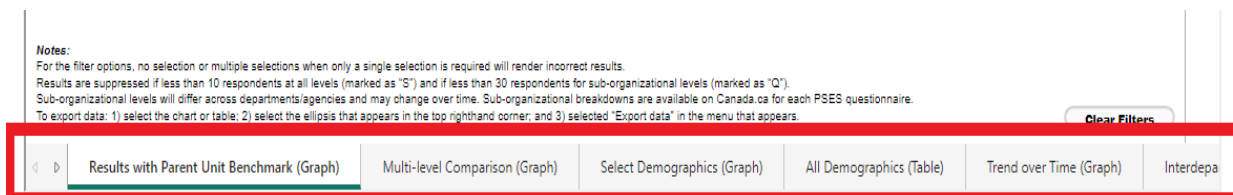


Image description: Screenshot of the Federal Public Service Workplace Mental Health Dashboard with a red box below the data window surrounding the area identified as the tab area. The titles of six tabs appear within the tab area. From left to right, they are “Results with Parent Unit Benchmark (Graph)”, “Multi-level Comparison (Graph)”, “Select Demographics (Graph)”, “All Demographics (Table)”, “Trend over Time (Graph)” and the first few letters of the “Interdepartmental Comparison (Table)” tab.

- **“Filters” pane:** You will find the “Filters” pane on the right-hand side outside the data window. To fully access the filters, select the “Show/hide filter pane” button (two left-pointing arrows) above the indicated “Filters” text.

Collapsed “Filters” pane

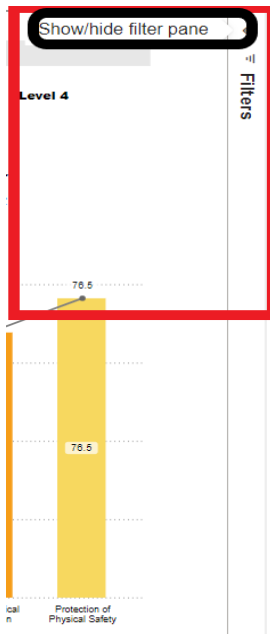


Image description: Screenshot of the Federal Public Service Workplace Mental Health Dashboard with a red box on the top right of the “Results with Parent Unit Benchmark (Graph)” tab. The box is to the right of the data window and contains the collapsed “Filters” pane. To the left is a black box that reads “Show/hide filter pane”.

To close the “Filters” pane once it’s expanded, select the “Show/hide filter pane” button once again (now two right-pointing arrows).

Expanded “Filters” pane

The image shows an expanded 'Filters' pane. At the top is a search bar with a magnifying glass icon and the text 'Search'. Below this is a section titled 'Filters on this page' with a three-dot menu icon. There are seven filter boxes, each with a title, a selected option, and a dropdown arrow. The filters are: 'Level 1 - Organization (Select ...)' with 'is Public Service', 'Level 2 (Select one)' with 'is All level 2 units', 'Level 3 (Select one)' with 'is All level 3 units', 'Level 4 (Select one)' with 'is All level 4 units', 'Risk Factor (Select one or more)' with 'is (All)', 'Category / Demographic (Select...)' with 'is All - All', and 'Year (Select one)' with 'is 2020'. A red rectangular box is drawn around the entire 'Filters' pane.

Image description: Screenshot of the expanded “Filters” pane. Below the pane title is text that reads “Filters on this page” and seven boxes that each contain a filter title and the selected option underneath.

For detailed instructions on how to use the “Filters” pane and the results it produces, please refer to the [Filtering](#) section.

Features and functions

Accessibility

Screen readers

- Power BI dashboards can be read by JAWS as well as the pre-installed Windows Narrator for Windows 10 and Windows 7.
- You can prompt your screen reader to read out the values on a visual while it is selected by using the following instructions:
 - Press the Ctrl+ Enter key to enter the visual.
 - Tab to the “plot area” and press the Ctrl + Enter keys to enter it.
 - Use the Tab key to navigate to the different data points.
 - Press the Esc key to return out of the plot area.
 - Press the Esc key to return out of the data interaction area, to the data visual object and use Tab to continue navigation.

Keyboard navigation

Navigating to and within the Power BI report with keyboard navigation

- The Power BI report within the web page is split into three main sections. The first section is the data window, the second section is the tab area at the bottom of the report and the third section is the “Filters” pane. To move between the three sections, the user must use the Ctrl + F6 combination keys. Once in a section, use the Tab key to navigate through the elements.
- Once you have tabbed through the HTML elements of the web page, you will enter the Power BI report when the screen reader reads “Microsoft Power BI”. At that point use Ctrl + Enter to enter the report. Ctrl + F6 will then take you to the different sections of the report.

Using the “Filters” pane with keyboard navigation

- The “Filters” pane on the right of each tab gives access to filters in the reports to help you focus on the data and information of interest. There are some limitations in the use of the “Filters” pane while using the keyboard navigation experience. To navigate with the keyboard:
 - First, use Ctrl + F6 to navigate between the data window, tab area and “Filters” pane.
 - Second, using the Tab button, navigate to the desired set of filters you would like to change.
 - Next, navigate to the “Expand or collapse filter card” (downward -pointing arrow) to the right of the filter title and use Enter. This will open the options you can select in your filters.
 - Use Tab to navigate to the “Search” bar or to the first item in the selection list, and then navigate the list with the arrow keys.
 - Press Enter or the space bar to select the option you would like.
 - Use Tab to navigate to the “Apply filter” button and press the space bar or Enter to apply.
 - Use Tab to navigate to any subsequent filters, or Ctrl + F6 to navigate out of the “Filters” pane.

List of keyboard shortcuts

Frequently used shortcuts

- Enter Power BI report – Ctrl + Enter
- Move focus between sections – Ctrl + F6
- Move focus forward in section – Tab
- Move focus backward in section – Shift + Tab
- Select or de-select an object – Enter or Space
- Multi-select objects (used in “Filters” pane) – Ctrl + Space

On Visual

- Show data – Alt + Shift + F11
- Enter a visual – Ctrl + Enter
- Enter a layer (subcomponent of a visual) – Enter
- Exit a layer or visual – Esc
- Select or unselect data point – Enter or Space
- Right click – Shift + F10

Table and matrix navigation

- Move focus up / down one cell – ↑ / ↓ across all cells in all areas
- Move focus left / right one cell – ← / → across all cells in all areas

Pane navigation

- Multi-select (in “Filters” pane) – Ctrl + Space
- Right click – Shift + F10

Reports for different years

Because some organizations do not participate in the PSES in some years and because sub-organizational units can change over time, the Dashboard utilizes a separate report for each year the PSES was held. Each report contains scores only for the organizations and units participating in that edition of the PSES, whether they participated in previous editions or not.

Regarding sub-organizational units, you could use data from previous report years if, for example:

- “Unit A” and “Unit B” within “Organization M” merged in 2022 to become “Unit C”. In the 2022 report, scores for “Unit C” are available for 2022 only (not 2020 nor 2019). However, “Unit A” and “Unit B” scores are available in the 2020 and 2019 reports. The results in those previous reports could be of interest to you when considering the workplace mental health performance of “Unit C” and “Organization M”.
- “Unit X” and “Unit Y” merged in 2022. However, the name of “Unit X” was kept for the new unit, meaning that the term “Unit X” is being used in 2022 to refer to a different part of the organizational structure than it was in 2020. In the 2022 report, scores for “Unit X” will be available for 2022 only. Results for “Unit Y” and the original “Unit X” will only be available in the 2020 and 2019 reports.

To find scores for an organization or unit not in the Dashboard’s most current year:

1. Find the “Select a report” section on the Dashboard, above the data window.
2. Select the arrow to find the most recent year during which your unit of interest existed.
3. Select “Load report.”

Note: Sub-organizational breakdowns for each participating organization are available on Canada.ca for each PSES questionnaire.

Full screen mode

The “Full screen” button is located above the data window on the right. To return to the original screen size, select the “Exit full screen” button above the data window.

Filtering

The “Filters” pane is where you can access information about the filters and use them to display the data you want. This pane displays all filters available within a given tab of the Dashboard. Here is some information about using filters:

- To apply a filter selection to a graph or table, you must select the “Apply filter” button at the bottom of the filter. You must do this for every filter you have selected.
- Some of the filters have “(All)” below them by default. The “(All)” means all values are included in the filter in this default setting.
- Sometimes a filter can have an extensive list of values. Use the “Search” box to find a variable and select the value you want from the list that appears.
- To clear an individual filter you have already selected, use the eraser icon next to the filter you want to reset.
- To clear all applied filters and reset the tool back to the default setting, select the “Clear Filters” button in the bottom right of the data window (either graph or table). This is useful if you have several filters applied and wish to begin a new query.
- Some filters can have multiple selections, but most are limited to one. No selection or multiple selections when a single selection is required will render incorrect results.

There are various types of filters. Each tab of the Dashboard has several of the filters below.

- Level 1 - Organization: This filter allows you to select the organization for which you want to access results (e.g., Treasury Board Secretariat). You can select multiple organizations in the “Interdepartmental Comparison (Table)” tab.
- Level 2: This filter allows you to select one or more level 2 units (as applicable) for which you want to access results based on the selection you made in the “Level 1 – Organization” filter.
- Level 3: This filter allows you to select one or more level 3 units (as applicable) for which you want to access results based on the selections made in preceding “Level” filters.
- Level 4: This filter allows you to select one or more level 4 units (as applicable) for which you want to access results based on selections made in preceding “Level” filters.
- Risk Factor: This filter allows you to select the factor(s) for which you want to access results (e.g., Psychological Protection).
- Category/Demographic: This filter allows you to select a demographic (e.g., female gender) for which you want to access results.
 - Category: Usually, categories and demographics are listed together in the “Category/Demographic” filter (e.g., “Gender – Female”). However, sometimes they are listed separately in a “Category” filter and a “Demographic” filter for accessibility reasons. When this is the case, the “Category” filter allows you to select the type of demographics for which you want to access results. For example, after selecting the “Category” filter “Gender,” you can then select the demographic, or demographics, for which you want to access results (e.g., male and/or female and/or another gender) in the “Demographic” filter.

- **Year:** This filter allows you to select the year for which you want to access results (e.g., 2022).

These filters are available in the Interdepartmental Comparison (Table) tab only:

- **CPA/SA:** This filter allows you to access results for organizations in the core public administration or separate agencies.
- **Organization Mandate:** This filter allows you to access results for organizations with a particular mandate (e.g., Agents of Parliament).
- **Organization Size:** This filter allows you to access results for organizations of a certain size (e.g., Medium 1000 – 4,999).

Searching

To find a specific item within a filter:

- Select the desired filter, start entering the term in the “Search” bar, then select it when it populates.
- To search for another term, remove the text you entered and begin again.
- You can also use the scroll bar to locate an item.
- Don’t forget to select “Apply filter” at the bottom of the filter you are using.

Graphs and tables

In some tabs, the data appears in graph form by default. To access the data provided in a graph in table format, follow the steps below.

1. Select the graph to reveal the ellipsis (...).
2. Select the ellipsis.
3. Select “Show as a table.”

Note: To go back to the graph, select “Back to report” in the upper left-hand corner of the data window.

Sorting by organization score

In every tab, data is organized by risk factor in ascending order (i.e., in the order in which the factors appear in the Standard).

In the “Results with Parent Unit Benchmark (Graph)” and “Multi-level Comparison (Graph)” tabs, it is possible to sort by the score of a unit you have selected (i.e., from lowest to highest or vice versa). Other tabs have this option as well, but this is not generally useful due to the way the tab is constructed. If you want to sort the results by the scores of the unit you have selected, follow the steps below.

1. Select the graph to reveal the ellipsis (...).
2. Select the ellipsis.
3. Select “Sort axis.”
4. Select the unit by which you want to sort data.
5. If you want to change whether the scores are sorted in ascending or descending order, repeat steps 1-3, and select “Sort ascending” or “Sort descending” as desired.

Heat map colour legend

In some tabs, graph bars and table cells are coloured according to the score presented as follows. This feature is to make it easier for users to analyze and present the data.

Colour	Score
Red	59.99 or less
Orange	60-69.99
Yellow	70-79.99
Light green	80-89.99
Dark green	90-100

Tool tip data

In graph-based tabs, hovering over a result bar will reveal a tool tip (pop-up window) with data related to that result bar. Different tabs will provide different data in the tool tip, including Risk factor, Selected unit score, Parent unit score, Selected unit name, Category/Demographic, Year and Number of Respondents. Data will also be provided when converting the data into a table or when exporting the data to Excel or CSV. Tool Tips are not available in table-based tabs.

Exporting

Excel Export

To export the data table as an Excel spreadsheet:

1. Select the graph or table to reveal the ellipsis (...).
2. Select the ellipsis.
3. Select "Export data" in the menu that appears.
4. Select the "Export" button.
5. If, when opening the spreadsheet, a warning appears asking if you want to try to recover as much as possible, select "Yes."

Notes:

- The resulting Excel spreadsheet will include a cell describing the filters applied to the data before extraction and a table containing the desired data.
- Heat-map formatting can't be exported to Excel.
- Graph formats can't be exported to Excel. The graph and table data will be exported as a table.
- Excel may display percentage values as a fraction of 1 due to default settings. To display as percentage values, select the affected cells and adjust their format to "percent."
- If the exported data contains suppressed cells:
 - The export may be in character formats that will affect the presentation of the data. Select the affected cells and adjust their format from a character to numeric.
 - The percentages in the table may not add up to 100% as some of the suppressed cells could be contributing to the total.

CSV Export

To export the data table to a CSV file:

1. Select the graph or table to reveal the ellipsis (...).
2. Select the ellipsis.
3. Select “Export data” in the menu that appears.
4. Adjust the file format to “.csv.”
5. Select the “Export” button.

Notes:

- CSV export is only available on graph-based tabs.
- The first row in the exported CSV file will be the header names for the data that follows in the subsequent rows.
- Unlike the Excel export functionality, there is no descriptor of the filters applied to the data when exporting to CSV file format.
- If the exported data contains suppressed cells, the percentages in the table may not add up to 100% as some of the suppressed cells could be contributing to the total.

PDF Export

- To export the data to a PDF file, select the “Export to PDF” button to the top right of the data window.

Notes:

- When exporting to PDF, you will obtain a copy of every tab.
- There are some limitations when exporting the data to PDF:
 - If a row in the exported table has an option to collapse, the exported PDF will display the table in the same way.
 - If a report has a nested scrollbar in the graph or table, only the default position of the scrollbar can be exported to PDF and the functionality of the scrollbar will not be present in the PDF.

Finding the results you want

What you should know

There are a few things that are helpful to know for conducting your search:

- **Participating organizations:** Lists of participating organizations are available on [Canada.ca](https://canada.ca).
 - **Micro-organizations:** An aggregate score for all micro-organizations appears under the “Level 1 - Organization” filter. To view this data, search “Micro-Organizations” in the “Level 1 – Organization” filter. Individual micro-organizations can be found under the “Level 2” filter. This means that micro-organizations will not appear in the Interdepartmental Comparison (Table) tab but can be compared in the “Intradepartmental Comparison (Table) tab” using the “Level 2” filter.
 - Results for the **Canadian Security Intelligence Services** are not available in the Dashboard.
- **Changes to sub-organizational units over time:** To access data for a sub-organizational unit that has undergone a structural change between any of the PSES

years, refer to the “[Reports for Different Years](#)” section in this guide. Sub-organizational breakdowns for each participating organization are available on [Canada.ca](#) for each PSES questionnaire.

- **Demographics and organization characteristics:** A list of all available demographics (by category) is provided for reference in [Appendix B](#), and a list of all organizations for each type (by characteristic – core public administration or separate agency, mandate, and size) is provided for reference in [Appendix C](#).
- **Remember to select “Apply Filter”** every time you want to change a filter or setting.

Results by Dashboard tab

Tab	Filters and default settings	Uses and examples	Features and functions
<u>Results with Parent Unit Benchmark (Graph)</u> - Overall or Single Demographic Results	<u>Level 1 - Organization:</u> Public Service <u>Level 2:</u> All level 2 units <u>Level 3:</u> All level 3 units <u>Level 4:</u> All level 4 units <u>Risk Factor:</u> All <u>Category / Demographic:</u> All <u>Year:</u> Most recent	• Compare overall results of one organization or unit with the results for the parent unit for one or more factors in a given year in a heat map graph (example – compare TBS and public service results for all risk factors for a given year) • Compare results for one demographic in an organization or unit with the results of the parent unit for that demographic for one or more factors in a given year in a heat map graph (example – compare TBS and public service results for all risk factors for female respondents for a given year)	• Heat map bar graph by score • Trend line for parent unit comparison
<u>Multi-level Comparison (Graph)</u> - Overall or Single Demographic Results	<u>Level 1 - Organization:</u> Public Service <u>Level 2:</u> All level 2 units <u>Level 3:</u> All level 3 units <u>Level 4:</u> All level 4 units <u>Risk Factor:</u> All <u>Category / Demographic:</u> All <u>Year:</u> Most recent	• Compare overall results for an organization or unit with results for all units above and/or below the selected organization or unit for one or more factors in a given year (example – compare results for a level 4 unit in TBS with results for all units above for all risk factors for a given year) • Compare results for one demographic in an organization or unit with results for that demographic for all units above and/or below the selected unit for one or more factors in a given year (example – compare results for 2SLGBTQIA+ respondents for a level 4 unit in TBS with results for 2SLGBTQIA+ respondents for all units above for all risk factors in 2022)	• Hierarchical comparison in clustered bar graph

Tab	Filters and default settings	Uses and examples	Features and functions
<u>Select Demographics (Graph)</u> – Multiple Demographic Results	<u>Level 1 - Organization:</u> Public Service <u>Level 2:</u> All level 2 units <u>Level 3:</u> All level 3 units <u>Level 4:</u> All level 4 units <u>Risk Factor:</u> All <u>Category:</u> Employment Type <u>Demographic:</u> All under Employment Type <u>Year:</u> Most recent	• Compare results for multiple demographics within a category for one organization or unit for one or more factors in a given year in graph form (example – compare TBS results for Indigenous and non-Indigenous respondents for all risk factors for a given year)	• Multiple demographics in clustered bar graph • Categories limited to those containing 7 demographics or less (accessibility reasons)
<u>All Demographics (Table)</u> – Overall, Single and/or Multiple Demographic Results	<u>Level 1 - Organization:</u> Public Service <u>Level 2:</u> All level 2 units <u>Level 3:</u> All level 3 units <u>Level 4:</u> All level 4 units <u>Risk Factor:</u> All <u>Category / Demographic:</u> All <u>Year:</u> Most recent	• Display results of one organization or unit for one or more factors in a given year in a heat map table • Compare results of unlimited demographics in an organization or unit for one or more factors in a given year (example – compare TBS results for all age groups for all risk factors for a given year)	• Heat map table by score • Unlimited demographics
<u>Trend over Time (Graph)</u> – Overall or Single Demographic Results	<u>Level 1 - Organization:</u> Public Service <u>Level 2:</u> All level 2 units	• Compare results of one organization or unit for one or more factors between years (example – compare TBS results for all risk factors between available years) • Compare results of one demographic in an organization or unit for one or more factors between years (example – compare TBS results for	• Multiple years comparison

Tab	Filters and default settings	Uses and examples	Features and functions
	<u>Level 3</u> : All level 3 units <u>Level 4</u> : All level 4 units <u>Risk Factor</u> : All <u>Category / Demographic</u> : All <u>Year</u> : All available	Black respondents for all risk factors between available years)	
<u>Interdepartmental Comparison (Table)</u> – Overall, Single and/or Multiple Demographic Results across Organizations	<u>CPA/SA</u> : All <u>Organization Mandate</u> : All <u>Organization Size</u> : All <u>Organization</u> : All <u>Risk Factor</u> : All <u>Category / Demographic</u> : All <u>Year</u> : Most recent	• Compare overall and/or demographic results between multiple organizations for one or more risk factors in a given year (example – compare overall results for all factors of all organizations for a given year) • Compare overall and/or demographic results of organizations of a certain type for one or more risk factors in a given year (example – compare results for all factors of all very large organizations in the core public administration that have a security and military mandate for a given year)	• Heat map table by score • Multiple organizations comparison
<u>Intradepartmental Comparison (Table)</u> - Overall, Single and/or Multiple Demographic Results across all Levels within one Organization	<u>Level 1 - Organization</u> : Public Service <u>Level 2</u> : All level 2 units <u>Level 3</u> : All level 3 units <u>Level 4</u> : All level 4 units <u>Risk Factor</u> : All <u>Category / Demographic</u> : All <u>Year</u> : Most recent	• Compare overall results for one or more units within and/or across levels 2-4 within one organization for one or more risk factors in a given year (example – compare overall results of a level 4 division with results for all other level 4 divisions within its level 3 directorate, as well as with the results for the level 3 directorate, the level 2 branch and the level 1 organization for a given year) • Compare demographic results for one or more units within and/or across levels 2-4 within one organization for one or more risk factors in a given year (example – compare results based on First Official Language in a level 4 division with those for all other level 4 units within its level 3 directorate, the level 3 directorate, the level 2 branch and the level 1 organization for a given year) Note: To display the results for the unit above a given level (the parent unit), the “all level X” units options in the filters for level 2-4 must remain selected.	• Heat map table by score • Hierarchical comparison • Multiple sub-organizational units comparison

Results by type

Note: The Dashboard produces results for the most recent report by default.

Results for one unit (the public service, an organization or a sub-organizational unit)

Overall results

In a [heat map](#) graph using the “Results with Parent Unit Benchmark (Graph)” tab

This tab defaults to the public service results, for all factors and all demographics, for the most recent available year (graph and trend line).

1. Select the “Filters” pane.
2. In the “Level 1 – Organization” filter, select the organization you want, then select “Apply filter.” Repeat this step for the Level 2-4 sub-organizational filters if desired.
3. In the “Risk Factor” filter, deselect any factors you don’t want, then select “Apply filter”.
4. In the “Year” filter, select the year you want, then select “Apply filter”.

In a [heat map](#) table using the “All Demographics (Table)” tab

This tab defaults to the public service results, for all factors and all demographics, for the most recent available year.

1. Select the “Filters” pane.
2. In the “Level 1 – Organization” filter, select the organization you want, then select “Apply filter.” Repeat this step for the Level 2-4 sub-organizational filters if desired.
3. In the “Risk Factor” filter, deselect any factors you don’t want, then select “Apply filter”.
4. In the “Year” filter, select the year you want, then select “Apply filter”.

Single demographic results

In a [heat map](#) graph using the “Results with Parent Unit Benchmark (Graph)” tab

This tab defaults to the public service results, for all factors and all demographics, for the most recent available year (graph and trend line).

1. Select the “Filters” pane.
2. In the “Level 1 – Organization” filter, select the organization you want, then select “Apply filter.” Repeat this step for the Level 2-4 sub-organizational filters if desired.
3. In the “Risk Factor” filter, deselect any factors you don’t want, then select “Apply filter”.
4. In the “Category/Demographic” filter, select the demographic you want, then select “Apply filter”.
5. In the “Year” filter, select the year you want, then select “Apply filter”.

Multiple demographic results

In a clustered bar graph using the “Select Demographics (Graph)” tab

This tab defaults to the public service results, for all factors and all demographics under the “Employment Type” category, for the most recent available year. Categories are limited to those that contain 7 demographics or less for accessibility reasons.

1. Select the “Filters” pane.
2. In the “Level 1 – Organization” filter, select the organization you want, then select “Apply filter.” Repeat this step for the Level 2-4 sub-organizational filters if desired.
3. In the “Risk Factor” filter, deselect any factors you don’t want, then select “Apply filter”.

4. In the “Category” filter, select the category you want and select “Apply filter”. The graph will now display results for all demographics within the category you selected. If you only want results for some of them, go to the “Demographic” filter and deselect the ones you don’t want, then select “Apply filter”.
5. In the “Year” filter, select the year you want, then select “Apply filter”.

In a [heat map](#) table using the “All Demographics (Table)” tab

This tab defaults to the public service results, for all factors and all demographics, for the most recent available year.

1. Select the “Filters” pane.
2. In the “Level 1 – Organization” filter, select the organization you want, then select “Apply filter.” Repeat this step for the Level 2-4 sub-organizational filters if desired.
3. In the “Risk Factor” filter, deselect any factors you don’t want, then select “Apply filter”.
4. In the “Category/Demographic” filter, select as many demographics as you want. Be sure to deselect “All” if you don’t want the overall results for your selected unit to appear in the table, then select “Apply filter”.
5. In the “Year” filter, select the year you want, then select “Apply filter”.

Trend over Time

In a clustered bar graph using the “Trend Over Time (Graph)” tab

This tab defaults to the public service results, for all factors and all demographics, for all available years. To access data for a sub-organizational unit that has undergone a structural change between any of the PSES years, refer to the [“Reports for Different Years”](#) section in this guide.

1. Select the “Filters” pane.
2. In the “Level 1 – Organization” filter, select the organization you want, then select “Apply filter.” Repeat this step for the Level 2-4 sub-organizational filters if desired.
3. In the “Risk Factor” filter, deselect any factors you don’t want, then select “Apply filter”.
4. In the “Category/Demographic” filter, select the demographic you want, then select “Apply filter”.
5. In the “Year” filter, select the years you want, then select “Apply filter”.

Results for multiple units

Comparing organizations

In a [heat map](#) table using the “Interdepartmental Comparison (Table)” Tab

This tab defaults to results for all available organizations, for all risk factors and demographics, for the most recent available year. Data for individual micro-organizations is not available in this tab because they are under “Level 2.” However, you can compare results for micro-organizations using the “Level 2” filter in the “Intradepartmental Comparison” tab.

Comparing one or more specific organizations

1. Select the “Filters” pane.
2. In the “Organization” filter, select the organizations you want, then select “Apply filter”.
3. In the “Risk Factor” filter, deselect any factors you don’t want, then select “Apply filter”.
4. In the “Category/Demographic” filter, select the demographic you want, if applicable, then select “Apply filter”.
5. In the “Year” filter, select the year you want, then select “Apply filter”.

Comparing organizations of a certain type

1. Select the “Filters” pane.
2. In the “CPA/SA” (Core public administration / Separate agency) filter, select the type you want or leave it blank to avoid applying this filter. If you made a selection, select “Apply filter”.
3. In the “Organization Mandate” filter, select the mandate you want or leave it blank to avoid applying this filter. If you made a selection, select “Apply filter”.
4. In the “Organization Size” filter, select the size you want or leave it blank to avoid applying this filter. If you made a selection, select “Apply filter”.
5. In the “Risk Factor” filter, deselect any factors you don’t want, then select “Apply filter”.
6. In the “Category/Demographic” filter, select the demographic you want, if applicable, then select “Apply filter”.
7. In the “Year” filter, select the year you want, then select “Apply filter”.

Comparing units at different levels only

In a [heat map](#) graph using the “Results with Parent Unit Benchmark (Graph)” tab

This tab defaults to the public service results, for all factors and all demographics, for the most recent available year (graph and trend line). The trend line will always represent the scores for the unit above the unit you have selected. For example, if you select “Treasury Board Secretariat” in the “Level 1 – Organization” filter, the public service scores will be represented by the trend line. If you select a unit in the “Level 2” filter after this, scores for Treasury Board Secretariat will be represented by the trend line.

Comparing with a parent unit

1. Select the “Filters” pane.
2. In the “Level 1 – Organization” filter, select the organization you want, then select “Apply filter.” Repeat this step for the Level 2-4 sub-organizational filters if desired.
3. In the “Risk Factor” filter, deselect any factors you don’t want, then select “Apply filter”.
4. In the “Category/Demographic” filter, select the demographic you want, if applicable, then select “Apply filter”.
5. In the “Year” filter, select the year you want, then select “Apply filter”.

Comparing with two or more levels

In a [clustered bar graph](#) using the “Multi-level Comparison (Graph)” tab

This tab defaults to results for the public service, for all risk factors and demographics, for the most recent available year.

1. Select the “Filters” pane.
2. In the “Level 1 - Organization” filter, select the organization you want, then select “Apply filter”.
3. In the “Level 2” filter, select the unit you want, then select “Apply filter”. Repeat this step for the level 3-4 filters if desired.
4. In the “Risk Factor” filter, deselect any factors you don’t want, then select “Apply filter”.
5. In the “Category/Demographic” filter, select the demographic you want, if applicable, then select “Apply filter”.
6. In the “Year” filter, select the year you want, then select “Apply filter”.

Comparing units at the same AND/OR different levels

In a [heat map](#) table using the “Intradepartmental Comparison” tab

This tab defaults to results for the public service, for all risk factors and all demographics, for the most recent available year. Results for the public service are not available in this tab once a selection has been made in the “Level 1 – Organization” filter. **Note:** when using this tab to compare across different levels, you must leave the “All level X units” option checked to display the results for the unit(s) above the lowest selected unit(s). For example, if you are comparing results for multiple Level 3 units and you also want the table to display the results for the Level 2 unit and the organization, you must leave “All level 3 units” checked in the Level 3 filter, and “All Level 2 units” checked in the Level 2 filter.

1. Select the “Filters” pane.
2. In the “Level 1 - Organization” filter, select the organization you want, then select “Apply filter”.
3. In the “Level 2” filter, select the unit(s) you want, then select “Apply filter”. Repeat this step for the level 3-4 filters if desired.
4. In the “Risk Factor” filter, deselect any factors you don’t want, then select “Apply filter”.
5. In the “Category/Demographic” filter, select the demographic you want, if applicable, then select “Apply filter”.
6. In the “Year” filter, select the year you want, then select “Apply filter”.

Contact

For questions regarding the Dashboard, contact the [Centre of Expertise on Mental Health in the Workplace](#).

Appendix A: Crosswalk between the psychosocial factors and the PSES

The definitions of the psychosocial factors used in this research come from pages 51-52* of [Assembling the Pieces: An Implementation Guide to the National Standard for Psychological Health and Safety in the Workplace](#) (2014).

Factor	Definition	PSES Question**	2022 PSES Q#	2020 PSES Q#	2019 PSES Q#
Psychological support	A work environment where co-workers and supervisors are supportive of employees' psychological and mental health concerns and respond appropriately as needed.	My immediate supervisor supports my mental health and well-being.	Q77	Q77	N/A
		I would feel comfortable sharing concerns with my immediate supervisor about my mental health.	Q78	Q76	N/A
		I would feel comfortable sharing concerns with my immediate supervisor about my physical health and safety.	Q79	Q81	N/A
Organizational culture	A work environment characterized by trust, honesty, and fairness.	Senior managers in my department or agency lead by example in ethical behaviour.	Q32	Q31	Q34
		I have confidence in the senior management of my department or agency.	Q33	Q32	Q35
		Senior management in my department or agency makes effective and timely decisions.	Q34	Q33	Q36
		Essential information flows effectively from senior management to staff.	Q35	Q34	Q37
		My department or agency does a good job of communicating its vision, mission, and goals.	Q37	Q36	Q39
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 changes coming.	I receive useful feedback from my immediate supervisor on my job performance.	Q26	Q25	Q25
		My immediate supervisor keeps me informed about the issues affecting my work.	Q28	Q27	Q27
		My immediate supervisor supports the use of flexible work hours to complete my work.	Q29	Q29	Q29
		I am satisfied with the quality of supervision I receive.	Q30	Q30	Q31
Civility and respect	A work environment where employees are respectful and considerate in how they interact with one another, as well	I am satisfied with how interpersonal issues are resolved in my work unit.	Q19	Q19	Q20
		In my work unit, individuals behave in a respectful manner.	Q21	Q21	Q22

	as with customers, clients, and the public.	Overall, to what extent do the following factors cause you stress at work? Issue(s) with my co-worker(s)	Q72q	Q70s	Q74o
Psychological competencies and requirements	A work environment where employees' interpersonal and emotional competencies fit with the requirements of their position.	N/A	N/A	N/A	N/A
Growth and development	A work environment where employees receive encouragement and support in developing their interpersonal, emotional, and job skills.	My department or agency does a good job of supporting employee career development.	Q42	Q41	Q44
		To what extent have the following adversely affected your career progress in the federal public service over the last 12 months? Lack of access to learning opportunities.	Q43b	Q43b	Q46c
		I believe I have opportunities for promotion within my department or agency, given my education, skills, and experience.	Q44	Q42	Q45
Recognition and reward	A work environment where there is appropriate acknowledgment and appreciation of employees' efforts in a fair and timely manner.	I receive meaningful recognition for work well done.	Q08	Q08	Q08
		I know how my work contributes to the achievement of my department's or agency's goals.	Q10	Q10	Q10
		Overall, I feel valued at work.	Q11	Q11	Q11
		I have support at work to provide a high level of service.	Q15	Q15	Q15
Involvement and influence	A work environment where employees are included in discussions about how their work is done and how important decisions are made.	I have opportunities to provide input into decisions that affect my work.	Q13	Q13	Q13
		I am encouraged to be innovative or to take initiative in my work.	Q14	Q14	Q14
		I feel I would be supported by my department or agency if I proposed a new idea.	Q45	Q44	Q47
		Overall, to what extent do the following factors cause you stress at work? Lack of control or input in decision-making	Q72g	Q70i	Q74g
Workload management	A work environment where tasks and responsibilities can be accomplished successfully in the time available.	I can complete my assigned workload during my regular working hours.	Q17	Q17	Q17
		I feel that the quality of my work suffers because of constantly changing priorities.	Q18a	Q18a	Q18a
		I feel that the quality of my work suffers because of having to do the same or more work, but with fewer resources.	Q18d	Q18e	Q18e
		Overall, to what extent do the following factors cause you stress at work? Heavy workload	Q72b	Q70c	Q74b
		Overall, to what extent do the following factors cause you stress at work? Unreasonable deadlines	Q72c	Q70d	Q74c

		Overall, to what extent do the following factors cause you stress at work? Not enough employees to do the work	Q72d	Q70e	Q74d
		Overall, to what extent do the following factors cause you stress at work? Overtime or long work hours	Q72e	Q70f	Q74e
		Overall, to what extent do the following factors cause you stress at work? Information overload	Q72l	Q70n	Q74k
		Overall, my level of work-related stress is...	Q73	Q72	Q75
Engagement	A work environment where employees feel connected to their work and are motivated to do their job well.	N/A	N/A	N/A	N/A
Balance	A work environment where there is recognition of the need for balance between the demands of work, family, and personal life.	I have support at work to balance my work and personal life.	Q06	Q06	Q06
		To what extent have the following adversely affected your career progress in the federal public service over the last 12 months? Conflict between my work obligations and my family or personal obligations	Q43a	Q43a	Q46a
		Overall, to what extent do the following factors cause you stress at work? Balancing work and personal life	Q72f	Q70g	Q74f
Psychological protection	A work environment where employees' psychological safety is ensured.	I am satisfied with how matters related to harassment are resolved in my department or agency.	Q62	Q60	Q64
		My department or agency works hard to create a workplace that prevents harassment.	Q63	Q61	Q65
		My department or agency does a good job of raising awareness of mental health in the workplace.	Q75	Q74	Q77
		I would describe my workplace as being psychologically healthy.	Q80	Q78	Q78
Protection of physical safety	A work environment where employees' physical safety is ensured.	I have the tools, technology, and equipment I need to do my job.	Q01	Q01	Q01
		My physical environment (e.g., office, workspace) is suitable for my job requirements.	Q03	Q03	Q03
		I get the training I need to do my job.	Q04	Q04	Q04
		I have the information, training, and equipment I need to ensure my health and safety at work.	Q05	Q05	Q05
		Overall, to what extent do the following factors cause you stress at work? Physical work environment	Q72m	Q70o	Q74l

* The titles of some factors are taken from page 58.

**The wording reflects the 2022 PSES. In some cases, wording has been modified slightly between editions of the PSES, but year-to-year comparison remains valid.

Appendix B: List of demographics

Note: Listed by 2022 PSES question order and, unless otherwise noted, reflecting 2022 PSES language. Italics identify questions asked in previous PSES editions, but not in 2022.

Category	Demographic	Tabs	PSES question	PSES 2022 Q#	PSES 2020 Q#	PSES 2019 Q#
Supervisor / Non-supervisor	- Supervisor - Non-supervisor	All	Are you a supervisor?	Q81	Q83	Q32
Work Location	- Working on-site - Working remotely - Combination of working remotely and on-site	All	Which of the following best describes your current work arrangement?	Q93	N/A	N/A
Shift Worker	- Shift worker - Non-shift worker	All	Are you currently a shift worker?	Q102	Q100	Q90
Employment Type	- Indeterminate (permanent) - Seasonal - Term - Casual - Student - Governor in Council appointee	All	What is your current employee status?	Q104	Q105	Q93
Occupational Category	- Executive - Scientific and Professional - Administration and Foreign Services - Technical - Administrative Support - Operational - Other occupational category	All	Please indicate your occupational group.	Q105.1	Q106.1	Q94.1
Community*	- Client contact centre - Health care practitioners - Federal regulators - Compliance, inspection, and enforcement - Communications or public affairs - Access to information and privacy	All except Select Demographics (Graph)	With which of the following communities do you most closely identify in relation to your current job?	Q109	Q107	Q95

Category	Demographic	Tabs	PSES question	PSES 2022 Q#	PSES 2020 Q#	PSES 2019 Q#
	• Security • Science and technology • Library services • Legal services • Administration and operations • Human resources • Financial management • Procurement • Real property • Materiel management • Information management • Information technology • Internal audit • Evaluation • Data sciences • Policy • Project management • Other services to the public • None of the above					
Years in the Public Service	• Less than 3 years in federal public service • 3 to 10 years in federal public service • 11 to 20 years in federal public service • More than 20 years in federal public service	• All	In total, how many years have you been working in the federal public service?	Q110	Q108	Q96
Years in your Organization	• Less than 3 years in current department or agency • 3 to 10 years in current department or agency • 11 to 20 years in current department or agency	• All	In total, how many years have you been working in your current department or agency?	Q111	Q109	Q97

Category	Demographic	Tabs	PSES question	PSES 2022 Q#	PSES 2020 Q#	PSES 2019 Q#
	• More than 20 years in current department or agency					
First Official Language	• English • French	• All	What is your first official language?	Q112	Q110	Q98
Service to the Public	• Provides services to public • Does not provide services to public	• All	Do you occupy a position in which you provide services directly to the public as a regular part of your job?	Q113	Q111	Q100
Province or Territory of Work*	• National Capital Region • Ontario (excluding National Capital Region) • Quebec (excluding National Capital Region) • Northwest Territories • Nunavut • Yukon • British Columbia • Alberta • Saskatchewan • Manitoba • New Brunswick • Nova Scotia • Prince Edward Island • Newfoundland and Labrador • Outside of Canada	• All except Select Demographics (Graph)	In which province or territory do you work?	Q114	Q112	Q102
Age Group*	• 24 years and under • 25 - 29 years • 30 - 34 years • 35 - 39 years • 40 - 44 years • 45 - 49 years • 50 - 54 years • 55 - 59 years	• All except Select Demographics (Graph)	What is your age group?	Q116	Q114	Q104

Category	Demographic	Tabs	PSES question	PSES 2022 Q#	PSES 2020 Q#	PSES 2019 Q#
	• 60 years and over					
Gender	• Man • Woman • Another gender	• All	What is your gender?	Q117	Q115	Q105
Person with a disability	• Person with a disability • Not a person with a disability	• All	Are you a person with a disability?	Q118	Q118	Q108
Person with a disability (type)*	• Persons with a disability, seeing disability • Persons with a disability, hearing disability • Persons with a disability, speech disability • Persons with a disability, mobility disability • Persons with a disability, challenges with flexibility or dexterity • Persons with a disability, mental health disability • Persons with a disability, sensory or environmental • Persons with a disability, chronic health condition or pain • Persons with a disability, cognitive disability • Persons with a disability, intellectual disability • Persons with a disability, other disability	• All except Select Demographics (Graph)	Are you a person with a disability?	Q118	N/A	N/A

Category	Demographic	Tabs	PSES question	PSES 2022 Q#	PSES 2020 Q#	PSES 2019 Q#
<i>Disability type*</i>	• A seeing disability • A hearing disability • A mobility issue • An issue with flexibility or dexterity • A mental health issue • A sensory / environmental disability • A chronic health condition • A cognitive disability • An intellectual disability • Other disability	• All except Select Demographics (Graph)	You indicated that you are a person with a disability. If you wish to provide further details, please select the box(es) that apply to you.	N/A	Q119	Q109
Indigenous	• Indigenous • First Nations • Inuk (Inuit) • Métis • Non-Indigenous	• All	Do you identify as an Indigenous person?	Q119	Q116	Q106
<i>Indigenous Group</i>	• First Nation (North American Indian) • Métis • Inuk (Inuit)	• All	You indicated that you are an Indigenous person. If you wish to provide further details, please specify the group to which you belong.	N/A	Q117	Q107
Racial group*	• Black • East / Southeast Asian • Latino / Latina / Latinx • Middle Eastern • South Asian • White • Racialized group, n.i.e. • Multiple racialized groups	• All except Select Demographics (Graph)	Which racial group do you identify with?	Q120	N/A	N/A
Racial group	• Racialized, non-Indigenous population • Non-racialized, non-Indigenous population	• All	Which racial group do you identify with?	Q120	N/A	N/A

Category	Demographic	Tabs	PSES question	PSES 2022 Q#	PSES 2020 Q#	PSES 2019 Q#
Visible minority	• Visible minority • Non-visible minority	• All	Are you a member of a visible minority group?	N/A	Q120	Q110
Visible minority group*	• Black • Chinese • Filipino • Japanese • Korean • South Asian/East Indian • Southeast Asian • Non-White West Asian, North African or Arab • Non-White Latin American • Person of mixed origin (with one parent in one of the visible minority groups) • Other visible minority group		You indicated that you are a member of a visible minority group. If you wish to provide further details, please select the box(es) that apply to you.	N/A	Q121	Q111
2SLGBTQIA+*	• Identifies as 2SLGBTQIA+ • 2SLGBTQIA+: Two-spirit • 2SLGBTQIA+: Lesbian • 2SLGBTQIA+: Gay • 2SLGBTQIA+: Bisexual • 2SLGBTQIA+: Transgender • 2SLGBTQIA+: Queer • 2SLGBTQIA+: Questioning • 2SLGBTQIA+: Intersex • 2SLGBTQIA+: Asexual • 2SLGBTQIA+: Another identity • Does not identify as 2SLGBTQIA+	• All except Select Demographics (Graph)	Do you identify as 2SLGBTQIA+?	Q122	N/A	N/A

Category	Demographic	Tabs	PSES question	PSES 2022 Q#	PSES 2020 Q#	PSES 2019 Q#
Sexual Orientation	• <i>Heterosexual</i> • <i>Gay or lesbian</i> • <i>Bisexual</i> • <i>Another sexual orientation</i> • <i>Prefer not to answer</i>	• All	What is your sexual orientation?	N/A	Q122	Q112
Executives, middle managers and other employees	• Executives • Middle managers • Other employees	• All	N/A	N/A	N/A	N/A
Executive and non-executive	• Executive • Non-executive	• All	N/A	N/A	N/A	N/A
CPA / SA	• Core Public Administration • Separate Agency	• All	N/A	N/A	N/A	N/A
Organization Mandate*	• Agents of Parliament • Business and Economic Development • Central Agency and Government Operations • Enforcement and Regulatory • Justice, Courts and Tribunals • Science-Based • Security and Military • Social and Culture • Other Mandate	• All except Select Demographics (Graph)	N/A	N/A	N/A	N/A
Organization Size	• Very large >= 10,000 • Large 5,000-9,999 • Medium 1,000-4,999 • Small 500-999 • Very small 150-499 • Micro <150	• All	N/A	N/A	N/A	N/A

* This category does not appear in the “Select Demographics (Graph)” tab because categories in this tab are limited to those that contain 7 demographics or less for accessibility reasons.

Appendix C: List of organizations by characteristic

Category	Characteristic	Organizations
CPA / SA	Core Public Administration	• Administrative Tribunals Support Service of Canada • Agriculture and Agri-Food Canada • Atlantic Canada Opportunities Agency • Canada Border Services Agency • Canada Economic Development for Quebec Regions • Canada School of Public Service • Canadian Grain Commission • Canadian Heritage • Canadian Human Rights Commission • Canadian Radio-television and Telecommunications Commission • Canadian Space Agency • Canadian Transportation Agency • Correctional Service of Canada • Courts Administration Service • Crown-Indigenous Relations and Northern Affairs • Department of Finance Canada • Department of Justice Canada • Department of National Defence • Employment and Social Development Canada • Environment and Climate Change Canada • Federal Economic Development Agency for Southern Ontario • Fisheries and Oceans Canada • Global Affairs Canada • Health Canada • Immigration and Refugee Board of Canada • Immigration, Refugees and Citizenship Canada • Impact Assessment Agency of Canada • Indigenous Services Canada • Infrastructure Canada • Innovation, Science and Economic Development Canada

Category	Characteristic	Organizations
		• Library and Archives Canada • Natural Resources Canada • Office of the Chief Electoral Officer • Office of the Commissioner of Official Languages • Office of the Privacy Commissioner of Canada • Office of the Secretary to the Governor General • Parole Board of Canada • Prairies Economic Development Canada (in 2022 only) • Privy Council Office • Public Health Agency of Canada • Public Prosecution Service of Canada • Public Safety Canada • Public Service Commission of Canada • Public Services and Procurement Canada • Royal Canadian Mounted Police • Shared Services Canada • Statistics Canada • The Supreme Court of Canada (in 2020 only) • Transport Canada • Transportation Safety Board of Canada • Treasury Board of Canada Secretariat • Veterans Affairs Canada • Western Economic Diversification Canada (in 2019 and 2020 only) • Women and Gender Equality Canada
	Separate Agency	• Canada Energy Regulator • Canada Revenue Agency • Canadian Food Inspection Agency • Canadian Institutes of Health Research • Canadian Nuclear Safety Commission • Communications Security Establishment Canada • Financial Consumer Agency of Canada • Financial Transactions and Reports Analysis Centre of Canada

Category	Characteristic	Organizations
		• National Film Board of Canada • National Research Council Canada • Natural Sciences and Engineering Research Council • Office of the Auditor General of Canada • Parks Canada • Social Sciences and Humanities Research Council • Statistical Survey Operations
Organization Mandate	Agents of Parliament	• Office of the Auditor General of Canada • Office of the Chief Electoral Officer • Office of the Commissioner of Official Languages • Office of the Privacy Commissioner of Canada
	Business and Economic Development	• Atlantic Canada Opportunities Agency • Canada Economic Development for Quebec Regions • Crown-Indigenous Relations and Northern Affairs • Federal Economic Development Agency for Southern Ontario • Indigenous Services Canada • Infrastructure Canada • Innovation, Science and Economic Development Canada • Prairies Economic Development Canada (in 2022 only) • Western Economic Diversification Canada (in 2019 and 2020 only)
	Central Agency and Government Operations	• Canada School of Public Service • Department of Finance Canada • Library and Archives Canada • Privy Council Office • Public Service Commission of Canada • Public Services and Procurement Canada • Shared Services Canada • Treasury Board of Canada Secretariat

Category	Characteristic	Organizations
	Enforcement and Regulatory	• Canada Energy Regulator • Canada Revenue Agency • Canadian Food Inspection Agency • Canadian Grain Commission • Canadian Nuclear Safety Commission • Canadian Radio-television and Telecommunications Commission • Financial Consumer Agency of Canada • Impact Assessment Agency of Canada • Transport Canada • Transportation Safety Board of Canada
	Justice, Courts, and Tribunals	• Administrative Tribunals Support Service of Canada • Canadian Transportation Agency • Courts Administration Service • Department of Justice • Immigration and Refugee Board of Canada • Parole Board of Canada • Public Prosecution Service of Canada • The Supreme Court of Canada (in 2020 only)
	Other Mandate	• Global Affairs Canada • Office of the Secretary to the Governor General
	Science-Based	• Agriculture and Agri-Food Canada • Canadian Institutes of Health Research • Canadian Space Agency • Environment and Climate Change Canada • Fisheries and Oceans Canada • Health Canada • National Research Council Canada • Natural Resources Canada • Natural Sciences and Engineering Research Council • Public Health Agency of Canada • Social Sciences and Humanities Research Council • Statistical Survey Operations

Category	Characteristic	Organizations
		Statistics Canada
	Security and Military	- Canada Border Services Agency - Communications Security Establishment - Correctional Service of Canada - Department of National Defence - Financial Transactions and Reports Analysis Centre of Canada - Public Safety Canada - Royal Canadian Mounted Police
	Social and Culture	- Canadian Heritage - Canadian Human Rights Commission - Employment and Social Development Canada - Immigration, Refugees and Citizenship Canada - National Film Board of Canada - Parks Canada - Veterans Affairs Canada - Women and Gender Equality Canada
Organization Size	Very large >= 10,000	- Canada Border Services Agency - Canada Revenue Agency - Correctional Service of Canada - Department of National Defense - Employment and Social Development Canada - Fisheries and Oceans Canada - Public Services and Procurement Canada
	Large 5,000-9,999	- Agriculture and Agri-Food Canada - Canadian Food Inspection Agency - Environment and Climate Change Canada - Global Affairs Canada - Health Canada - Immigration, Refugees and Citizenship Canada - Indigenous Services Canada - Innovation, Science and Economic Development Canada - Parks Canada

Category	Characteristic	Organizations
		• Royal Canadian Mounted Police • Shared Services Canada • Statistics Canada • Transport Canada
	Medium 1,000-4,999	• Canadian Heritage • Communications Security Establishment • Crown-Indigenous Relations and Northern Affairs • Department of Justice • Immigration and Refugee Board of Canada • National Research Council Canada • Natural Resources Canada • Public Health Agency of Canada • Public Safety Canada • Statistical Survey Operations • Treasury Board of Canada Secretariat • Veterans Affairs Canada
	Small 500-999	• Administrative Tribunals Support Service of Canada • Atlantic Canada Opportunities Agency • Canada School of Public Service • Canadian Nuclear Safety Commission • Canadian Space Agency • Courts Administration Service • Department of Finance Canada • Library and Archives Canada • Office of the Auditor General of Canada • Office of the Chief Electoral Officer • Privy Council Office • Public Prosecution Service of Canada • Public Service Commission of Canada
	Very small 150-499	• Canada Economic Development for Quebec Regions • Canada Energy Regulator • Canadian Grain Commission

Category	Characteristic	Organizations
		• Canadian Human Rights Commission • Canadian Institutes of Health Research • Canadian Radio-television and Telecommunications Commission • Canadian Transportation Agency • Federal Economic Development Agency for Southern Ontario • Financial Consumer Agency of Canada • Financial Transactions and Reports Analysis Centre of Canada • Impact Assessment Agency of Canada • Infrastructure Canada • National Film Board of Canada • Natural Sciences and Engineering Research Council • Office of the Commissioner of Official Languages • Office of the Privacy Commissioner of Canada • Office of the Secretary to the Governor General • Parole Board of Canada • Prairies Economic Development Canada (in 2022 only) • Social Sciences and Humanities Research Council • The Supreme Court of Canada (in 2020 only) • Transportation Safety Board of Canada • Western Economic Diversification Canada (in 2019 and 2020 only) • Women and Gender Equality Canada
	Micro* <150	• Accessibility Standards Canada • Canadian Dairy Commission • Canadian Intergovernmental Conference Secretariat • Canadian Northern Economic Development Agency • Civilian Review and Complaints Commission for the Royal Canadian Mounted Police • Copyright Board of Canada • Farm Products Council of Canada • Federal Economic Development Agency for Northern Ontario • Financial Consumer Agency of Canada • Indian Oil and Gas Canada

Category	Characteristic	Organizations
		• International Joint Commission • Invest in Canada • Military Grievances External Review Committee • National Security and Intelligence Review Agency • Office of the Commissioner for Federal Judicial Affairs Canada • Office of the Commissioner of Lobbying of Canada • Office of the Correctional Investigator • Office of the Information Commissioner of Canada • Office of the Public Sector Integrity Commissioner of Canada • Pacific Economic Development Canada • Patented Medicine Prices Review Board • Polar Knowledge Canada • Royal Canadian Mounted Police External Review Committee • Veterans Review and Appeal Board

* Micro organizations will not appear as separate organizations in the “Interdepartmental Comparison (Table)” tab because individual micro-organizations appear in the Level 2 filter. Scores for individual micro-organizations can be compared using the “Level 2” filter in the “Intradepartmental Comparison (table)” tab.