Healthy Workplace
Strengths and
Opportunities at the
University of Guelph: A
Preliminary Assessment
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EXECUTIVE SUMMARY

Our Healthy Workplace initiative is an opportunity to comprehensively understand our existing support and assistance to employees, to strengthen our supports, and to implement new initiatives. Our commitment is to the “whole” person, not just as an employer, but as a responsible workplace. The Excellence Canada program is a standard, a guide, a recognition of best practices. The goal is not to achieve Excellence Canada’s benchmarks but to use the benchmarks as guidance to our own initiatives.

BACKGROUND

An initial assessment of how the University of Guelph is currently meeting each of Excellence Canada’s Healthy Workplace Bronze Level Requirements was conducted by the Healthy Workplace Coordinator through a review of online materials and consultations with key subject matter experts. Healthy Workplace Advisory Committee members provided feedback which was incorporated into the document to help enhance the report and fill in any gaps.

The initial assessment identified many University of Guelph strengths, in terms of how well the institution is meeting Excellence Canada’s Healthy Workplace Requirements, as well as opportunities for improvement. This information will be used to create the institution’s Healthy Workplace Plan which will guide the Committee’s work, going forward. The Healthy Workplace Plan may not address all of the identified opportunities, as prioritization, additional employee consultation, an assessment of need and available resources, and/or a review of the evidence may be required.

STRENGTHS

- Existence of a Healthy Workplace Advisory Committee whose membership consists of faculty and staff from across the institution
- Hiring of a full-time Healthy Workplace Coordinator to carry out the work of the committee
- Leadership support for the Healthy Workplace Advisory Committee, as the Chair is a member of the Senior Executive Team, and the President has an academic and research background in mental health and addictions
- Clear linkages in Our Path Forward, the University of Guelph’s Strategic Framework, to Healthy Workplace principles
- Environmental Health and Safety and Occupational Health and Wellness has a suite of policies related to physical health and safety that pertain to staff, faculty, and students
- Many mechanisms exist to ensure compliance with relevant federal and provincial regulations and standards and national case law
- Presence of a Central Joint Health and Safety Committee, over thirty Local Joint Health and Safety Committees, and trained Health and Safety Representatives
- Change management support provided by Human Resources (Learning and Development)
• Existence of G.O.A.L., the University of Guelph’s performance planning, assessment, and development program
• Learning and Development’s events calendar contains free courses for faculty and staff related to Health and Well-being, as well of other topics
• Occupational Health and Wellness’s occupational health surveillance programming is fully operational at the University of Guelph
• Occupational Health and Wellness currently provides wellness initiatives (e.g., lunch and learns, the Better U program, blood pressure clinic), that support a healthy workplace
• Environmental Health and Safety offers a series of training courses aimed at working safely
• Presence of a comprehensive Human Rights Policy and Procedure that meets the requirements of the *Ontario Human Rights Code* is administered by Diversity and Human Rights
• State of the art Athletics facilities are available on campus for staff and faculty
• Provision of employer subsidized memberships for on-campus Athletics facilities
• Human Resources policies and collective/employee group agreements include general employment benefits and practices and statements about confidentiality and privacy
• Provision of above average salaries and benefits to employees. Some employee benefits include: vacation time, sick leave, long-term disability, extra workload compensation, bereavement leave, family responsibility time, emergency leave, paid personal leave, temporary reduction of workload provisions, health, dental, travel, and life insurance benefits
• Existence of several communications tools/channels at the University of Guelph, including an internal communications coordinator, NewsLinks, webpages, departmental meetings, union/employee group meetings, social media accounts, banners, flyers in breakrooms
• The duties of faculty members include a combination of teaching, scholarship, and service. The service component of faculty members’ roles could provide encouragement for faculty participation in Healthy Workplace initiatives

**OPPORTUNITIES FOR CONSIDERATION**
• Ensure equitable application of the University of Guelph’s strengths across the institution, including different departments, locations (campuses/research stations/field sites), and different positions and work hours
• Develop a set of Guiding Principles that define the work of the Healthy Workplace Advisory Committee and communicate them to staff and faculty across the organization
• Develop a Terms of Reference for the Healthy Workplace Advisory Committee
• Develop a Healthy Workplace Plan that is linked with *Our Path Forward*, the University of Guelph’s Strategic Framework

• Develop a Healthy Workplace Policy for the University that states the University’s commitment to both physical and psychological health, emphasizes prevention, promotion, evaluation, and continuous improvement and encourages staff and faculty participation in healthy workplace programs and initiatives

• Develop mechanisms to ensure Healthy Workplace policies are being adhered to

• Conduct a policy review to ensure policies support Healthy Workplace principles and develop and/or amend policies, as required

• Utilize strategies to attempt to proactively comply with relevant national and provincial laws, regulations, and standards, for example the Psychological Health and Safety in the Workplace National Standards

• Develop and conduct an assessment that uses multiple methods to identify psychological health and safety hazards and risks and evaluates mental health and workplace culture

• Advertise programming already delivered by Human Resources (Learning and Development, Environmental Health and Safety, Occupational Health and Wellness), the Office of Diversity and Human Rights, and employee programming offered by Athletics and the Health and Performance Centre

• Develop a reporting template for the Healthy Workplace Advisory Committee and Senior Executive Team to monitor indicators of employee physical and psychological health and wellbeing.

• Data and key learnings from strategic framework consultations, programming currently offered through Occupational Health and Wellness, Diversity and Human Rights, Athletics, and the Health and Performance Centre, and evaluations from employee training sessions can assist with determining employee needs for planning purposes

• Mobilize managers at the departmental and unit level to create a Healthy Workplace for staff and faculty and provide appropriate resources, supports and opportunities

• Raise awareness of G.O.A.L., the University’s performance planning, assessment, and development program, and try to assess compliance with the program across the institution

• Communicate all aspects of the work of the Healthy Workplace Advisory Committee to staff and faculty via a comprehensive communications strategy with unique branding of the initiative. Utilize the expertise of the internal communications coordinator to develop and implement the communications strategy

• Assess current employment documentation for opportunities to include Healthy Workplace principles. Some examples of employment documentation include
distribution of effort letters, job fact sheets, offer letters, job postings, and performance management documents.

- Embed Healthy Workplace principles, programming, and training into the University of Guelph culture
INTRODUCTION

The University of Guelph is committed to supporting the well-being of the whole person, not just as an employer, but as a responsible workplace. In spring, 2016, the University of Guelph formed a Healthy Workplace Advisory Committee to comprehensively understand the University’s existing support and assistance to employees, to strengthen supports at the institution, and to implement new initiatives. The Committee decided partner with Excellence Canada, formerly the National Quality Institute, and use the benchmarks in their Healthy Workplace® Standard as a guide to the University’s own initiatives. This evidence-based Standard was developed in association with health and work safety professionals from across Canada, including mental health specialists.

An initial assessment of how the University of Guelph is currently meeting each of Excellence Canada’s Healthy Workplace Bronze Level Requirements was conducted by the Committee’s Healthy Workplace Coordinator through a review of online materials and consultations with key subject matter experts. At a Healthy Workplace Advisory Committee meeting in December, 2016, members of the Committee provided feedback on the draft report. Feedback from Committee members that were unable to attend the meeting was gathered through email and in-person conversations. The document was revised to reflect Committee member input.

The initial assessment identified many University of Guelph strengths, in terms of how well the institution is meeting Excellence Canada’s Healthy Workplace Requirements, as well as opportunities for improvement. This information will be used to create the institution’s Healthy Workplace Plan which will guide the Committee’s work, going forward. The Healthy Workplace Plan may not address all of the identified opportunities, as prioritization, additional employee consultation, an assessment of need and available resources, and/or a review of the evidence may be required.
LEADERSHIP REQUIREMENT 1.1 a)

Guiding Principles – A set of Guiding Principles is required to develop and sustain a workplace where employees feel physically and psychologically healthy and safe.

- At Bronze (Level 1), it is important that the senior leadership team endorses and supports a set of Guiding Principles which are developed with input from all stakeholders, and communicated widely across the organization.

For your application:

- A signed statement by the appropriate senior leader is required to demonstrate that the organization and its leaders are committed to the process and will support and abide by these principles. This may be the CEO, President or (in the public sector) the Minister, Deputy Minister or Executive Director.
- Attach your current set of Principles to the senior leader’s letter, and send with the application for Bronze Level.

Opportunities

- Develop, review and approve a set of Guiding Principles
- Align Guiding Principles with the mandate of the Student Mental Health Advisory Committee
- Send Guiding Principles to the Senior Executive Team for endorsement
- Communicate the Guiding Principles to staff and faculty

Documents to Consults

- Carlton University’s *Guiding Principles*
- The Graham Lowe Group’s *Ten Guiding Principles for Healthy Organizations*
- Excellence Canada’s *Typical Healthy Workplace Guiding Principles* (Hardcopy available on request from the Healthy Workplace Coordinator)
- *Our Path Forward*, the University of Guelph’s Strategic Framework
LEADERSHIP REQUIREMENT 1.1 b)

The organization has stated and communicated its commitment to a healthy workplace, and has allocated financial, human and other resources to support and improve the health of employees.

- The vision, mission and policies of the organization form the foundation for a healthy culture by acknowledging the value and well-being of employees.
- There is organization-wide involvement in developing and reviewing these statements. Once developed, commitments to these statements should be visible in all areas, and supported and reinforced by all levels of management.
- Policies, procedures, processes, and decisions are made and developed based on these commitments.
- The organization, at all levels, communicates and reinforces the vision, mission, and/or value statements. These statements guide daily practice.
- There is dedicated budget, employee time and related resources such as meeting space allocated to the various activities and initiatives related to healthy workplace.
- The senior leadership demonstrates commitment to an integrated and systematic approach to managing physical and psychological health and safety in the workplace (management system).
- The senior leadership team reinforces the importance of employee health issues by providing support for the development and provision of related programs, initiatives and services.
- Leaders demonstrate support for the physical as well as the psychological health and safety of employees.
- Leaders “walk the talk” to demonstrate this commitment.

Strengths

- A full-time Healthy Workplace Coordinator has been hired to carry out the work of the committee.
- The Senior Executive Team has committed financial resources to support the work of the committee.
- The University of Guelph’s Mission Statement states that the organization is committed to “[...] the education and well-being of the whole person”
- Our Path Forward has clear linkages to Healthy Workplace principles. The Strategic Plan states that we will:
  - Support the education and well-being of the whole person
  - Extend our strengths in teaching by offering staff, faculty, alumni and various communities a broad and dynamic continuum of learning opportunities
  - Recruit and retain top talent to meet the goal of continuing to operate as a catalyst for discovery and change
o Enhance communication strategies, both within and outside the University, so that we can listen carefully, make our presence known and collaborate effectively in the service of scholarly work and constructive change
o Provide campus environments that are vibrant and inclusive, open and respectful, where University members and visitors alike know they are valued
o Position ourselves as an employer of choice, using the range of resources at our disposal equitably, productively, and sustainably
o Provide leadership in safeguarding environmental resources
o Work together to ensure openness, respect, and inclusion
o Care about one another, and respect opportunities to work collaboratively and support people in need – locally, regionally, nationally, and internationally

• An extensive consultation process was conducted to develop Our Path Forward in Fall, 2015. The consultations included more than 1,100 individuals, including students, faculty, staff, alumni, members of the broader community, donors, and retirees. Everyone with an interest in the University’s future was invited to provide input.
• A member of the senior administration chairs the Healthy Workplace Advisory Committee
• Senior leadership supports the development and provision of related programs, initiatives and services, evident by the creation of the Healthy Workplace Advisory Committee and the existence of the Environmental Health and Safety and Occupational Health and Wellness teams.
• Senior leadership supports the maintenance of a Central Joint Health and Safety Committee and Local Joint Health and Safety Committees and/or Health and Safety Representatives on the main campus, the regional campuses and the research stations. The mandate of these committees and representatives were reviewed and revised in 2008 to more accurately reflect the interests and needs of the University community. The committees were formally approved by the Minister of Labour and meet the legal requirements prescribed by the Ontario Occupational Health and Safety Act.
• Senior leadership has provided consistent support for a healthy workplace through the following:
  o above average salaries and benefits for employees,
  o provision of an Employee Assistance Program (EAP)
  o construction of a new state of the art Athletics Centre
  o subsidized membership fees for employee use of on-campus Athletics facilities
  o operation of the Health and Performance Centre which provides staff and faculty with employment benefits an on campus location to access sports medicine, massage therapy, nutrition, osteopathy, physiotherapy, podiatry, chiropractic services, and athletic therapy
• maintenance/accessibility to the Arboretum which provides staff and faculty with green space.

• The University of Guelph is a signatory to the Talloires Declaration, a declaration for sustainability, created for and by presidents of institutions of higher learning. The University of Guelph’s fulfils its commitment to the Talloires Declaration through the Sustainability Office which aims to foster an institutional culture of sustainability, as well as empower individuals to take part in the university’s commitment to practicing institutional ecology.

• The University has a Student Mental Health Advisory Committee. This Committee has a Community Capacity and Mental Health Training Sub-Committee and a Supportive Campus Environment Sub-Committee. In 2016, this Committee launched its Student Mental Health Framework.

• For professional and managerial staff, professional development reimbursement (PDR) is available for ‘wellness’ in the workplace and other lifestyle benefits, 75% or $200 (whichever is greater) of the cost of enrollment in one of the established consultative programs offered at the University of Guelph Health and Performance Centre.

• For faculty members, $100 of their professional development reimbursement is available as a flexible allowance for out-of-pocket expenses associated with University recreational facilities.

• For United Steel Workers, a memorandum of agreement was signed that provides members with professional development reimbursement (PDR) is available for ‘wellness’ in the workplace and other lifestyle benefits, 75% or $200 (whichever is greater) of the cost of enrollment in one of the established consultative programs offered at the University of Guelph Health and Performance Centre.

• The President and Vice-Chancellor of the University of Guelph has an academic and research background in mental health and addictions.

Opportunities

• Develop a healthy workplace policy, aligned with Our Path Forward. This policy should state the University’s commitment to both physical and psychological health.

• Mobilize managers at the departmental and unit level to create a healthy workplace for staff and faculty and provide appropriate resources, supports, and opportunities

• Communicate the commitment to a Healthy Workplace at the University of Guelph to all staff and faculty via a strategic communications plan with unique branding of the initiative to ensure staff and faculty recognition of the initiative. Some suggestions for the communications plan include: using the expertise of the internal communications coordinator, faculty, and union/employee groups; using the NewsLinks internal newsletter; having one central place where employees can find information about
health and wellness; building Healthy Workplace discussions into departmental meetings; and seeking opportunities to share information in a casual way.

- Healthy Workplace principles need to be embedded into the culture at the University of Guelph. U of G leaders “walking the talk” can be one of the factors that can contribute to this.
- Raw qualitative data from the consultations conducted to develop Our Path Forward could provide valuable insights on employee health and well-being.
- Ensure equitable application of the University of Guelph’s strengths across the institution, including different departments, locations (campuses/research stations/field sites), and different positions.
- Review Healthy Workplace programming that is currently offered to ensure that all staff and faculty have equitable access to participation. Ensure equitable access for all staff and faculty is a priority for all future programming.
- Acknowledge that there is controversy that exists at the institution related to the representation of all employees at the table.
- Raise awareness of the University’s commitment to sustainability, under the Talloires declaration.

Documents to Consult
- Healthy Workplace Policies of other organizations
LEADERSHIP REQUIREMENT 1.1 c)
The organization has a commitment to develop and/or amend policies for the promotion of a healthy workplace.

☐ At Bronze Level, we expect to see one or more policies and/or statements that demonstrate the organization’s commitment to the health, safety and wellness of its employees.

☐ The policy, established and approved by senior leadership, clearly demonstrates a commitment to people and wellness, including support for the elements that contribute to a healthy workplace: physical environment; health and lifestyle practices; workplace culture and mental health; and corporate social responsibility.

☐ Psychological factors are incorporated into health and safety policies and procedures, including incident and accident reporting systems, investigations and workplace inspections.

☐ The policy reflects the importance of both a preventative and promotional approach to workplace wellness and respect for the principles of mutual respect and cooperation.

☐ Key stakeholders (employee representatives from across the organization at all levels) were involved in policy development.

☐ Employees understand why these policies are important.

☐ This policy is an integral part of human resource planning, which supports the organization’s values, ethics, strategies and objectives.

☐ The policy is posted prominently in the workplace (and all sites) for employees to see.

☐ Accountability for the communication of policies to each management level and to work unit members has been assigned.

☐ A process has been established for the amendment and/or review of policies, including accountability, clarity of roles and responsibilities and support for resources to develop and implement a physical and psychological health and safety system.

☐ Timelines have been set to review and/or develop policies.

☐ Practices are checked against policy.

Strengths
- The organization has a suite of Environmental Health and Safety and Occupational Health and Wellness policies that pertain to staff, faculty, and students. These policies are currently under review. The majority of these policies pertain to physical safety.
- Human Resources is in the process of developing internal Standard Operating Procedures to ensure consistency in offered services.
• A comprehensive, Board approved, Human Rights Policy and accompanying procedures are administered by Diversity and Human Rights.
• The University has an Employment Equity Policy and an Employment Equity Committee administered by Diversity and Human Rights.
• Human Resources has the following policies that support a Healthy Workplace:
  o Confidentiality of Personal Information
  o Disciplinary Procedure
  o Leave of Absence
  o Grievances.
• Collective/employee group agreements contain information specific to the employee group about recruitment, compensation and benefits, hours of work, and vacation.

Opportunities
• Create a healthy workplace policy, aligned with Our Path Forward. This policy should state the University’s commitment to both physical and psychological health, emphasize prevention, promotion, evaluation and continuous improvement, and encourage staff and faculty participation in healthy workplace programs and initiatives.
• Communicate this policy across the organization
• Embed the policy in human resources planning
• Develop a plan to check practices against policy
• Conduct a policy review to ensure policies support Healthy Workplace principles, and develop and/or amend policies, as required.
• Brainstorm and assess opportunities to incorporate psychological factors into health and safety policies and procedures, including incident and accident reporting systems, investigations and workplace inspections.

Documents to Consult
• Mental Health Commission of Canada’s Physical and Psychological Health, Safety and Wellness Policy Statement
• Guarding Minds at Work Framework, developed by the Centre for Applied Research in Mental Health and Addiction
• Standards Council of Canada’s Psychological health and safety in the workplace – prevention, promotion, and guidance to staged implementation voluntary standard
• Healthy Workplace Policies of other organizations
LEADERSHIP REQUIREMENT 1.1 d)

The organization has a method to review and ensure compliance with relevant provincial and national case law, regulations and standards, e.g., employment standards, labour relations rulings, human rights legislation, law of torts, Workers’ Compensation laws, occupational health and safety legislation, employment contract law, privacy and confidentiality, and other legal system influences.

- There is a mechanism in place for reviewing relevant legislation and regulations to ensure that the organization is in compliance.
- The organization demonstrates compliance with identified regulations and standards.
- There are processes in place to ensure privacy rights are adhered to, e.g., ensuring an individual’s identification is not divulged where considered inappropriate.
- The organization is aware of the legal responsibilities for physical and psychological health and safety related issues.
- The organization demonstrates compliance with identified regulations and standards.
- There are processes to ensure materials are accessible to accommodate employees with a disability, i.e., alternate formats

Strengths

- Internal Audit is an independent auditing function within the University. Audit Services works with management, faculty and staff to: ensure efficiency and effectiveness of operations, safeguarding of assets and integrity of financial transactions; ensure compliance with applicable internal policies and procedures as well as external legislation and regulations.

- The University Secretariat has made available its privacy policies for viewing, via their website. This includes departmental privacy policies. The University has a Privacy Officer that is responsible for the organization’s compliance with privacy legislation. All departments of the University are governed by relevant legislated provisions affecting personal privacy and access to information such as the Freedom of Information and Access to Privacy Act (FIPPA), the Personal Health Information Protection act (PHIPA), the Regulated Health Professions Act, the Health Protection and Promotion Act, the Health Care Consent Act, the Mental Health Act, and the Personal Information Protection and Electronic Documents Act (PIPEDA).

- The University utilizes consultants and lawyers on a regular basis for advice and to ensure compliance with relevant provincial and national case law, regulations and standards.
• Diversity and Human Rights, Environmental Health and Safety, Occupational Health and Wellness, and other Human Resources staff (including Total Compensation, Staff Relations, and Learning and Development) are subject matter experts that are required to stay current on best practises and legislation for their respective areas. Staff from these areas stay current via membership in professional associations, communities of practices, attending forums, professional development opportunities, membership in community partnerships and belonging to relevant list serves.

• Diversity and Human Rights (DHR) has a staff member that is a legal expert. The University’s Human Rights Policy and Procedure, administered by Diversity and Human Rights, complies with the Human Rights Code.

• Diversity and Human Rights has a Human Rights Advisory Group, Employment Equity Committee, Accessibility Committee; student life groups; intercultural affairs committee; OUTline committee; ethical purchasing committee; Hate Activities Committee.

• The University of Guelph website is AODA compliant.

• If a staff or faculty member, or prospective candidate requires any materials in alternate formats, they will be made available.

• The University of Guelph received the Access Recognition Award in 2014 and 2015 for identifying and removing accessibility barriers for students, visitors and employees at U of G facilities.

Opportunities
• Utilize strategies to proactively comply with relevant legislation, for example, compliance with the non-mandatory Psychological Health and Safety in the Workplace Standards.
LEADERSHIP REQUIREMENT 1.1 e)

In the decision-making process, the organization considers the wide-spread health impact of decisions on employees and their families.

☐ When making decisions, leadership and line managers are careful to ensure that physical and psychological health and safety factors that impact employee health are considered as part of their decision-making criteria.

☐ Examples could include: monitoring overtime involved when new systems are being implemented, ensuring employee involvement in purchasing of new equipment, or other changes that affect the way employees work.

☐ There is a clear process in place that guides these decisions.

Strengths

- Human Resources (Learning and Development) staff provide change management support to staff/faculty and departments via programs and consulting services. Currently Learning and Development is working with several units that will be merging into one department.
- The University of Guelph has a performance planning, assessment, and development program (G.O.A.L.). This program provides information, tools and techniques to help Managers and their Employees work together to create and/or maintain a work environment in which people are enabled to perform to the best of their abilities on work that is aligned to unit, departmental and organizational objectives. An updated version of G.O.A.L., G.O.A.L 2.0, will be rolled out in 2017. G.O.A.L. 2.0 will emphasize quality conversations, shared expectations, and respectful engagement in the performance planning, assessment, and development process. This program helps to create a supportive culture and enhance the experience between staff/faculty and managers/supervisors.
- Environmental Health and Safety and Occupational Health and Wellness staff provide consultations for safety and ergonomic concerns during the building of new facilities and the purchasing of new equipment as well as current configurations.
- The University has an ethical purchasing committee.

Opportunities

- Incorporate more information on health and wellness, including psychological health, into existing Learning and Development curricula.
- Consider the need for raising awareness of Environmental Health and Safety and Occupational Health and Wellness’s safety and ergonomic assessments and consultations more widely.
• Incorporate more health and wellness concepts into decision making and change management processes and communicate this to staff and faculty.
• Mobilize managers at the departmental and unit level to create a healthy workplace for staff and faculty and provide appropriate resources, supports and opportunities.
• Raise awareness of G.O.A.L., the University’s performance planning, assessment, and development program, and determine compliance with the program across the institution. G.O.A.L. can be a mechanism to embed Healthy Workplace principles into decision making at the institution.
LEADERSHIP REQUIREMENT 1.1 f)

There is a clear process by which the leadership team can monitor and be kept informed about the impacts of physical and psychological health and safety changes in the workplace.

- Workshops and courses on employee health concepts are part of core leadership/management training programs.
- Accountability for data analysis and compilation of regular reports for senior leadership is assigned (Healthy Workplace committee or designate).
- The leadership team regularly reviews/monitors information and data (i.e., dashboard, scheduled reviews/reporting, management meetings, etc.).
- The report to senior team identifies and prioritizes organizational health needs expressed by employees and concerns related to organizational practices and the work environment.
- The organization willingly shares experiences, good or bad, in regard to the workplace and employee health journey on a regular basis.
- Confidentiality is assured in the data collection and sharing processes.

Strengths

- There is a mandatory environmental health and safety training for supervisors and for staff and a series of additional trainings offered for a variety of environmental health and safety topics.
- Learning and Development has an events calendar that contains free courses for faculty and staff related to health and wellbeing. Attendance statistics are tracked. Categories include:
  - financial wellbeing
  - personal safety
  - mental health
  - healthy behaviours
  - parenting
  - stress
  - anti-oppression
  - AODA.
- Occupational Health and Wellness has quarterly meetings with the University’s Long-Term Disability and EFAP external providers. Non-identifiable statistics are obtained from the external providers. The non-identifiable statistics assist in the planning of EFAP wellness sessions that are offered to staff and faculty.
- Statistics from Athletics and the Health and Performance Centre’s employee programming are available.
• Occupational Health and Wellness provides quarterly reports and an annual report to the Central Joint Health and Safety Committee. These reports relate to physical health.

Opportunities
• Consider adding psychological health information to the mandatory environmental health and safety training or developing a new training module that could be part of the Management Essentials or Leadership Essentials training series, or embedding health and wellness concepts into existing training that is offered.
• Develop a reporting template for the Healthy Workplace Advisory Committee and Senior Executive Team to monitor indicators of employee physical and psychological health and wellbeing.
  o Examine possible inclusion of Athletics and the Health and Performance Centre statistics on employee Healthy Workplace Programming.
  o Examine possible inclusion of statistics from relevant training sessions that are offered to staff and faculty.
  o Examine possible inclusion of statistics from NewsLinks.
• Ensure feedback is captured from staff that do not belong to a bargaining group.
• Identify barriers staff have in accessing the events offered by Learning and Development.

Documents to Consult
• Annual Central Joint Health and Safety Committee Report
• EAP non-identifiable statistics
• Learning and Development attendance statistics
Assessment has been conducted to identify physical and psychological health and safety hazards and risks, and to evaluate mental health and workplace culture.

- Assessment(s) covers the four elements that influence and have an effect on employee health and well-being: **physical environment, health practices, workplace culture and corporate social responsibility**. (see Elements, pg. 96)
- Assessment(s) include the identification of strengths, opportunities and physical and psychological health and safety risks and hazards of the workplace culture.
- Risks include both physical and psychosocial factors that impact financial, operational, human resources (including policy), and legal responsibility.
- The assessment(s) include identification of opportunities to promote physical and psychological health and safety in the workplace.
- Various methods are used to complete the employee needs assessment (for example, questionnaire, health risk appraisal, focus groups, or a combination of various methodologies).
- Health Risk Assessment (HRA) will include screening for health biometrics, ergonomic needs, immunization and other health needs and interests of the employees.
- There is awareness and understanding of tools available to identify risks in the workplace, e.g., psychosocial risk factors (i.e., Guarding Minds @ Work), health risk assessments, employee satisfaction and engagement surveys, Excellence Canada’s “Healthy Workplace Check-up,” etc.
- A broad cross section of employees and key stakeholders (including offsite, shift workers or workers on extended leave) are involved in the needs assessment and in validating the findings.
- There is awareness of existing organizational practices that promote a physical and psychologically healthy workplace.

**Strengths**

- The Environmental Health and Safety (EHS) Team assesses physical health and safety risks in the areas of: radiation safety; biosafety; laboratory safety; agricultural safety, veterinary safety; occupational hygiene; hazardous materials management; hazardous waste management and facility safety. EHS personnel can arrange workplace or environmental risk assessments of potentially hazardous processes and substances. Assessments may include but are not limited to air monitoring, radiation dosimetry and area noise surveys, a review of present practices and recommendations for exposure controls, alternative solutions, and personal protective equipment. Assessments are done in collaboration with workers, supervisors and Joint Health and Safety Committee personnel.
• EHS provides guidance on various legislation including but not limited to the Occupational Health and Safety Act and Regulations, the Human Pathogens and Toxins Act, the Nuclear Safety and Control Act and Regulations, the Environmental Protection Act and Regulations, related occupational exposure limits for chemical, biological and physical agents and various standards and municipal by-laws.

• The University has an incident reporting process for illness and injuries, including workplace harassment and workplace violence. Reported incidents are investigated. Aggregate incident reporting data is analyzed for trends. Any concerning trends are addressed with directors, and Occupational Health and Wellness and Environmental Health and Safety can provide prevention teaching.

• The University has a sexual violence policy and procedure that outlines reporting and maintenance of records for incidents of sexual violence on campus.

• Occupational Health and Wellness provides occupational health surveillance programs. The programs are available for University of Guelph employees and students whose work and or research activities might expose them to an increased risk of an occupational hazard such as chemicals, physical agents and biohazards including:
  o Audimetric
  o Biosafety
  o Cholinesterase
  o Diving Operations
  o Pregnancy Protocol
  o Rabies
  o Radiation Lasers
  o Radiation Radioiodine

• Diversity and Human Rights administers an employment equity survey based on the requirements of the Federal Contractors Program.

Opportunities

• Survey staff and faculty to identify psychological health and safety hazards and risks and evaluate the organizational mental health and workplace culture. Ensure the survey has a representative sample. Attempt to survey as many staff and faculty as possible, to ensure differing perspectives are captured.

• Develop a communications strategy to promote existing organizational practices that address a physical and psychologically healthy workplace.

• Ensure any feedback collected from employees is valued and considered

• There may be an opportunity to make suggestions about the University’s Workplace Violence Prevention Policy to ensure there are alternate reporting mechanisms for staff and faculty, in the case of workplace violence being caused by a direct supervisor.
Documents to Consult

- *Guarding Minds at Work Framework*, developed by the Centre for Applied Research in Mental Health and Addiction
- Standards Council of Canada’s *Psychological health and safety in the workplace – prevention, promotion, and guidance to staged implementation* voluntary standard
- Relevant engagement surveys used by various sources.
PLANNING AND PROGRAMS REQUIREMENT 1.2 b)

Employee input is used to measure and assess engagement and well-being, and the results and any related action plans are communicated across the organization

☐ A broad cross section of employees and key stakeholders (including offsite, shift workers or workers on extended leave) are involved in the needs assessment and in validating the findings and establishing action plans.

☐ Employees are engaged and involved in assisting the organization with the health/wellness plan.

☐ The organization has a process for receiving and acting on employee suggestions that influence the health, safety and wellness of employees in the workplace.

☐ Opportunities are available to employees to participate and they are provided with the time to attend meetings and committees.

☐ There is cross-functional participation on the Occupational Health and Safety Committee or the Healthy Workplace Committee.

☐ A regularly-scheduled employee feedback survey is in place.

☐ The employee survey solicits opinions on job satisfaction, demands of the job, control over work, support from management and colleagues, clarity of roles, impact of organizational change, work-life balance, trust in leadership, co-operation between areas, etc.

☐ The survey results are available, communicated and discussed throughout the organization.

☐ An action plan has been established to address issues and concerns.

☐ Action has clearly been initiated to address the issues.

Strengths

- The Healthy Workplace Advisory Committee has representation from faculty and staff across the University, including representation from some unions/employee groups.

Opportunities

- Plan, develop, conduct and analyze a survey of staff and faculty that identifies psychological health and safety hazards and risks and evaluates mental health and workplace culture. Ensure the survey has a representative sample and there is a knowledge mobilization plan for the assessment results. Determine whether the survey will be conducted once or every few years to provide data on trends over time.

- Develop a process to capture staff and faculty input in an ongoing way

- Ensure any feedback collected from employees is valued and considered.

- Incorporate support for employee feedback on Healthy Workplace initiatives in a Healthy Workplace Policy.
PLANNING AND PROGRAMS REQUIREMENT 1.2 c)

The Healthy Workplace Plan is drafted and is aligned to the Strategic Plan.

☐ There is a Healthy Workplace Plan (this could be in early stages at Bronze level).

☐ The Health Workplace Plan contains an Action Plan to address results of assessment(s).

☐ This Plan is part of an overall Human Resources Plan/Strategy or a stand-alone Plan, and reflects an integrated and balanced approach that addresses all four elements that influence a healthy workplace.

☐ It is important that the Healthy Workplace strategy be linked to the strategic priorities of the organization.

☐ The Healthy Workplace Plan includes a collective Vision for employee health and well-being in the workplace.

☐ Senior team sponsorship is required to give support to the plan.

☐ The plan is reviewed on an annual basis as part of the organizational planning cycle.

Opportunities

- The Healthy Workplace Advisory Committee should use the preliminary assessment and future staff and faculty survey information to develop a Healthy Workplace Plan.
- Focussing on commonalities between employees across departments, locations, and positions could be an effective way to create unity and move the work of the Committee forward.

Documents to Consult

- Carlton University’s Healthy Workplace Plan
- Healthy Workplace Plans from other organizations
PLANNING AND PROGRAMS REQUIREMENT 1.2 d)

A committee oversees the development and execution of the Healthy Workplace Plan and a senior leader is engaged as the Sponsor of the Plan.

- The Healthy Workplace committee could be an existing committee (Wellness, OH&S, etc.) or a newly formed committee which has representation from different departments, different levels across the organization and union and/or employee groups.
- The committee mandate includes the review and analysis of healthy workplace data collected, recommendation of healthy workplace programs based on identified needs, evaluation of programs, practices, interventions implemented; and, ensures both a preventative and promotional approach to employee well-being and workplace health.
- The Committee roles and responsibilities reflect an integrated and systematic approach to the management of physical and psychological health and safety factors in the workplace.
- Committee representatives are provided the time and resources to participate and receive appropriate training on the physical and psychological health and safety workplace management system.

The Committee will have:
- A senior leader as the Sponsor and participating member
- Cross-functional/department and multi-level representation from across the organization (sites)
- Key stakeholders that also represent subject matter expertise in occupational health and safety, human resources and other areas, as needed.
- Union leadership, if there is a union
- Regularly scheduled meetings, terms of reference and a process for documenting and storing minutes and actions taken.

Strengths
- The Healthy Workplace Advisory Committee is chaired by the Vice-President (Finance, Administration and Risk), a member of the Senior Executive Team.
- The Healthy Workplace Advisory Committee has representation from faculty and staff across the University, including representation from some unions/employee groups.
- Committee members are provided with time and resources to participate.

Opportunities
- The Healthy Workplace Advisory Committee should use the preliminary assessment and future staff and faculty survey information to develop a Healthy Workplace Plan.
• Develop a reporting template for the Healthy Workplace Advisory Committee and Senior Executive Team to monitor indicators of employee physical and psychological health and wellbeing.
  
  o Include the external provider non-identifiable statistics in the metrics
  o Examine possible inclusion of Athletics and the Health and Performance Centre statistics on employee Healthy Workplace Programming.
  o Examine possible inclusion of statistics from relevant training sessions that are offered to staff and faculty.

• Examine possible inclusion of statistics from NewsLinks.

• Develop and approve a Terms of Reference for the Committee.
PLANNING AND PROGRAMS REQUIREMENT 1.2 e)

There is a commitment to design, develop, implement and evaluate initiatives that support a healthy workplace.

☐ There are resources allocated to design, develop, implement and evaluate initiatives, e.g., budget, people and time.

☐ Cross functional teams are supported as integral to the Healthy Workplace planning system, implementation and evaluation process and ongoing monitoring (ISO approach to evaluation - Plan Do Check Act).

☐ There is evidence that management and organizational leadership support a continuous improvement culture for employee well-being and organizational health.

☐ There is commitment to evaluate the implementation plan at least once a year, approved by senior management and communicated to employees.

Strengths

- A full-time Healthy Workplace Coordinator has been hired to carry out the work of the committee.

- The University of Guelph has Environmental Health and Safety and Occupational Health and Wellness Teams. Both these teams have budgets and personnel time for developing, implementing and evaluating initiatives that support a healthy workplace.

- The Occupational Health and Wellness team conducts activities that support a healthy workplace, including:
  - Lunch and learns
  - Blood Pressure Clinics
  - Running and yoga groups
  - Occupational Health surveillance
  - Ergonomic Assessments
  - Return to Work Programs
  - Administering EAP programs

- The Environmental Health and Safety Team assesses physical safety and health risks in the areas of:
  - Radiation Safety
  - Biosafety
  - Laboratory Safety
  - Agricultural Safety
  - Veterinary Safety
  - Occupational Hygiene
  - Hazardous Materials Management
  - Hazardous Waste Management
• Facility Safety

- EHS personnel can arrange workplace or environmental risk assessments of potentially hazardous processes and substances, assessments may include air monitoring, radiation dosimetry and area noise surveys, a review of present practices and recommendations for exposure controls, alternative solutions, and personal protective equipment. Assessments are done in collaboration with workers, supervisors and Joint Health and Safety Committee personnel.

- EHS provides guidance on various legislation including but not limited to the Occupational Health and Safety Act and Regulations, the Human Pathogens and Toxins Act, the Nuclear Safety and Control Act and Regulations, the Environmental Protection Act and Regulations, related occupational exposure limits for chemical, biological and physical agents and various standards and municipal by-laws.

- The University of Guelph has an Athletics Department, and a Department of Student Wellness, which includes a Health and Performance Centre. Both these departments have offered initiatives for employees, such as wellness training sessions and staff only lunchtime Athletics classes. Staff from these departments have a lot of knowledge on Health and Wellness.

- The Senior Executive Team has committed financial resources to support the work of the committee.

- The Healthy Workplace Advisory Committee and the Joint Health and Safety Committees has membership from staff and faculty across the University and are supported by senior leadership to address Healthy Workplace planning, implementation, evaluation, and ongoing monitoring.

- Senior leadership has provided consistent support for a healthy workplace through the following:
  - above average salaries and benefits for employees,
  - provision of an Employee Assistance Program (EAP),
  - construction of a new state of the art Athletics Centre
  - subsidized membership fees for employee use of on-campus Athletics facilities
  - operation of the Health and Performance Centre which provides staff and faculty with employment benefits an on campus location to access sports medicine, massage therapy, nutrition, osteopathy, physiotherapy, podiatry, chiropractic services, and athletic therapy
  - maintenance/accessibility to the Arboretum which provides staff and faculty with green space.

- The University of Guelph is a signatory to the Talloires Declaration, a declaration for sustainability, created for and by presidents of institutions of higher learning. The University of Guelph’s fulfils its commitment to the Talloires Declaration through the
Sustainability Office which aims to foster an institutional culture of sustainability, as well as empower individuals to take part in the university’s commitment to practicing institutional ecology.

- The University has a Student Mental Health Advisory Committee. This Committee has a Community Capacity and Mental Health Training Sub-Committee and a Supportive Campus Environment Sub-Committee. In 2016, this Committee launched its Student Mental Health Strategy.

**Opportunities**

- Communicate the commitment to evaluate the healthy workplace plan annually to staff/faculty.
- Communicate to all employees that a Healthy Workplace Coordinator has been hired at the University of Guelph.
- Enhance communications of existing and future Athletics, Health and Performance Centre, Environmental Health and Safety, Occupational Health and Wellness, and Diversity and Human Rights Healthy Workplace focussed programming to staff and faculty
- Mobilize managers at the departmental and unit level to create a healthy workplace for staff and faculty and provide appropriate resources, supports and opportunities
- Increase the institution’s focus on psychological health and wellness.
- The following initiatives were suggested by Healthy Workplace Advisory Committee members as potential opportunities to investigate for implementation:
  - Healthy Workplace Challenges for institutional leaders. These leaders could provide testimonials related to Healthy Workplace topics. This approach could be similar to the 2016 United way campaign,
  - Health rewards or bonuses for employees,
  - Review the effectiveness of current programming that provides psychological health supports,
  - Programming that uses pre-post assessments (for example, an exercise and nutrition referral program),
  - Employee health self-assessments,
  - Health ambassadors in different departments, and
  - Providing mental health training to members of the Central Joint Health and Safety Committee.
- Raise awareness of the University’s commitment to sustainability, under the Talloires declaration.
• Review Healthy Workplace programming that is currently offered to ensure that all staff and faculty have equitable access to participation. Ensure equitable access for all staff and faculty is a priority for all future programming.

Documents to Consult
• Investigate the implementation of the *Healthy Workplace Champions* model that is used at Carlton University
PLANNING AND PROGRAMS REQUIREMENT 1.2 f)

The organization plans and carries out communication strategies to improve awareness of factors that influence the physical and psychological health and safety in the workplace.

☐ A variety of methods are used to communicate and disseminate plans and policies to employees and other stakeholders, e.g., newsletters, emails, intra-net, town hall meetings, staff meetings, memos, etc.

☐ Two-way communication is important to ensure employees understand the key policies and plans.

☐ There is a formal communication strategy in place that specifically addresses employee health and well-being.

☐ Key stakeholders are involved in developing the strategy.

☐ The communication strategy ensures cascading of information to all levels and across the organization.

☐ A documented and organized communications strategy ensures consistency in cascading timely information through the organization.

Strengths

• Currently, Environmental Health and Safety and Occupational Health and Wellness promote their programs via:
  o Web (HR page, events page)
  o Flyers/Posters
  o Learning and Development events calendar
  o Health and Safety Training Sessions
  o New Days
  o EHS mandatory training for staff and for managers
  o University of Guelph email distribution lists

• Staff faculty and students can report incidents through the University’s Injury or Illness reporting process.

• Diversity and Human Rights is working on a strategy for inclusion and intercultural communication across the campus. This strategy aims to be a sustainable model and uses Peer Inclusion Educators. The strategy will also include training for students, staff, and faculty. This is currently in the development stages.

• The University of Guelph has an internal communications coordinator.

• Union/employee groups on campus have access to health and wellness resources, such as the Workers’ Health and Safety Centre and a Mental Health Toolbox available on the CUPE National site. Union/employee groups have also conducted communications campaigns in the past related to psychological health. For example, a campaign on being bullied in the classroom, and a “how are you feeling today” button campaign. Employee groups (non-union) have sponsored mental health lunch and learn sessions.
Opportunities

- Develop a comprehensive communications strategy to improve awareness of factors that influence the physical and psychological health and safety in the workplace. Some suggestions for the communications plan include: using the expertise of the internal communications coordinator, individual faculty with Healthy Workplace expertise, and union/employee groups; using the NewsLinks internal newsletter; having one central place where employees can find information about health and wellness; building Healthy Workplace discussions into departmental meetings; and seeking opportunities to share information in a casual way.

- Ensure that the communications strategy has a mechanism to gather feedback from staff and faculty.

- Use communications expertise available on campus, including individual faculty with communications expertise, the internal communications coordinator, and union/employee group leaders.
PEOPLE ENGAGEMENT REQUIREMENT 1.3 a)

The organization ensures that employees are aware of the goals and related policies of its healthy workplace focus.

☐ Methods are in place to ensure employees at all levels are aware of the organization’s related goals and policies.

☐ The organization monitors the level of employee awareness of goals, policies and healthy workplace plans.

Strengths

- The University of Guelph has an Environmental Health and Safety Policy which is required under the *Occupational Health and Safety Act*. The policy is reviewed and signed by the President annually. This policy is sent to all departments and sites via email distribution lists.
- Other policies, such as the workplace harassment prevention, and workplace violence prevention policies and programs are also communicated via email distribution lists. In the case of Sexual Violence, this policy is Board reviewed and approved.
- Environmental Health and Safety and Occupational Health and Wellness have hard copies of policies available for staff that do not have regular computer access.
- Environmental Health and Safety and Occupational Health and Wellness deliver trainings, both online and in-class and participate in New Days, Human Resources’ two-day orientation program for new staff members.
- All Environmental Health and Safety and Occupational Health and Wellness policies are on the University Secretariat webpage and the HR webpage.
- The University has a sexual violence policy and procedure that outlines reporting and maintenance of records for incidents of sexual violence on campus. This policy had email communications, a training session associated with the legislation, and a webpage for more information.
- The *Human Rights Policy* and procedure is on the Diversity and Human Rights webpage. A link to the policy is on the University Secretariat webpage.
- Diversity and Human Rights administers two online AODA courses.
- Diversity and Human Rights administers training on employment equity for faculty search committees.
- Human Resources has several policies, some of which include:
  - Confidentiality of Personal Information
  - Disciplinary Procedure
  - Leave of Absence
  - Grievances.
Collective and employee group agreements contain information specific to the employee group about recruitment, compensation and benefits, hours of work, and vacation.

Opportunities

- Monitor the level of employee awareness of goals, policies and healthy workplace plans.
- Communicate the commitment to a Healthy Workplace at the University of Guelph to all staff and faculty via a strategic communications plan with unique branding of the initiative to ensure staff and faculty recognition of the initiative. Some suggestions for the communications plan include: using the expertise of the internal communications coordinator, individual faculty with communications expertise, and union/employee groups; using the NewsLinks internal newsletter; having one central place where employees can find information about health and wellness; building Healthy Workplace discussions into departmental and union/employee group meetings; and seeking opportunities to share information in a casual way. Ensure multiple communications channels are used so that all staff and faculty can access the policies.

Documents to Consult

- Carlton University’s *Healthy Workplace Plan*
PEOPLE ENGAGEMENT REQUIREMENT 1.3 b)

The organization is committed to a continuous learning environment for all employees and provides training and development opportunities to meet needs.

- Employees at all levels have an opportunity to hear about the organization’s focus on workplace health and employee well-being.
- A training module(s) on workplace health and employee well-being has been developed.
- Employees have access to education and development opportunities where feasible.
- A documented communications and stakeholder engagement strategy has been developed to ensure consistency in cascading timely information throughout the organization.
- There are opportunities for employees to attend development courses, e.g., college/university courses and professional seminars.
- There are training programs available to help employees and managers understand the links between employee well-being and organizational success.
- There are training opportunities to increase the understanding of physical and psychological health and safety, including the stigma associated with mental illness in the workplace.
- The leadership team understands how stigma, silence and a lack of understanding of mental health have significant and costly outcomes for employees, their families, their co-workers and the organization.
- Training and development is provided to employees who need it and when they need it.
- Employees are accountable for implementing new learning or skills on the job.
- There is a mechanism for employees to discuss their learning needs with their supervisors and create plans for their training and development.
- Learning and development is measured for effectiveness and employee satisfaction.

Strengths

- Identified staff and faculty have received student mental health training, delivered by the Student Mental Health Advisory Committee. While this training is focussed on students, many of the concepts can also apply to employees.
- Environmental Health and Safety has developed a mandatory health and safety training for all staff, faculty, and managers that complies with required legislation.
- Environmental Health and Safety also offers a suite of training courses for staff, faculty and students.
- Learning and Development, in partnership with consultants, staff/faculty, and Occupational Health and Wellness, offers a suite of events and trainings related to
health and wellness that are open to all full- and part-time staff and faculty. Some of these opportunities include:

- management training
- leadership training
- personal management
- financial wellbeing
- personal safety
- mental health training (First Aid and Safe TALK)
- healthy behaviours
- parenting
- stress
- anti-oppression training
- AODA training
- New Days
- Leave for Change
- social programming (lunches at campus restaurants and viewing of Athletics varsity games).

- Learning and Development also offers Home Grown programs. These programs are developed by staff and faculty members in response to needs demonstrated by other staff and faculty members. These programs provide an opportunity for staff to and faculty to contribute to others by sharing their expertise to fill a knowledge gap.

- Tuition waivers are available for staff and faculty, as well as their families, for University courses. The University of Guelph also supports staff and faculty taking courses at other facilities, if the courses are not already provided internally.

- Development is incorporated into the organization’s existing and updated performance planning, assessment, and development programs (G.O.A.L. and G.O.A.L. 2.0). Additionally, the Learning and Development calendar of events is finalized early in the year. This allows the programs in the calendar of events to be incorporated in performance development plans.

- The University of Guelph has a department of Open Learning and Educational Support (OpenEd).

Opportunities

- Ensure there is programming for all employees, regardless of department, work location, work hours, or position.

- Consider whether some of the trainings that are currently offered should be made mandatory for staff and faculty.
• Ensure training sessions that are offered are available to all employees across departments, locations, positions, and work hours.
• Embed more psychological health concepts within the EHS training and partner with Learning and Development to further examine how health and wellness is incorporated in current development opportunities, including the language about health and wellness that is embedded in these trainings.
• Encourage consistency in the adoption of G.O.A.L. and, in the future, G.O.A.L. 2.0, in all departments.
• Consider the need to create a policy for managers and supervisors that outlines the organization’s support for allowing staff and faculty to participate in learning and development opportunities.
• Mobilize managers at the departmental and unit level to create a healthy workplace for staff and faculty and provide appropriate resources, supports and opportunities.
• Partnering with OpenEd to deliver programming and/or training could be helpful.
• Engage temporary full-time employees that report to faculty members and are at the University for a short time to be trained. These employees have a valuable perspective.
• Use attendance and evaluation data from training sessions that have been offered in the past to plan for new training opportunities.
PEOPLE ENGAGEMENT REQUIREMENT 1.3 c)

Human Resources policies address relevant human rights legislation and issues to protect against harassment and discrimination and these policies promote diversity, equity and inclusivity in the workplace.

- Some examples include, but are not limited to the following:
  - In addition to legislated human rights, policies include diversity, e.g., sexism, racism, heterosexism, ableism, ageism, and classism.
  - Human resources policies should include general employment benefits and practices e.g., performance management, recruitment, compensation and benefits, hours of work, vacation, etc.
  - Confidentiality and privacy needs are ensured.

Strengths

- The organization has a suite of Environmental Health and Safety and Occupational Health and Wellness policies that pertain to staff, faculty, and students. These policies are currently under review. The majority of these policies pertain to physical health.
- Human Resources has several policies that support a Healthy Workplace, some of which include:
  - Confidentiality of Personal Information
  - Disciplinary Procedure
  - Leave of Absence
  - Grievances.
- Collective and employee group agreements contain information specific to the employee group about recruitment, compensation and benefits, hours of work, and vacation.
- All departments of the University are governed by relevant legislated provisions affecting personal privacy and access to information such as the Freedom of Information and Access to Privacy Act (FIPPA), the Personal Health Information Protection Act (PHIPA), the Regulated Health Professions Act, the Health Protection and Promotion Act, the Health Care Consent Act, the Mental Health Act, and the Personal Information Protection and Electronic Documents Act (PIPEDA).
- A comprehensive Human Rights Policy and accompanying Human Rights Procedure that meets the requirements of the Ontario Human Rights Code is administered by Diversity and Human Rights.
- The University has an Employment Equity Policy and an Employment Equity Committee administered by Diversity and Human Rights.
- The University of Guelph has a performance planning, assessment, and development program called (G.O.A.L.). This program provides information, principles, tools and
techniques to help Managers and their Employees work together to create and/or maintain a work environment in which people are enabled to perform to the best of their abilities on work that is aligned to unit, developmental and organizational objectives. An updated version of G.O.A.L., G.O.A.L 2.0, will be rolled out in 2017. G.O.A.L. 2.0 will emphasize quality conversations, shared expectations, and respectful engagement into the performance planning, assessment, and development process. This program helps to create a supportive culture and enhance the experience between staff/faculty and managers/supervisors.

Opportunities
- Raise awareness of G.O.A.L., the University’s performance planning, assessment, and development program, and determine compliance with the program across the institution. G.O.A.L. can be a mechanism to embed Healthy Workplace principles into decision making at the institution.
PEOPLE ENGAGEMENT REQUIREMENT 1.3 d)

The organization fosters a transparent work environment where employees clearly understand their roles and responsibilities as outlined in current position descriptions, and the impact of their role on the Vision, Mission, and Values of the organization.

- Current position descriptions are in place and shared with all employees.
- Practices are in place and monitored to ensure employees at all levels are aware of how their role impacts the strategic direction of the organization.

Strengths

- Regarding staff:
  - job fact sheets are created for new staff positions at the institution and are provided to new employees.
  - all job fact sheets are reviewed as required, based on changes.
  - it is recommended that job fact sheets are reviewed every five years, or as required, based on changes.

- Regarding faculty:
  - general duties of faculty members are outlined in their collective agreement under Article 18 – Faculty Member Rights and Responsibilities.
  - faculty receive a letter of appointment that contains an agreed upon distribution of effort between teaching, research, and service.
  - Tenure-track faculty have annual performance reviews, and tenured faculty members have biennial performance assessments.
  - Each department has a Guideline Document that contains the department’s academic mission, criteria for tenure, promotion, performance evaluation, and guidelines for evidence.

- Regarding librarians:
  - general duties of librarians are outlined in their collective agreement under Article 25 – Rights and Responsibilities of Librarians.

- Regarding Graduate Teaching Assistants:
  - The collective agreement outlines how positions are to be posted and Appendix C – Assistant Work Assignment Job Posting Criteria

- Regarding Veterinarians:
  - General duties of veterinarians are outlined in their collective agreement under Article 30 – Responsibilities of Veterinarians

Opportunities

- Regarding staff:
- Formalize a maintenance plan and process to ensure jobs are being reviewed at appropriate intervals.
- Align newly created job fact sheets with the strategic plan.
- Assess current employment documentation for opportunities to include Healthy Workplace principles. Some examples of employment documentation include: distribution of effort letters, job fact sheets, offer letters, job postings, and performance management documents.
PEOPLE ENGAGEMENT REQUIREMENT 1.3 e)

A Healthy Workplace is seen as the responsibility of all employees, and the organization is committed to encouraging employees to take steps and champion initiatives to support personal and team well-being.

- Employers understand that healthy employees with a good work-life balance are more likely to stay, are more productive and contribute to the long term success of the organization.
- Leaders “walk the talk” and support objectives related to organizational health and wellness programs.
- Employees are respectful and supportive of each other.
- Employees are encouraged to participate in health and wellness initiatives.

Strengths

- Senior leadership supports the development and provision of related programs, initiatives and services, evident by the creation of the Healthy Workplace Advisory Committee and the existence of the Environmental Health and Safety and Occupational Health and Wellness teams.
- Senior leadership supports the maintenance of a Central Joint Health and Safety Committee, Local Joint Health and Safety Committees or Health and Safety Representatives on the main Guelph campus and Joint Health and Safety Committees or health and safety representatives at, the regional campus and the research stations. The mandate of the main campus committees and representatives were reviewed and revised in 2008 to more accurately reflect the interests and needs of the University community. The committees were formally approved by the Ministry of Labour and meet the legal requirements prescribed by the Ontario Occupational Health and Safety Act.
- Senior leadership has provided consistent support for a healthy workplace through the following:
  - above average salaries and benefits for employees,
  - provision of an Employee Assistance Program (EAP),
  - construction of a new state of the art Athletics Centre
  - subsidized membership fees for employee use of on-campus athletics facilities
  - operation of the Health and Performance Centre which provides staff and faculty with employment benefits an on campus location to access sports medicine, massage therapy, nutrition, osteopathy, physiotherapy, podiatry, chiropractic services, and athletic therapy
  - maintenance/accessibility to the Arboretum which provides staff and faculty with green space.
• The University has a Student Mental Health Advisory Committee. This Committee has a Community Capacity and Mental Health Training Sub-Committee and a Supportive Campus Environment Sub-Committee. In 2016, this Committee launched its Student Mental Health Strategy. Environmental Health and Safety also offers a suite of training courses for staff and faculty, including a mandatory training session for all staff and faculty, as well as managers.

• Learning and Development has an events calendar that contains free courses for faculty and staff related to Health and Wellbeing. Categories include:
  o financial wellbeing
  o personal safety
  o mental health training
  o healthy behaviours
  o parenting
  o stress
  o anti-oppression training
  o AODA training

• The Occupational Health and Wellness team conducts activities that support a healthy workplace, including:
  o Lunch and learns
  o Running and yoga groups
  o Health surveillance
  o Ergonomic Assessments
  o Return to Work Programs
  o Administering EAP programs
  o Blood Pressure Clinics

Opportunities
• Develop a comprehensive communications strategy targeting managers to improve their awareness of factors that influence the physical and psychological health and safety in the workplace and the importance of their staff participating in health and wellness initiatives.

• Build Healthy Workplace discussions into departmental meetings and union/employee group meetings.

• The duties of faculty members include a combination of teaching, scholarship, and service. The service component of faculty members could align with some Healthy Workplace initiatives and could provide encouragement for faculty member to participate.
• Mobilize managers at the departmental and unit level to create a healthy workplace for staff and faculty and provide appropriate resources, supports and opportunities
• Review Healthy Workplace programming that is currently offered to ensure that all staff and faculty have equitable access to participation. Ensure equitable access for all staff and faculty is a priority for all future programming.
PROCESS AND RISK REQUIREMENT 1.4 a)

There is a commitment to assess the impact of organizational structure, work processes and job design on employee physical and psychological health and safety.

☐ The leadership team is committed to an organizational risk assessment that includes both physical and psychological health and safety.

☐ Leadership has communicated this commitment to all employees.

☐ There is a plan to conduct the assessment routinely and include key stakeholders both internally and externally, as necessary.

☐ There is a process for employees to voice concerns about the impact of organizational structure, work processes or job design on their physical and/or mental health and safety, and their concerns are addressed.

Strengths

- The Occupational Health and Wellness Team delivers an ergonomic program with a strategic goal of increasing ergonomic awareness by educating the University community on the prevention of musculoskeletal disorders and their risk factors. Ergonomic assessments are available for all University faculty and staff.

- The Environmental Health and Safety (EHS) Team can assist other departments by reviewing and providing input to work processes and procedures with health and safety elements. For example, EHS has reviewed animal handling standards of practice.

- The Joint Health and Safety Committees or the Health and Safety Representatives conduct physical inspections of the workplace.

Opportunities

- Consider the need to examine the organizational structure at the University of Guelph from a psychological perspective.

- Conduct a survey of faculty and staff that identifies psychological health and safety hazards and risks and evaluates mental health and workplace culture. Attempt to survey as many staff and faculty as possible, to ensure differing perspectives are captured. Determine how often the survey will be conducted.

- Ensure any feedback collected from employees is being used, and determine a way to show employees that their feedback is being used.

- Consider the need for raising awareness of Environmental Health and Safety and Occupational Health and Wellness’s safety and ergonomic assessments and consultations more widely.
PROCESS AND RISK REQUIREMENT 1.4 b)

There is a commitment to address workload, expectations, and work-life balance, as it relates to performance and other issues, e.g., stress, family, morale, working long hours, emails after hours, etc.

☐ There are policies in place that address flexible work schedules and other related work-life balance issues.

☐ Adherence to policies is monitored for consistent and equal application across all areas of the organization.

☐ There are policies in place to deal with stressful issues such as sending/responding to emails before and after working hours.

☐ There is training and coaching available for line management on how to address work-life balance issues (policies, practices, conflict management, developing interpersonal skills, etc.).

☐ To manage work-life conflict, there is a goal to develop formal work-life balance policies, training and coaching to help line management implement the policies and a communication plan to share the policies.

☐ Leaders “walk the talk” on issues such as workload, taking vacations, encouraging no emails after hours etc.

Strengths

• The University of Guelph has an Environmental Health and Safety Policy which is required under the Occupational Health and Safety Act. The policy states that it is reviewed and signed by the President annually. This policy is sent to all departments and sites via email distribution lists.

• The institution has policies that address flexible work schedules.

• The University provides vacation time, sick leave, extra workload provisions, bereavement leave, family responsibility time, emergency leave, paid personal leave, temporary reduction of workload and compensation.

• The University of Guelph offers employees with an EAP plan.

• Occupational Health and Wellness has partnered with the University’s EAP provider to offer staff and faculty lunch and learn sessions on a variety of health and wellness topics.

Opportunities

• Assess the need for policies that deal with stressful issues. Excellence Canada provides the example of a policy to deal with sending/responding to emails before and working hours.

• Develop a monitoring plan for adherence to Healthy Workplace policies across the institution.
- Review the email culture at the institution and assess the need for a Standard of Practice (SOP) for emailing.
- Managers/supervisors and employees should have conversations about workload expectations. This could be built into G.O.A.L.
- Where possible, consider developing alternate solutions to working after hours.
- Reinforce acting roles for positions. This can give staff members the opportunity to build skills and also allows managers and supervisors to take a break from work when they are on vacation.
- Where possible, consider offering flex-time for employees to help with work-life balance.
CONCLUSION

University of Guelph Healthy Workplace identified Healthy Workplace strengths and opportunities include the following:

STRENGTHS

- Existence of a Healthy Workplace Advisory Committee whose membership consists of faculty and staff from across the institution
- Hiring of a full-time Healthy Workplace Coordinator to carry out the work of the committee
- Leadership support for the Healthy Workplace Advisory Committee, as the Chair is a member of the Senior Executive Team, and the President has an academic and research background in mental health and addictions
- Clear linkages in Our Path Forward, the University of Guelph’s Strategic Framework, to Healthy Workplace principles
- Environmental Health and Safety and Occupational Health and Wellness has a suite of policies that pertain to staff, faculty, and students
- Many mechanisms exist to ensure compliance with relevant federal, provincial regulations and standards and national case law
- Presence of a Central Joint Health and Safety Committee, over thirty Local Joint Health and Safety Committees, and trained Health and Safety Representatives
- Change management support provided by Human Resources (Learning and Development)
- Existence of G.O.A.L., the University of Guelph’s performance planning, assessment, and development program
- Learning and Development’s events calendar that contains free courses for faculty and staff related to Health and Well-being, as well of other topics
- Occupational Health and Wellness’s occupational health surveillance programming is fully operational at the University of Guelph
- Occupational Health and Wellness currently provides wellness initiatives (e.g., lunch and learns, the Better U program, blood pressure clinic), that support a healthy workplace
- Environmental Health and Safety offers a series of training courses aimed at working safely
- Presence of a comprehensive Human Rights Policy and Procedure that meets the requirements of the Ontario Human Rights Code is administered by Diversity and Human Rights
- State of the art Athletics facilities are available on campus for staff and faculty
- Employer subsidized memberships for on-campus Athletics facilities
• Human Resources policies and collective and employee group agreements include general employment benefits and practices and statements about confidentiality and privacy
• Provision of above average salaries and benefits to employees. Some employee benefits include: vacation time, sick leave, long-term disability, extra workload compensation, bereavement leave, family responsibility time, emergency leave, paid personal leave, temporary reduction of workload provisions, health, dental, travel, and life insurance benefits
• Existence of several communications tools/channels at the University of Guelph, including an internal communications coordinator, marketing faculty, NewsLinks, webpages, departmental meetings, union/employee group meetings, social media accounts, banners, flyers in breakrooms
• The duties of faculty members include a combination of teaching, scholarship, and service. The service component of faculty members’ roles could provide encouragement for faculty participation in Healthy Workplace initiatives

OPPORTUNITIES FOR CONSIDERATION
• Ensure equitable application of the University of Guelph’s strengths across the institution, including different departments, locations (campuses/research stations/field sites), and different positions and work hours
• Develop a set of Guiding Principles that define the work of the Healthy Workplace Committee and communicate them to staff and faculty across the organization
• Develop a Terms of Reference for the HWAC
• Develop a Healthy Workplace Plan that is linked with Our Path Forward, the University of Guelph’s Strategic Framework
• Develop a Healthy Workplace Policy for the University that states the University’s commitment to both physical and psychological health, emphasizes prevention, promotion, evaluation, and continuous improvement, and encourages staff and faculty participation in healthy workplace programs and initiatives
• Develop mechanisms to ensure Healthy Workplace policies are being adhered to
• Conduct a policy review to ensure policies support Healthy Workplace principles and develop and/or amend policies, as required
• Utilize strategies to attempt to proactively comply with relevant national and provincial laws, regulations, and standards, for example the Psychological Health and Safety in the Workplace National Standards
• Develop and conduct an assessment that uses multiple methods to identify psychological health and safety hazards and risks and evaluates mental health and workplace culture
• Advertise programming already delivered by Human Resources (Learning and Development, Environmental Health and Safety, Occupational Health and Wellness), the Office of Diversity and Human Rights, and employee programming offered by Athletics and the Health and Performance Centre

• Develop a reporting template for the Healthy Workplace Advisory Committee and Senior Executive Team to monitor indicators of employee physical and psychological health and wellbeing.

• Data and key learnings from strategic framework consultations, programming currently offered through Occupational Health and Wellness, Diversity and Human Rights, Athletics, and the Health and Performance Centre, and evaluations from employee training sessions can assist with determining employee needs for planning purposes.

• Mobilize managers at the departmental and unit level to create a healthy workplace for staff and faculty and provide appropriate resources, supports and opportunities.

• Raise awareness of G.O.A.L., the University’s performance planning, assessment, and development program, and try to assess compliance with the program across the institution.

• Communicate all aspects of the work of the Healthy Workplace Advisory Committee to staff and faculty via a comprehensive communications strategy with unique branding of the initiative. Utilize the expertise of the internal communications coordinator to develop and implement the communications strategy.

• Assess current employment documentation for opportunities to include Healthy Workplace principles. Some examples of employment documentation include distribution of effort letters, job fact sheets, offer letters, job postings, and performance management documents.

This information will be used to create the institution’s Healthy Workplace Plan, which will guide the work of the Healthy Workplace Advisory Committee, going forward.