The National Standard of Canada for Psychological
Health and Safety in the Workplace Factors

Edmonton

Attachment 2: Application of The Standard's 13 Factors at the City of Edmonton

The 13 Factors of *The National Standard of Canada for Psychological Health and Safety in the Workplace* are listed below. To read further about a specific standard's application at the City, click on the related link.

1. Organizational Culture
2. Psychological and Social Support
3. Clear Leadership & Expectations
4. Civility & Respect
5. Psychological Demands
6. Growth & Development
7. Recognition & Reward
8. Involvement & Influence
9. Workload Management
10. Engagement
11. Balance
12. Psychological Protection
13. Protection of Physical Safety

1 - Organizational Culture

Factor Description
"Organizational culture is "a mix of norms, values, beliefs, meanings, and expectations that group members hold in common and that they use as behavioural and problem-solving cues. Organizational culture could enhance the psychological safety and health of the workplace and the workforce when it is characterized by trust, honesty, respect, civility, and fairness or when it values, for example, psychological and social support, recognition, and reward."
(National Standard of Canada, 2013)

Program Summary
1. **The Cultural Commitments**
    ➔ Launched - May 2018
    ➔ Employees Impacted - All

Our interconnected and interdependent organizational values. Our Cultural Commitments are Safe, Helpful Accountable, Integrated and Excellent. These shared values unite us as an organization and provide the expected behaviours and attitudes for us to individually and collectively do our very best work in a respectful, supportive, aligned, trusted and inclusive way.

The Cultural Commitments highlight where we are going as a corporation and define how we do our best work. These shared values enable us to work together to achieve positive employee experiences and rich corporate outcomes. They are embedded in the work that we do everyday, contribute to creating a positive employee experience, and are reflected in our Corporate Employee Recognition and Appreciation Framework (CERAF) (see the Recognition and Reward Factor for more).

The Cultural Commitments were developed through a series of consultations including all levels of employees and were formally launched to all employees during the "This is Who We Are Event" held May 2018.

These values are integrated throughout our organizational environment and inform everything that we do including our hiring, performance, leadership and recognition and appreciation activities. They are also celebrated annually at our Cultural Commitments Awards ceremony when we recognize the outstanding contributions of our employees.

2. **The Employee Experience Framework**
   ➔ Launched - 2019
   ➔ Employees Impacted - All

The Employee Experience is an overarching framework that places the employee at the centre of our people programming. It sets out what employees will experience working here, including:
- ***Meaningful Work***, where employees feel connected to the City's vision
- ***Growth Opportunities***, where employees are supported to develop their skills and accomplish their career goals
- ***Supportive Environment***, where employees feel respected and recognized for their unique contributions
- ***Wellness***, where employees feel safe and secure and are supported to achieve wellness
- ***Trust in Leadership***, where employees observe leaders listening, communicating transparently, and inspiring, and
- ***Empowered Employees***, where employees share their thoughts on how to improve and support improvement.

The Employee Experience guides how we lead and defines how we measure employee satisfaction, engagement, and culture at the City.

2 - Psychological and Social Support

Factor Description
"Psychological and social support comprises all supportive social interactions available at work, either with co-workers or supervisors. It refers to the degree of social and emotional integration and trust among co-workers and supervisors. It refers also to the level of help and assistance provided by others when one is performing tasks. Equally important are the workers' perceptions and awareness of organizational support. When workers perceive organizational support, it means they believe their organization values their contributions, is committed to ensuring their psychological well-being, and provides meaningful support if this well-being is compromised." (National Standard of Canada, 2013)

Program Summary
The Mental Health and Wellness Team is active in providing mental health programming, services, and policies aimed at fostering an environment that supports the well being of employees and encourages employees to access resources when faced with health challenges.

Current programs, policies, and services include:
1. **Employee and Family Assistance Program**
   ➔ Launched - ~1996
   ➔ Employees Impacted - All
   LifeWorks by Morneau Shepell is the City of Edmonton's new EFAP provider. LifeWorks was selected after an extensive RFP process, which included development of detailed vendor requirements that reflect the unique needs of the City. Utilization rates in the first three months were at 11.15%.

   LifeWorks by Morneau Shepell provides short-term counselling for all employees and their immediate family members. Immediate crisis support is also available by calling the LifeWorks number. LifeWorks also provides an online portal and mobile application with wellness resources, and access to a counsellor via phone or live chat.

2. **Chaplaincy Program**
   ➔ Launched - ~1984
   ➔ Employees Impacted - All

   This program provides short term counselling for employees, referral to resources, and 24/7 crisis intervention including workplace crisis support, information and consultation.
3. **The Working Mind Program**
   ➔ Launched - 2019
   ➔ Employees Impacted - All

   This course from the Mental Health Commission of Canada promotes mental health in the workplace and works to reduce stigma towards mental illness. It is available to all employees in an online format at this time.
4. **Mental Health Ambassador Program (MHAP)**
   ➔ Launched - 2020
   ➔ Employees Impacted - Currently in pilot, will be open to all employees who have completed The Working Mind.

   Development of a customized Mental Health Ambassador program to prepare employees who have a greater interest in mental health to support and respond to mental health challenges that employees might face.
5. **Peer Support Program:**
   ➔ Launched - Peer team and Edmonton Transit Service and Edmonton Fire Rescue have been in service for more than 25 years.
   ➔ Employees Impacted - There are 6 teams across 4 departments with many more teams in various stages of development. We expect to have 14 teams running by the end of 2021.

   The Peer Support Program offers a safe and confidential place for employees to connect with trained, skilled, and empathetic peers. Currently, there are Peer Support teams established in Edmonton Fire Rescue Services, Edmonton Transit Service, areas of Citizen Services, Legal Services, and Integrated Infrastructure Services. Nine other branches and areas of the City are in various stages of developing teams.
6. **Wellness Presentations**
   ➔ Employees Impacted - All

   Tailored presentations to work areas on topics such as: Resilience Building, Stress Management, Compassion Fatigue, Grief, Mindfulness,Nutrition and Spirituality.
7. **Corporate Mindfulness Sessions**
   ➔ Launched - 2019
   ➔ Employees Impacted - All

   Weekly online mindfulness sessions available to all City of Edmonton employees as well as online resources located on onecity.
8. **Employee Wellness & Supports webpage**
   ➔ Launched - 2020
   ➔ Employees Impacted - All

   An internal website for employees that contains internally developed resources on the topics of resilience, mental health, physical health, emotional wellness and spiritual wellness.
9. **Workplace Wellness Consultation:**
   ➔ Employees Impacted - All

   The Mental Health/Health Living team provides guidance and consultation regarding mental health and healthy living to all areas in the corporation.
10. **Two annual Wellness Fair/Weeks**
    ➔ Launched - 2010
    ➔ Employees Impacted - All
11. **Additional Wellness Resources:**
    ➔ Employees Impacted - All

    Employee Wellness Google+ Community, Quarterly Wellness calendar and Lunch & Learn Wellness Presentations, Sacred spaces

Achievements in 2020

COVID-19 mental health response. Provision of comprehensive support for employees' mental health needs including creation of an employee wellness webpage, tailored resources appropriate to rapidly changing situations, and prioritization to expand capacity for one-on-one support through EFAP, Chaplaincy Services, and Peer Support Program.

Online training and resource provision. The Working Mind program (a program of the Mental Health Commission of Canada) and the Mental Health Ambassador Program (MHAP), developed internally, are now offered online. Bi-annual wellness fairs, lunch & learns, weekly mindfulness sessions, and wellness presentations have been re-designed to be accessible online to all City employees.

Expanded employee support services. The Employee Wellness and Supports webpage on onecity contains internally developed City wellness resources. The Personal Resilience Employee Plan (PREP) Workbook has become a popular tool and highly requested workshop. The Peer Support program has had significant growth in the last year, with a total of 14 teams expected by the end of 2021. Currently there are 5 Peer Support teams across 4 departments. A Corporate wide Leadership Peer Support Team is currently in development.

Return to Table of Contents

3 - Clear Leadership Expectations

Description

"Clear leadership and expectations is present in an environment in which leadership is effective and provides sufficient support that helps workers know what they need to do, explains how their work contributes to the organization, and discusses the nature and expected outcomes of impending changes. There are many types of leadership, each of which impacts psychological safety and health in different ways. The most widely accepted categorizations of leadership are instrumental, transactional, and transformational. Of these, transformational leadership is considered the most powerful. Instrumental leadership focuses primarily on producing outcomes, with little attention paid to the "big picture," the psychosocial dynamics within the organization, and unfortunately, the individual workers. Transformational leaders are seen as change agents who motivate their followers to do more than what is expected. They are concerned with long-term objectives and transmit a sense of mission, vision, and purpose. They have charisma, give individual consideration to their workers, stimulate intellectual capabilities in others, and inspire workers." (National Standard of Canada, 2013)

Program Summary

Over the past two years, the City has worked at cultivating strong leadership at all levels across the City to support leaders in listening, learning, and leading effectively.

1. **Leadership Competencies (and engagement sessions)**
   ➔ Launched - April 2020
   ➔ Employees Impacted - All

In 2020, the Executive Leadership Team led engagement sessions with leaders to define and validate a set of six Leadership Competencies. These competencies describe the successful behaviours of leaders in the City. There are two each that relate to Self (Courage and Inclusive), Team (Collaborative Networker and Values-based Influencer), and Results (Systems Thinker and Creative Innovator).

The Leadership Competencies are the foundation from which we are rebuilding and refocusing our leadership development strategies and actions. Engaging all levels of leaders in defining and validating the Leadership Competencies that were developed in-house to articulate the successful behaviours required in our work environment and that help us achieve the goals set out in the City Plan.

2. **Leadership Development:**
   Enabling Conversations Learning Series
   ➔ Launched - August 2020
   ➔ Employees Impacted - All leaders

Our revised leadership development, called Enabling Conversations, focuses on helping leaders be more effective and skilled at having ongoing conversations with their teams to support them to be successful. These ongoing conversations set clear expectations, provide ongoing feedback and coaching, acknowledge and recognize contributions, and address issues early when they come up.

    People Leader Webinars
   ➔ Launched - April 2020
   ➔ Employees Impacted - All leaders

The City offers frequent People Leader Webinars to touch on topics of immediate relevancy and respond to our current fluid environment, for example, how to lead effectively in a virtual environment, self-care and resilience, handling conflict in the workplace, and coaching through change. These help our leaders make sense of some of the environmental impacts on the workplace, and the emotional state of employees as they go through change, and give them practical tips on how to address these in their teams.

3. **Executive Leadership Team Town Halls**
   ➔ Employees Impacted - All leaders

The City's Executive Leadership Team (ELT) hosts monthly town hall live streams with senior leaders to make sure they understand the bigger picture and how it is influencing work across the City. This enables our leaders to have the information they need to be transformational leaders in looking ahead to priorities and potential impacts and help their teams keep focused on their priorities and address impending changes.

4. **Employee Performance processes**
   ➔ Currently being rolled out to all management and out of scope employees and will be rolled out to in-scope starting in 2021
   ➔ Employees Impacted - All

The City's approach to performance is shifting to emphasize that it is a continuous process that is based on ongoing conversations. This mirrors the way the Enabling Conversations learning series has been developed for leaders. Leaders and employees need to connect frequently to understand their priorities for the coming performance cycle and how they contribute to the City's goals, connect and adapt when things need to change, be clear on what the work is and what the expectations are, and receive feedback and coaching to stay on track and do their best work.

5. **Leader Networks/Mentoring and Coaching**
   ➔ Employees Impacted - All leaders

The learning offered through our formal leadership programming is reinforced through programs that bring people together to learn from each other. The City has created opportunities for peer leader groups to create networks including Branch Manager, Director, and People Leader networks. Mentoring has been formalized with Branch Managers and will be expanded to the Director group in the coming year. Coaching is available for senior leaders to enhance their leadership skills.

4 - Civility and Respect

Descriptions
"Civility and respect is present in a work environment where workers are respectful and considerate in their interactions with one another, as well as with customers, clients, and the public. Civility and respect are based on

showing esteem, care, and consideration for others, and acknowledging their dignity." (National Standard of Canada, 2013)

Program Summary
1. **Respectful Workplace Administrative [Policy](#) and [Procedure](#)**
   ➔ Launched - 2018
   ➔ Employees Impacted - All

The Respectful Workplace Administrative Policy is a document that outlines what the City expects of its employees to create and maintain a respectful workplace. It lists responsibilities and explains an employee's right to work in an environment where they can do their best work.

The Policy and Procedure have been updated to:
- Align with Alberta Occupational Health and Safety legislation
- Align with the protected grounds covered by Alberta Human Rights
- Simplify the content
- Clarify the various approaches taken to address concerns
- Reflect stakeholder feedback

2. **[Behaviour Zones](#)**
   ➔ Launched - 2018
   ➔ Employees Impacted - All

The [Behaviour Zones Poster](#) illustrates what acceptable workplace behaviours are and are not and action to take to address potential concerns. Behaviour Zones were shared with all City employees via a robust communications strategy.

3. **Workplace Restoration Program**
   ➔ Launched - 2018
   ➔ Employees Impacted - All

Workplace Restoration supports the building of healthy workplaces, strong teams, and collaborative working relationships. Workplace Restoration is an emerging field. In a little over two years, the program has supported more than 75 teams reaching approximately 1470 individual employees to improve team dynamics.

4. **Diversity & Inclusion**
   ➔ Launched - ~2005
   ➔ Employees Impacted - All

The Diversity and Inclusion Unit implements [The Art of Inclusion: Our Diversity & Inclusion Framework](#), embeds our equity lens (gender-based analysis plus) and supports employees to develop the mindset, heartset and skillset for inclusion.

The D&I Unit has:
- Launched [The Art of Inclusion; Our Diversity & Inclusion Framework](#) in 2019
- Created a City-specific tool for GBA+ (equity lens), as well as structure and systems to utilize it, including Centres of Excellence in each department, online and in-class training
- Created materials and resources for inclusion, such as an Anti-Racism Learning Guide, Inclusive Language Guide, D&I Goals for Performance Planning and Growth
- Supported D&I committees in each of 7 City departments, and 4 employee resource networks (women, Indigenous employees, racialized employees and gender, sexual and romantic minority employees)

5. **Respect in the Workplace training e-learning**
   ➔ Launched - 2018
   ➔ Employees Impacted - All

The E-learning course Introduction to Our Respectful Workplace E-learning is mandatory for all employees and focuses on developing and maintaining a respectful workplace through identifying and responding to harassment, discrimination and violence in the workplace. As of December 2020, 94.2% of employees have completed this course.

6. **Respect in the Workplace training workshop**
   ➔ Launched - ~2007
   ➔ Employees Impacted - All

The in-class (and now virtual) Contributing to our Respectful and Inclusive Workplace course supports employees to recognize their role in a respectful and inclusive workplace, Identify options for responding to disrespect and apply a process for having conversations about respect and inclusion. This course is mandatory for all employees. As of December 2020, 37.5% of employees have completed this course (please note, course offerings were paused due to COVID-19, and the course transitioned to a virtual offering in 2020).

7. **Connected City Initiative**
   ➔ Launched - Development of the Connected City Initiative began in 2019
   ➔ Employees Impacted - All

The Connected City Initiative to provide tools and support for City of Edmonton employees who interact with the public. The City's goal is to ensure that City employees feel supported in the thousands of connections they make with the public every day.

The Connected City Initiative has developed a Corporate Guide to address uncivil behaviour from the public. It also includes resources to support work areas in developing area-specific processes and documents that ensure compliance with the general approach while allowing for customization and area-specific application. The Connected City Program also includes a suite of supports for employees and people leaders including information sheets, tool box talks, Personal Resiliency Planning and learning modules. The Connected City Program has been formally piloted with three work areas and the tools have been tested by other work areas seeking support in their interactions.

8. **Indigenous Awareness Training**
   ➔ Launched - ~2014
   ➔ Employees Impacted - All

The in-class Indigenous Awareness Training initiative focuses on the true history and impact of Canada's Indian Residential Schools, to encourage dialogue and action towards reconciliation in the workplace. As of January 2021 69.18% of staff have completed the Indigenous Awareness Training, (please note, course offerings were paused due to COVID-19).

Return to Table of Contents

5 - Psychological Demands

Description
"Psychological demands of any given job are documented and assessed in conjunction with the physical demands of the job. Psychological demands of the job will allow organizations to determine whether any given activity of the job might be a hazard to the worker's health and wellbeing. When hazards are identified, organisations consider ways of minimizing risks associated with identified job hazards through work redesign, analyst of work systems, risk assessment, etc. The assessment of psychological demands should include assessment of time stressors (including time constraints, quotas, deadlines, machine pacing, etc.); breaks and rest periods; incentive systems (production bonuses, piece work, etc.); job monotony and the repetitive nature of some work; and hours of work (overtime requirements, 12h shifts, shift work, etc.)." (National Standard of Canada, 2013)

Program Summary

Job Demands Analysis (JDAs)
➔ Launched - ~2010
➔ Employees Impacted - JDAs have been created for the most populous positions in the City (i.e. positions with greatest number of FTEs or headcount), such as Transit Operator. As such, many employees are impacted by this program, however this has not been officially quantified.

The City of Edmonton has a repository of job demands analysis (JDAs). JDAs are reports that describe and evaluate multiple categories of job demands for a given job position. Position information captured in JDAs include 17 psychosocial/cognitive job demands such as exposure to emotional and confrontational situations. Psychosocial/cognitive demands are rated on a 4-point 'intensity' scale from 1-4, where 1 generally refers to the demand not present to 4, which is a greater intensity of exposure or demand as well as a frequency and duration scale (rare to frequent). Example JDA: 311 Agent

In 2013 and 2014, the City of Edmonton extensively updated its inventory of JDAs. Approximately 100 JDAs were created for the most populous job positions (e.g. Transit Operator) as well as positions with the highest rates of occupational and non-occupational claims historically.

While JDAs are primarily used post-injury or disability for return to work and accommodation planning, JDAs also facilitate more proactive injury prevention strategies as well as other applications including pre-employment testing, job training, job description and classification.

In the near future, the JDAs will require a review and update. At this time, the JDAs will be converted to Google (currently in MS Office format). As well, the storage and document management of these records requires updating.

Return to Table of Contents

6 - Growth and Development

Description
"Growth and development is present in a work environment where workers receive encouragement and support in the development of their interpersonal, emotional, and job skills. Such workplaces provide a range of internal and external opportunities for workers to build their repertoire of competencies, which will not only help with their current jobs, but will also prepare them for possible future positions." (National Standard of Canada, 2013)

Program Summary
1. **Employee Learning Plans and ongoing performance feedback (part of the Employee Performance process) and Leadership Competencies**
   ➔ Launched - 2020
   ➔ Employees Impacted - All
   The City invests in learning to achieve a skilled, engaged, and flexible workforce that allows the City to improve service to Edmontonians. The Integrated Workforce Strategy includes a Learning Framework that guides the employee experience as employees develop and evolve their careers with the City.

   The new Leadership Competencies apply to all employees across the City as Leaders of Service. These set out the behaviours that help people to succeed in their work. Employees are encouraged to identify where they have strengths and areas to further develop in both their leadership competencies and technical skills as they discuss their learning plans with their supervisors. Learning plans address both the required skills for the current role, and other learning opportunities that help employees prepare for future roles. These plans are developed with each performance cycle and supported throughout. All employees are encouraged to create plans with their people leaders.

In creating their learning plans, leaders and employees are encouraged to identify learning activities that span the learning spectrum (70-20-10 learning model):
- The majority of learning (70%) opportunities are on-the-job through assignments, projects, feedback, and coaching from the leader;
- 20% is learning through others including networks, mentoring, coaching, conferences, and professional associations; and
- 10% of learning is through formal offerings like training, workshops, webinars, reading, certifications, etc.

2. **Enabling Conversations Learning Series -** provides leaders with the skills and tools to have meaningful learning and career conversations.
   - ➔ Launched - August 2020
   - ➔ Employees Impacted - All leaders

The Enabling Conversations Learning Series for leader includes a module on supporting growth, which skills and tools to have meaningful learning and career conversations, focused on ways to apply a broader perspective to learning (see 70-20-10 model above) and the importance of focusing on learning goals focused over the longer term to support career aspirations and interests.

3. **Range of learning opportunities**
   Formal learning opportunities through the Learning Centre
   - ➔ Launched - ~2015
   - ➔ Employees Impacted - All

The City has a centralized Learning Centre that offers a range of formal training, workshops and e-learning to all employees, including software training, required training (e.g. Code of Conduct, FOIP, Health and Safety, Respectful Workplaces), process and skills based learning (e.g. Council report writing, communications skills, skills to build effective relationships, etc).

In 2019, City employees participated in 15,961 learning offerings through the Learning Centre. In 2020, the Learning Centre supported 418 corporately offered sessions. This does not include department and role-specific training that also occurs.

On-the-job learning experiences and opportunities
There are a number of departments that also offer specific technical training and instruction for specific roles (e.g. Transit operators, Peace Officers, Fire and Rescue Services).

Learning through others (professional associations, networks, mentoring, and coaching)
Departments also have budgets to support employee development related to their jobs (e.g. conferences, professional designations and ongoing development credits, certifications, other technical training programs, and external coaching (for leaders)).

7 - Recognition & Reward

Description
"Recognition and reward is present in a work environment where there is appropriate acknowledgement and appreciation of workers' efforts in a fair and timely manner. This includes appropriate and regular acknowledgements such as worker or team celebrations, recognition of good performance and years served, and/milestones reached."
(National Standard of Canada, 2013)

Program Summary
1. *Corporate Employee Recognition and Appreciation Framework (CERAF)*

➔ Launched - 2019
➔ Employees Impacted - All

The City of Edmonton's Corporate Employee Recognition and Appreciation Framework (CERAF) articulates how the City fosters a culture of recognition and appreciation, and how recognition programs and services are aligned to the Cultural Commitments and Leadership Competencies. This framework articulates Guiding Principles for the alignment of all recognition and appreciation programs and services, governance and delivery. It also describes the City's individual corporate recognition programs.

The goals of the framework are to align recognition and appreciation with our Cultural Commitments and Leadership Competencies, be inclusive and accessible, and be consistent, timely, fair and equitable throughout the corporation.

As well as establishing guiding principles derived from employee input, the framework also introduced a new Administrative Policy, number A1122, to outline how to conduct recognition and appreciation of employees.

Based on employee consultation and findings from the 2017 Auditor's Report on Corporate Culture, the framework identifies new programs to develop and implement, programs to continue and modify, and programs to sunset. The framework also establishes clear financial limitations to ensure consistent and appropriate expenditures on recognition and appreciation activities. In addition, the framework replaces a number of local recognition programs, that were only available to employees in particular branches, with a new corporate-wide Everyday Appreciation Program available to all employees.

Formal programs include:
● The Cultural Commitments Awards
● The Occupational Health and Safety Awards
● Long Service Recognition
● The Above and Beyond Awards
● The Civic Retirement Function
● City of Edmonton Civic Memoria
● The Annual ELT Holiday Open House Event.

We also continue to recognize and appreciate employee contributions through informal celebrations and activities with clear and consistent guidelines on the appropriate use of City funds.

One corporate program that was sunset at the end of 2019 was the Perfect Attendance Awards. Our evaluation and feedback from employees indicated that this program was no longer fully aligned with our values as a modern, municipal corporation.

Of particular note in 2020 was the timely development and launch of our appreciation eCards. This first element of our new Everyday Employee Appreciation Program has proven to be a valuable and popular mechanism for employees to recognize and appreciate each other throughout our experience of the COVID-19 pandemic. Since the launch of the eCards earlier this year employees in every department, the Office of the City Manager and the Offices of the Mayor and the Councillors have used them to safely share 3581 expressions of gratitude for each other's support during this challenging time.

8 - Involvement and Influence

Description

"Involvement and influence is present in a work environment where workers are included in discussions about how their work is done and how important decisions are made. Opportunities for involvement can relate to a worker's specific job, the activities of a team or department, or issues involving the organization as a whole." (National Standard of Canada, 2013)

Program Summary

1. **Enabling Conversations Learning Series for People Leaders**
   ➔ Launched - August 2020
   ➔ Employees Impacted - All Leaders

   The Enabling Conversations Series for people leaders (the City's leadership development program) emphasizes the importance of involving employees in understanding and having input into the priorities of the business unit and their work. It provides practical ideas on how to engage and listen to employees in setting direction.

2. **Reimagine A New Way Forward - Online Employee Idea Generation tool**
   ➔ Launched - October 2020
   ➔ Employees Impacted - All

   The City's Executive Leadership Team launched a new employee idea generation tool to gather employees' ideas on how to drive continuous improvement in the workplace as we reimagine our work in the evolving pandemic landscape and progress towards the vision of ConnectEdmonton and the City Plan.

[Return to Table of Contents](#)

9 - Workload Management

Description
"Workload management is present in a work environment where assigned tasks and responsibilities can be accomplished successfully within the time available. This is the risk factor that many working Canadians describe as being the biggest workplace stressor (i.e., having too much to do and not enough time to do it). It has been demonstrated that it is not just the amount of work that makes a difference but also the extent to which workers have the resources (time, equipment, support) to do the work well." (National Standard of Canada, 2013)

Program Summary
1. **Workplace Restoration and Labour Relations teams**
   ➔ Employees Impacted - All
   Actively support the building of healthy workplaces, strong teams, and collaborative working relationships.

2. **Disability Management, Labour Relations and Management Supervisors**
   ➔ Employees Impacted - All
   Create an integrated process to support employees and front-line supervisors with working through claims of workload issues.

3. **Union Management meetings**
   ➔ Employees Impacted - All Unionized Employees
   Facilitate discussions between union representatives, managers and Labour Relations to discuss workplace concerns, including workload issues.

4. **Employee Learning Plans**
   ➔ Employees Impacted - All

Along with ongoing performance feedback as part of the Employee Performance process, these learning plans support conversations with employees and their supervisors to better understand workloads and what the employee needs to be successful.
- The range of learning opportunities can include:
  - Formal learning opportunities through the Learning Centre
  - On-the-job learning experiences and opportunities
  - Learning through others (professional associations, networks, mentoring, and coaching

[Return to Table of Contents](#)

10 - Engagement

Description
"Engagement is present in a work environment where workers enjoy and feel connected to their work and where they feel motivated to do their job well. Worker engagement can be physical, emotional, and/or cognitive. Physical engagement is based on the amount of exertion a worker puts into his or her job. Physically engaged workers view work as a source of energy. Emotionally engaged workers have a positive job outlook and are passionate about their work. Cognitively engaged workers devote more attention to their work and are absorbed in their job. Whatever the source, engaged workers feel connected to their work because they can relate to, and are committed to, the overall success and mission of their company. Engagement should be seen as a result of policies, practices, and procedures for the protection of worker psychological health and safety. Engagement is similar to, but is not to be mistaken for, job satisfaction, job involvement, organizational commitment, psychological empowerment, and intrinsic motivation."
(National Standard of Canada, 2013)

Program Summary
The goal of all of the below programs is to create and sustain a positive employee experience.

1. **Employee Surveys**
   - ➔ Launched - ~2010
   - ➔ Employees Impacted - All

   Employee Check-in surveys are done to regularly measure the employee experience at the City. Since 2019, these surveys have been completed on a quarterly basis. Onboarding surveys are also completed to understand the employee experience at onboarding.

   Implementing quarterly employee surveys in 2019 was an achievement that allows people leaders to more consistently hear from and respond to employee concerns to enhance engagement and the overall employee experience.

2. **Action Planning**
   - ➔ Launched - ~2010
   - ➔ Employees Impacted - All

   Corporate, Department and Branch action planning following each quarterly employee survey. This allows people leaders to review their survey results, determine what they will do differently as a result, and communicate that back to their employees.

3. **Lightbulb Initiative**
   - ➔ Launched - 2019
   - ➔ Employees Impacted - All

   To promote innovation and continuous improvement in the workplace, Employee Services has completed their first round of the Lightbulb Initiative. The Lightbulb Initiative is a way for leaders to quickly source out innovative ideas and fast track them to implementation.

Since the launch of the program, 16 employee ideas are currently in various stages of implementation with executive sponsorship. Department leadership teams are determining how to best implement the Lightbulb Initiative in their Departments.

11 - Balance

Description
"Balance is present in a work environment where there is acceptance of the need for a sense of harmony between the demands of personal life, family, and work. This factor reflects the fact that everyone has multiple roles: as workers, parents, partners, etc. This complexity of roles is enriching and allows fulfillment of individual strengths and responsibilities, but conflicting responsibilities can lead to role conflict or overload." (National Standard of Canada, 2013)

Program Summary

1. **Remote Work Program**
   ➔ Launched - October 2020
   ➔ Employees Impacted - Approximately 1,300 employees are currently eligible, and there is work occurring with the City's union partners on a future program for in-scope employees.
   Remote Work is a flexible work practice that allows employees flexibility in their work day, where they work and/or the ability to meet responsibilities outside of work. It provides an employee the opportunity to work at a location other than a City of Edmonton work location.

   Both employers and employees can benefit from well designed and managed flexible work practices. Participants often benefit from increased work-life balance, reduced work-related expenses, improved health and wellness, and accessible work arrangements. For employers, these programs may offer cost savings and environmental benefits. Both parties benefit from the increased employee satisfaction that comes from flexible work programs.

   On October 1, 2020 the Remote Program was launched for Out of Scope and Management employees, and on October 15, 2020 an online automated application process went live with employees beginning their trial periods for their remote work arrangement. Of the approximately 1,300 employees that are currently eligible, 26% have applied to date.

2. **Flexible Work Program**
   ➔ Launched - 1986
   ➔ Employees Impacted - Management and Union employees
   The Flexible Work Program is also known as a compressed work week or earned day off (EDO) program.

3. **Leave of Absence options**
   ➔ Launched - dates vary
   ➔ Employees Impacted - All
   Include self-funded or annual funded leaves, leaves for reasons of compassionate care, illness, or disability, and maternity/parental leaves.

12 - Psychological Protection

Description

"Psychological protection is present in a work environment where workers' psychological safety is ensured. Workplace psychological safety is demonstrated when workers feel able to put themselves on the line, ask questions, seek feedback, report mistakes and problems, or propose a new idea without fearing negative consequences to themselves, their job, or their career. A psychologically safe and healthy organization actively promotes emotional well-being among workers while taking all reasonable steps to minimize threats to worker mental health." (National Standard of Canada, 2013)

Program Summary

1. **Safe Disclosure Office (SDO)**
   ➔ Launched - 2018
   ➔ Employed Impacted - All

The SDO promotes and facilitates fair process, and is a place for employees to reach out and discuss workplace concerns related to harassment, discrimination, and respectful behaviour if an employee is unable to bring forward the concern to their supervisor.

The SDO assesses and makes decisions on individual files independently of City Administration, however it reports administratively to Employee Services. The Safe Disclosure Office does not act as an advocate for any party, conduct investigations, or substantiate allegations.

A Safe Disclosure Office Advisor will listen to the workplace concern, and:
   ● Decide if the concern appears to not be in alignment with the Respectful Workplace Policy
   ● Direct the concern for action as appropriate
   ● Identify other resources that may be available

As of Dec 31, 2020 the SDO has received 629 requests for service since its opening in January 2019, and has ensured that these concerns are being addressed appropriately.

2. **Incident Data Collection Form (safety incident report)**
   ➔ Employees Impacted - All

Allows reporting of the impact of an incident on the employee's psychological health and safety as well as exposure to harassment, discrimination, and violence from the public. The safety management system ensures all incidents reported are investigated by supervisors, reviewed by leadership, and all corrective actions are effectively tracked for completion and trending and analysis. These incident reports are also reviewed by Joint Worksite Health and Safety Committees to ensure lessons learned are shared with workers.

3. **The Working Mind program**
   ➔ Launched - 2019
   ➔ Employees Impacted - All

This educational program brings awareness to employees and supervisors about the importance of identifying mental health concerns and providing appropriate support.

Return to Table of Contents

13 - Protection of Physical Safety

Description
"Protection of physical safety is present when a worker's psychological, as well as physical safety, is protected from hazards and risks related to the worker's physical environment." (National Standard of Canada, 2013)

Program Summary

Physical, chemical, biological and ergonomic hazards can also have an impact on psychological health and safety and more importantly, the culture in which safety programs and employees are supported has a significant impact on psychological health and safety. Employees who have trust and respect for their leaders and vice versa are more likely to feel safe raising safety concerns and making judgement calls in the name of safety that may be unpopular'. It is the integration of safety programs and culture that creates space for a psychologically healthy and safe workplace. There has been great work done on this to date, but there is still room to grow and mature to make our workplace even safer and healthier.

In 2020, the onset of the COVID-19 pandemic created new hazards in the workplace for all City employees. In response, many new tools and resources were developed by the Workforce Safety and Employee Health branch to achieve the following:
1) protect employees from exposure to COVID-19 at work,
2) help employees understand and recognize their risk for exposure to the COVID-19 virus in relation to their work and work environment

The work done in response to this new and quickly changing hazard has led to the City being viewed by employees as a trusted source of information about the COVID-19 virus and how to protect oneself and one's team from this hazard.

Further resources related to our Occupational Health and Safety Program at the City include:
- [Safety and Employee Health Program Manual](#)
- [Bill 30 OH&S Act - Toolkit](#)

1. **Certificate of Recognition (COR)**
   ➔ Launched - ~2005
   ➔ Employees Impacted - All

   The City has maintained the Certificate of Recognition (COR) under the Provincial Partnerships Program for more than 15 years. This certification demonstrates the City's compliance with a provincially recognized standard for health and safety management systems and represents the commitment to the health and safety of employees, contractors, and the public.

2. **Hazard Assessment, Recognition and Control Standard / Workplace Inspections Standard / Emergency Response Standard**
   ➔ Employees Impacted - All

   Corporate standards managed by the Workforce Safety and Employee Health branch. Established in alignment with Bill 30: An Act To Protect the Health & Well-being of Working Albertans and recognized psychological health and safety as a workplace hazard.

   This standard outlines the steps required to assess and control workplace hazards (physical, chemical, biological, ergonomic and psychological/psychosocial), and the control measures and emergency response procedures. The Workplace Inspection Standard outlines requirements for regular inspection of the workplace in order to identify new hazards and verify that existing hazards are in place and effective.

   As a result of these standards, business areas will implement the controls required to keep their workplace safe. Some examples of these controls are as follows:
   - Employee training (awareness level,technical job specific, task specific etc)
   - Safe Work Procedures
   - Engineering controls (eliminate the hazard), administrative controls (limit exposure), and identify and issue personal protective equipment
   - Workplace inspections

3. **Joint Worksite Health and Safety Committees (JWHSC)**
   ➔ Launched - 2018
   ➔ Employees Impacted - All

Ensures participation of workers in fundamental safety processes such as hazard assessments, inspections and incident investigations. JWHSCs established in alignment with Bill 30: An Act To Protect the Health & Well-being of Working Albertans.

These committees are legislated and have important roles in operationalizing the safety and employee health program in their business areas and worksites. These committees are often the liaison between workers and management when it comes to addressing safety concerns, investigating incidents and implementing safe solutions.

4. **Occupational Hygiene Program and Occupational Health Surveillance Program**
   ➔ Employees Impacted - All

Ensures monitoring and assessment of occupational health hazards in order to identify control measures for operational implementation. Identifies employee groups having the potential for occupational workplace exposures and conducts regular health surveillance.

Occupational Hygiene Program: Workplace health hazards are assessed quantitatively and qualitatively in order to establish appropriate control measures

Occupational Health Surveillance: Employees determined to be exposed to noise and respiratory hazards in the workplace are enrolled in on-going health surveillance programs in alignment with provincial legislation. These programs monitor employee health to determine if there are any changes in their hearing and respiratory health to ensure early detection.

Return to Table of Contents