

Public Health Agency *of* Canada

Agence de la santé publique *du*
Canada

Workplace Well-being Action Plan

2010-2011

**Approved by Executive Committee
July 13, 2010**

Workplace Well-being Action Plan

Historical Perspective

- In October 2007, the Chief Public Health Officer called for a discussion paper / strategy that outline the role of public health in the workplace and the role of the Agency to lead the way with tools and information on gaps, barriers, and good practice identification. The purpose of this paper is to provide the Executive Committee (EC) of the Public Health Agency of Canada with background material regarding decisions to be reached regarding the role of PHAC in 'WWB' in regard to the federal public service, to PHAC as an employer, and to Canada as a whole.
- In November 2007, PHAC's EC discussed the significance of the issue, current federal activities and related challenges.
- During the winter of 2008, the Centre for Health Promotion (CHP) and PHAC – Human Resources (HR) met with leaders on the issue of WWB in Canada including the National Quality Institute, Chair of the Workplace Advisory Committee of the Mental Health Commission, and Statistics Canada.
- In April 2008, PHAC considered three options around the scope of activity, and directed further work on an approach that focused on making PHAC a workplace of choice, and strengthening its public health expertise on WWB.
- July 2008: A paper was developed by the CHP in the Health Promotion and Chronic Disease Prevention Branch, in collaboration with a reference group comprising of representatives of Strategic Policy Division (PHAC); Human Resources (PHAC); Centre for Workplace Wellness/HR/Health Canada); Strategic Policy and Planning (Workplace Health and Public Safety/HECS/HC); Strategic Policy (Healthy Workplace Initiative/HECS/HC); Health Policy/ HC; and with informal participation by the WWB Manager for the Canada Public Service Agency.
- July 24, 2008: Workplace Well-being (WWB) was identified as a corporate priority by PHAC's Executive Committee. A collaborative partnership was created between the Centre for Health Promotion (CHP) & Human Resources Directorate (HRD) to address some of the main priorities related to workplace health.
- August 31, 2008: To emphasize the importance of WWB, the CPHO has made a personal commitment to the Clerk of the Privy Council to develop a WWB strategy with a focus to create a workplace of choice.
- Aug – Dec 08: An evidence-based evaluation framework was developed and validated by five experts (Lowe, Corneil, Warren, Duxbury and Shain). Although many changes were recommended to be made in the "Discussion Paper", it was decided that the approach taken by the WWB project team meets overall the target outcome of the experts' recommendations. The evidence-based framework will measure three dimensions: Individual, Organizational & External determinants affecting WWB.

- Nov 08 – Feb 09: Extensive research and analysis was completed by the WWB partnership project team to develop the key indicators and expected outcome that will be used as PHAC's baseline to determine the picture of well-being currently and in the future. Baseline data will be used to establish priorities in the WWB Action Plan. Some of the data used for analysis to establish the foundation for WWB is the 2005 Public Service Employee Survey (PSES) results; Business Health Culture Index; Fairness Perception Index from 2005 PSES; Labour Relations; PHAC specific APEX results; leave data; workplace health promotion survey, etc.
- May 09: 2008 PSES results were released and a preliminary analysis identified WWB issues.
- June 2009: The collaborative partnership between the Centre for Health Promotion (CHP) and the Human Resources Directorate (HRD) was dismantled due to other priorities within the CHP. HRD has taken on the accountability for the delivery of the action plan; priorities have been re-assessed based on resources availability.
- July 09: WWB priorities for 2009/10 were identified and presented at the July 22, Public Health Policy (PHP) committee meeting. Executives endorsed the recommendations to address the following priorities: **Harassment and Discrimination, Work-life balance, Workload and Communications.**
- August 09 – March 10: A detailed HRD WWB Action Plan 2010-11 created to address the priorities listed above. Further work has been done on the WWB Action Plan refining the initiatives that will be undertaken to address our priorities. HR representatives in the regions are involved in discussions to deliver on our corporate priorities.
- February 2010: A collaborative partnership between CCDPC and HRD is formed to support the development and implementation of the 2010/11 Action Plan.
- April 2010: WWB Co-Champions announced -- Kim Elmslie, DG, CCDPC and Sylvie Bérubé, RD, BC/Yukon

DELIVERABLES and DESCRIPTION	ACTIVITIES	LEAD	STATUS
Overall Objective Strengthen PHAC Workplace Well-being (WWB) through employee and management engagement, as it relates specifically to the PSES 2008 priority areas for improvement.			
Develop Workplace Well-being Governance Having a governance structure in place will ensure leadership, direction and accountability for the implementation of a responsive WWB Action Plan.	Identify roles and responsibilities to guide the implementation of the WWB action plan.	WWB Champions/HRD	IN PROGRESS
	Establish a HRD-Regional Working Group that will contribute and/or lead working level activities in strengthening WWB.	HRD	COMPLETED
	Establish Regional WWB committees across all regions that will bring staff concerns to the committee for discussion; provide ideas, best practices and strategies to improve the development and delivery of related activities.	HRD Regional Working Group	IN PROGRESS
	Provide leadership and direction on WWB priorities, plans and emerging directions (e.g. corporate reporting through MAF, PSR).	WWB Champions/HRD	IN PROGRESS
Priority #1 Harassment and Discrimination Enhance awareness and skills development to prevent and mitigate harassment and discrimination in the workplace.			
1a) Workshops Respecting Differences-Anti-Discrimination, and Anti-Harassment workshops sponsored by the Public Service Alliance of Canada and the Treasury Board of Canada	Assess needs and priorities for delivering workshops in each region and in the NCR.	HRD-Regional Working Group	IN PROGRESS
	Coordinate the delivery of Anti-Harassment workshops in the different regions and in the NCR.	HRD-Regional Working Group	IN PROGRESS

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Secretariat Joint Learning Program.	Coordinate the delivery of Respecting Differences-Anti-Discrimination workshops in the different regions and in the NCR.	HRD-Regional Working Group	IN PROGRESS
1b) Provide Awareness and Education Promote courses related to well-being that will equip individual employees with the knowledge and skills to proactively and effectively advocate for a healthy workplace.	Identify learning activities which can be included in the 2010/11 Learning Plans/PDPs. Promote the learning through the HR Bulletins, and in the WWB section of the intranet.	HRD/WWB Champions	IN PROGRESS
	Promote awareness, feature good practices through <i>Just the PHACs</i> , WWB Co-Champions Communiqué, and WWB intranet site.	WWB Champions/ HRD Regional Working Group	IN PROGRESS
1c) Support & Promote Values and Ethics in PHAC (cross ref. Values & Ethics Champion & action plan).	Identify priorities for delivering workshops in each region and in the NCR (to be reflected in the HC Values & Ethics MOU).	HRD-Regional Working Group	IN PROGRESS
	Coordinate the delivery of workshops for different regions and in the NCR.	HRD-Regional Working Group	IN PROGRESS
	Develop, promote and communicate the new Values & Ethics Framework and Action Plan to all staff.	HRD	IN PROGRESS
	Update the PHAC Values and Ethics intranet site to provide current contacts and links to other web sites.	HRD	COMPLETED
1d) Support & Promote Employment Equity and Diversity	Complete an Employment Systems Review to identify gaps within PHAC.	HRD	COMPLETED

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Leverage PHAC Employment Equity and Diversity strategies. (cross ref. Diversity & EE Champion & action plan)	Update the Employment Equity & Diversity Action Plan to reflect results achieved in 2009-2010 and make adjustments to the Plan to ensure continued progress.	HRD	COMPLETED
Priority #2 Communications Improve Communications by facilitating an Ongoing dialogue between employees and management			
2a) Positive Working Relationships and Communications Develop a communication strategy to provide employees with effective and open two-way communication vehicles to communicate with the organization about WWB issues, new ideas, opportunities or concerns.	Develop and implement a WWB Communications Plan and brand / logo.	WWB Champions/ HRD Regional Working Group / Communications	
	Showcase “good practices” and encourage broader adoption as identified in the Communications Plan.	WWB Champions/ HRD-Regional Working Group	
	Communicate priorities, special events, etc. through feature profiles and interviews with senior management.	WWB Champions/ HRD-Regional Working Group	
	Share employee testimonials as identified in the Communications Plan.	WWB Champions/ HRD-Regional Working Group	IN PROGRESS
	Plan & implement dialogue with employees on PSES/Annual Employee Survey results.	HRD-Regional Working Group	IN PROGRESS
	Leverage PHAC Leadership Forum – use annual Leadership Forum collectively, and members individually, as a means of communicating-out to employees.	Leadership Champion/ WWB Champions/ HRD	

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Priority #3 Work-life balance – Workload Develop tools to assist in a culture change to support work-life balance; increase employee dedication and loyalty to the Agency			
3a) Support Work-life balance Create an environment that encourages employees at all levels to attain work-life balance, and manage workload, to decrease stress, frustration, dissatisfaction and health issues such as burnout.	Leverage Performance Discussion Process to identify and mitigate work-life balance concerns, workload issues, etc.	HRD	
	Leverage the Leadership Champion's work in exploring the challenges and opportunities associated with approval processes, tight deadlines and staff turnover.	Leadership Champion/ WWB Champions/ HRD	
	Engage PHAC Leadership participants to identify ways in which they as individual managers/leaders can address work-life balance and workload issues.	Leadership Champion/ WWB Champions/ HRD	
	Work through the 2010 Annual Employee Survey to understand the results for each branch and make use of the results to start conversations.	HRD	
	Monitor trends in workplace health & wellness (e.g., Conference Board of Canada report on "Beyond Benefits: Creating a Culture of Health and Wellness in Canadian Organizations).	WWB Champions/ Leadership Champion/HRD Regional Working Group	