

## EMPLOYEE PSYCHOLOGICAL HEALTH AND SAFETY PROGRAMS AND PRACTICES

### RECOMMENDATION

That the October 12, 2022, Employee Services report ES00531, be received for information.

<b>Requested Council Action</b>	Information only		
<b>ConnectEdmonton's Guiding Principle</b>	<b>ConnectEdmonton Strategic Goals</b>		
<b>CONNECTED</b> This unifies our work to achieve our strategic goals.	n/a		
<b>City Plan Values</b>	n/a		
<b>City Plan Big City Move</b>	n/a	<b>Relationship to Council's Strategic Priorities</b>	Conditions for service success
<b>Corporate Business Plan</b>	Managing the corporation		
<b>Council Policy, Program or Project Relationships</b>	<ul style="list-style-type: none"> <li>City Administration Bylaw 16620</li> </ul>		
<b>Related Council Discussions</b>	<ul style="list-style-type: none"> <li>ES00210 - National Standard of Canada for Psychological Health and Safety in the Workplace - March 22, 2021</li> </ul>		

### Previous Council/Committee Action

At the March 22, 2021, Executive Committee meeting, the following motion was passed:

That Administration provide a report to Committee on its employee psychological health and safety programs and practices, utilizing the National Standard of Canada for Psychological Health and Safety in the Workplace as a benchmark to meet or exceed, and include recommendations for regular reporting.

# EMPLOYEE PSYCHOLOGICAL HEALTH AND SAFETY PROGRAMS AND PRACTICES

## Executive Summary

- The City is meeting or exceeding the 13 factors of the National Standard of Canada for Psychological Health and Safety in the Workplace through training, resources and programs, all delivered with strong leadership support.
- The City has expanded support for psychological health and safety in the workplace over the last year in a number of ways, including training an additional 1,197 employees in The Working Mind (a mental health program for all employees), creating six new Peer Support teams in 2022, and working on a Mental Health/Healthy Living Evaluation Framework to inform programing and resource allocation efforts.
- Administration recommends regular reporting to Council by way of an annual memo that highlights and captures relevant updates and information on employee psychological health and safety and how the City continues to meet or exceed the requirements of the Standard.

## REPORT

### Background

*The National Standard of Canada for Psychological Health and Safety in the Workplace* (the “Standard”), commissioned by the Mental Health Commission of Canada, is a set of voluntary guidelines, tools and resources intended to guide organizations in promoting mental health and preventing psychological harm at work. Implementation and application of the Standard assists organizations to support their employees’ psychological health and safety needs in a thorough manner, while also meeting legislative requirements to provide employees with a psychologically safe work environment.

There are workplace psychosocial factors known to affect an employee’s mental health, psychological safety, participation and productivity. The Standard is framed around recognizing and taking action on these 13 factors of psychological health and safety (PH&S) in the workplace:

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

The Standard is approaching 10 years since its launch, and it is anticipated that there will be updates with additional psychosocial factors that the City has already made significant progress on, including trauma, and diversity and inclusion. The full version of the National Standard is included as Attachment 1.

Creating a psychologically healthy and safe workplace requires a comprehensive, organization-wide response. It is a continuous journey that requires involvement and collaboration from all areas of the organization, and the ongoing evaluation of programs and processes. A coordinated and intentional

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effort to promote psychological health and safety is achieved at the City through the integrated contributions of many areas, along with commitment, support and prioritization of these actions by leaders City-wide.

The City has established a track record of recognizing and prioritizing psychological health and safety in the organization, even prior to the release of the Standard in 2013. Some examples include: the implementation of Peer Support teams almost 30 years ago, support for employees and their families through the City Chaplain since 1984, an internal and subsequent external Employee and Family Assistance Program since the 1990s, resources and support towards wellness promotion, wellness fairs and wellness committees.

The City's work regarding implementation of the Standard has been and continues to be in consultation with Mary Ann Baynton, an expert in the field of psychological health and safety in the workplace. Mary Ann Baynton served as Co-chair of the Technical Committee for the Standard, and is a member of the Mental Health Commission of Canada's Workforce Advisory Committee as well as the Employment Standards Committee for the Accessibility for Ontarians with Disability Act (AODA).

Aligned to the Cultural Commitment of "Safe" and reinforced in the City Manager's Occupational Health and Safety Commitment Statement, the City of Edmonton places tremendous value on creating and sustaining a psychologically healthy and safe work environment. The City's implementation of the Standard allows for the continuous assessment and evaluation of its programs, policies and strategic planning with the Standard's 13 Psychosocial Factors. This report demonstrates the expansion of support for psychological health and safety in the workplace and how the City continues to meet or exceed the requirements of the Standard.

### Expansion of Support for Psychological Health and Safety in the Workplace

As significant challenges and continued uncertainty remain more than two years into the global COVID-19 pandemic, the City has expanded its current support for psychological health and safety in the workplace. As the programs that support each of the 13 factors are identified further within this report (Current Status of the 13 Psychological Health and Safety Workplace Factors at the City), the table below highlights some specific expansions that occurred over the last year to support psychological health and safety in the workplace.

<b>Leadership Support</b>	<ul style="list-style-type: none"><li>• OHS Commitment Statement from the City Manager now includes psychological health and safety and alignment with the Standard.</li></ul>
<b>Trauma Response</b>	<ul style="list-style-type: none"><li>• Development of a corporate-wide consistent response to traumatic incidents.</li><li>• Ongoing review and revisions of workplace violence and harassment policies and procedures for opportunities to enhance trauma-informed best practices.</li></ul>
<b>Training</b>	<ul style="list-style-type: none"><li>• Development and rollout of:<ul style="list-style-type: none"><li>○ Domestic Violence and Our Workplace eLearning Training;</li><li>○ Hiring Manager Certification Course to support the candidate experience; and</li><li>○ Anti-racism training.</li></ul></li></ul>

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	<ul style="list-style-type: none"> <li>• The creation of five new courses toward achieving the goal of implementing Gender Based Analysis Plus (GBA+) across the City.</li> <li>• The addition of 23 trained facilitators (City employees who have expressed interest) for The Working Mind program by the end of 2022.</li> <li>• Increase in the number of employees who have completed The Working Mind training (1,757 active employees have completed the training as of July 2022, compared to 560 in February 2021).</li> <li>• Fire Rescue Services is providing the Before Operational Stress Program (BOS) to its employees. The first recruit class received BOS in fall 2021 and full rollout to all fire rescue personnel will begin in fall 2022. An expansion to peace officers and other high psychological hazard occupations at the City is also being explored.</li> </ul>
<b>Resources and Support</b>	<ul style="list-style-type: none"> <li>• Enhancements to mental health supports that are aligned with ongoing COVID-19 response and Hybrid Work Arrangements.</li> <li>• Design of a new corporate Enterprise Resource Planning system that will include different modules to support learning and will include learning and growth plans.</li> </ul>
<b>Programs</b>	<ul style="list-style-type: none"> <li>• Increase of six Peer Support Teams in 2022. There are now 18 teams across six departments, with four teams in the early stages of development that are expected to be active by the end of Q2 2023.</li> </ul>
<b>Evaluation</b>	<ul style="list-style-type: none"> <li>• Development underway for a Mental Health/Healthy Living Evaluation Framework to inform programming and resource allocation efforts.</li> </ul>

### Continuous Improvement and Ongoing Implementation of the Standard

The Standard recommends that organizations look to implement a Psychological Health and Safety Management System (PHSMS) for assessing how policies, processes and interactions in the workplace might impact the psychological health and safety of employees. The PHSMS should be consistent with and integrated into current and future policies and processes across the organization. The implementation of the Standard is part of the overall Occupational Health and Safety Program and control measures to help address psychological hazards in the workplace.

The City of Edmonton is a member of the Alberta Municipal Health and Safety Association (AMHSA). AMHSA is an educational and not-for-profit organization that guides the City in implementing, evaluating, and maintaining its health and safety management system. Through an external audit process, with AMHSA as the Certifying Partner, the City received a Certificate of Recognition (COR) in April 2022, that recognized it has a strong health and safety management system in place. The findings from the audit noted the City has a focus on psychological safety. AMHSA is working on offering a psychological health and safety audit process that would be available for integration into the City's next scheduled COR audit in 2025. This is consistent with what is recommended in the Standard.

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A Psychological Health and Safety Management System supports organizations through the five main elements as described in the Standard. The City's implementation is summarized in the table below.

Psychological Health and Safety Management System Elements	Examples of City of Edmonton Implementation
<p><b>Commitment, Leadership and Participation</b> - <i>approach to psychological health and safety is communicated throughout the organization.</i></p>	<ul style="list-style-type: none"> <li>● OHS Commitment Statement includes psychological health and safety.</li> <li>● Health and safety policies are communicated to employees through emails, onboarding processes, meetings and bulletin board postings.</li> <li>● Quarterly meetings with the Coalition of Edmonton Civic Unions to discuss mental health programs and initiatives and ongoing implementation of psychological health and safety in the workplace.</li> </ul>
<p><b>Planning</b> - <i>resources and strategies to help set a baseline and develop a plan for action. Align your plans with organizational goals and objectives.</i></p>	<ul style="list-style-type: none"> <li>● Development and application of the Mental Health/Healthy Living Evaluation Framework.</li> <li>● Ongoing collaboration to embed processes into the OH&amp;S system.</li> <li>● Provided feedback to AMHSA on its draft psychological health and safety audit element criteria.</li> </ul>
<p><b>Implementation</b> - <i>choosing ideas and resources to meet goals.</i></p>	<ul style="list-style-type: none"> <li>● Ongoing program development based on identified needs and opportunities: <ul style="list-style-type: none"> <li>○ Domestic Violence and Our Workplace eLearning.</li> <li>○ Trauma Response.</li> </ul> </li> </ul>
<p><b>Evaluative and Corrective Action</b> - <i>identifying how success will be measured and embedding evaluation metrics from the start to track progress and make adjustments along the way.</i></p>	<ul style="list-style-type: none"> <li>● Informed by the Evaluation Framework, OH&amp;S audit, Employee Engagement Surveys and reviewing incident data.</li> <li>● In the future, informed by AMHSA psychological health and safety audit element.</li> </ul>
<p><b>Management Review and Continual Improvement</b> - <i>strategies to engage management in reviewing psychological health and safety outcomes and supporting continual improvement.</i></p>	<ul style="list-style-type: none"> <li>● Update to leadership teams, including after they receive engagement and onboarding survey results.</li> <li>● Regular topics of discussion at Health and Safety Committees and the Employee Health, Safety, Wellness and Environment Steering Committee.</li> <li>● Regular meetings with Coalition of Edmonton Civic Unions on the topic of psychological health and wellness.</li> </ul>

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### Current Status of the 13 Factors of Psychological Health and Safety at the City

Below is a summary of how Administration is meeting or exceeding the 13 factors of the Standard. As this is reporting on the current state, many of the practices, processes and initiatives summaries are similar to the report from last year.

There are several programs that fit under more than one factor. For the purposes of this report, the program is listed under the factor with which it most closely aligns. The summary of each factor is as set out in the Standard.

For further details on the 13 Psychological Factors at the City, program summaries and updates within each factor from the previous year, please see Attachment 2.

#### Factor 1 - Organizational Culture

*"An organizational culture that enhances psychological safety is characterized by trust, honesty, respect, civility, fairness, psychological and social support, recognition and reward."*

- The Cultural Commitments of Safe, Helpful, Accountable, Integrated and Excellent highlight how the City approaches its work and defines how it builds relationships across the organization and with the public.
- The Positive Employee Experience (PEX) sets out what employees will experience working at the City in the following areas: Meaningful Work, Growth Opportunities, Supportive Environment, Wellness, Trust in Leadership and Empowered Employees.
- Art of Inclusion: Our Diversity and Inclusion Framework. The Framework and associated Action Plan identify a corporate approach and direction for diversity and inclusion (D&I) at the City. The Framework guides the corporation and all employees in understanding and contributing to an inclusive workplace. It also makes clear the link between Diversity and Inclusion, the Cultural Commitments and the Corporate Promise.
- Leadership Competencies define the leadership behaviours that will help us create the culture we all deserve.

#### Factor 2 - Psychological and Social Support

*"Psychological and social support involves all supportive social interactions available at work, either with co-workers or supervisors. It also includes the workers' perceptions and awareness of organizational support."*

The Mental Health and Wellness team at the City of Edmonton provides holistic and comprehensive workplace wellness programming, services, and policies aimed at fostering a work environment that supports the well being of employees, builds resilience, and encourages employees to access resources when faced with challenges.

Mental health resources and programs currently offered by this team include:

- Short-term Counselling/Crisis Response through the Employee and Family Assistance Program (EFAP) and Trauma Assist program with LifeWorks, and the City Chaplaincy Program, available to all permanent, temporary, and provisional employees and their family members.

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- Mental Health and Wellness Training such as The Working Mind Program, Mental Health Ambassador Program, wellness presentations and the Personal Resilience Employee Plan (PREP) Workbook.
- Workplace Wellness Promotion including Corporate Mindfulness Sessions, Mindfulness Program, the Employee Wellness and Supports webpage, Health and Safety Calendar, Wellness Wednesdays, Live Active sessions and two annual Wellness Fairs.
- Other Employee Supports - Peer Support Program, workplace wellness consultations, and Sacred Spaces available for employees to use for quiet personal time and prayer.
- Trauma Response - Domestic Violence and Our Workplace policies, support and training, Missing Employee Protocol, support for crises critical incidents/traumatic events in the workplace, development of a corporate wide trauma response, suicide prevention training and procedures.
- Domestic Violence and Our Workplace Working Group - Ongoing review/research of best-practices continue to inform the City's policies and procedures and provide direction on a trauma-informed response to those experiencing domestic violence.
- Domestic Violence and Our Workplace eLearning Training available to all City employees and mandatory for People Leaders. Training focuses on the moral, legal, and safety obligations regarding domestic violence and the workplace.

### **Factor 3 - Clear Leadership and Expectations**

*"Clear leadership and expectations is present in an environment in which leadership is effective and provides sufficient support that helps workers know what they need to do, explains how their work contributes to the organization and discusses the nature and expected outcomes of impending changes."*

The City has worked at cultivating strong leadership at all levels across the City to support leaders in listening, learning and leading effectively in the following areas:

- Leadership Competencies describe the successful behaviours of leaders at the City related to Self (Courageous and Inclusive), Team (Collaborative Networker and Values-based Influencer), and Results (Systems Thinker and Creative Innovator). The City continues to incorporate the Leadership Competencies into all people programs and processes. Additional resources will be launched to help people leaders and employees identify a full range of development opportunities to support the development and enhancement of these competencies, including guidance for learning through experience, learning through others and formal learning.
- Training and Webinars such as the Enabling Conversations Learning Series, Working Mind for Leaders, and People Leader Webinars provide leaders with information on topical issues including hybrid work, support for employee mental health and wellbeing, and returning to the workplace.
- Leader Networks/Mentoring and Coaching offer both formal and informal opportunities to make connections, share opportunities and challenges, and provide support and advice. Director Network sessions occur in series and focus on leadership, resilience and leading in a hybrid environment.
- Town Halls provide opportunities for all employees to connect and collaborate with leadership.



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- Updated Employee Performance Processes are shifting to emphasize that performance is a continuous process that is based on ongoing conversations and will be supported in the future by the new Enterprise Commons tools.
- Director Talent Review and Development Process reinforces leadership competencies.

### **Factor 4 - Civility and Respect**

*“Civility and respect is present in a work environment where workers are respectful and considerate in their interactions with one another, as well as with customers, clients and the public.”*

- Initiatives, Policies and Resources that Promote Civility and Respect include the Respectful Workplace Administrative Policy and Procedure - A1127, updated respectful workplace resources/guides (Guide to Gender Transition in the Workplace, Inclusive Language Guide, Guide for Inclusive Hiring: A Toolkit for Hiring Managers, Managing Challenging Interactions), Connected City Program, Anti-Racism Training and Inclusive Hiring Practices (Hiring Manager Certification Course).
- Mandatory Training for all employees includes Introduction to Our Respectful Workplace e-Learning, Code of Conduct e-Learning, Contributing to Our Respectful and Inclusive Workplace course, The Behaviour Zones Poster and Indigenous Awareness Training.
- Workplace Restoration supports the building of healthy workplaces, strong teams and collaborative working relationships.
- The Diversity and Inclusion Unit implements The Art of Inclusion: Our Diversity and Inclusion Framework, embeds an equity lens (GBA+) and supports employees to develop the mindset, heartset and skillset for inclusion.
- Indigenous Framework is a City-wide initiative intended to help guide staff on journeys of reconciliation, predicated on building and maintaining positive and respectful relationships with Indigenous Peoples.

### **Factor 5 - Psychological Demands**

*“Psychological demands of any given job are documented and assessed in conjunction with the physical demands of the job.”*

- Employee and Public Safety Initiative (EPSI) focuses on the working conditions of employees and complements ongoing strategies for public safety. The enhanced hazard assessment process that was undertaken as part of this process pays particular attention to the psychological hazards employees face.
- Job Demands Analysis (JDAs) are reports that describe and evaluate multiple categories of job demands for a given job position including 17 psychosocial/cognitive job demands. Similar to physical hazards, jobs with the potential to be psychologically demanding (eg. high workload, attention to detail) may require controls. Controls could include workload planning, one on ones with the supervisor, or creation of an environment that allows for concentration. The City has updated its JDA template to include more comprehensive job demand categories and has created new JDAs in relation to disability management and accommodation needs.



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### Factor 6 - Growth and Development

*"Growth and development is present in a work environment where workers receive encouragement and support in the development of their interpersonal, emotional and job skills."*

- The Learning Centre and Enterprise Resource Planning System offers a range of formal training, workshops and e-learning to all employees, including software training, required/mandatory training and process and skills-based learning.
- Career and Development Conversations support employees with ongoing learning and career conversations ensuring they are well prepared for current and future roles.
- An Organizational Learning Strategy is currently in development with a commitment of creating an environment that values learning where all staff can be leaders and participants in learning to better serve each other and the public.

### Factor 7 - Recognition and Reward

*"Recognition and reward is present in a work environment where there is appropriate acknowledgement and appreciation of workers' efforts in a fair and timely manner."*

- Corporate Employee Recognition and Appreciation Framework (CERAF) articulates how the City of Edmonton fosters a culture of recognition and appreciation, and demonstrates how recognition programs and services are aligned to the City's Cultural Commitments and Leadership Competencies. As of August 2022, 9,470 expressions of appreciation have been shared through Everyday Appreciation ecards.
- Learning Supports Focused on Recognition and Appreciation through the Enabling Conversations Learning Series for People Leaders and Appreciation at Work course.
- Informal/Ongoing Recognition Practices by teams, branches and departments across the City are actively supporting a culture of recognition through the use of many informal, local recognition practices, in alignment with CERAF.

### Factor 8 - Involvement and Influence

*"Involvement and influence is present in a work environment where workers are included in discussions about how their work is done and how important decisions are made."*

- Online Employee Idea Generation Tool, IdeaLab is a new corporate tool and process that gathers employees' ideas on how to drive continuous improvement in the workplace and progress toward the vision of ConnectEdmonton and The City Plan.
- The Enabling Conversations Learning Series provides practical ideas to leaders on how to engage and listen to employees when setting direction. A companion series to Enabling Conversations is currently in development for all employees to learn additional skills and ideas around providing input and feedback to leaders, and gaining clarity around their role.
- The City Manager Employee Engagement Team (CMEET) provides the City Manager an opportunity to engage with employees directly to understand their Employee Experience at the City and to gain diverse employee perspectives on a wide range of topics, projects and issues.
- Worker Rights - the City meets or exceeds its legislated OHS requirements in ensuring employees know about potential workplace hazards and participate in making the workplace safer.

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Examples include involvement in the hazard assessment process, reporting unsafe work observations and near misses, and participation in health and safety committees.

### Factor 9 - Workload Management

*“Workload management is present in a work environment where assigned tasks and responsibilities can be accomplished successfully within the time available.”*

- Labour Relations and Workforce Restoration teams support the building of healthy workplaces, strong teams and collaborative working relationships.
- Disability Management, Labour Relations, Learning and Development and Management Supervisors work together in an integrated process to support employees and review concerns raised regarding workload.
- Union/Management meetings facilitate discussions between union representatives, managers and Labour Relations.
- Service Review and Efficiency Program - the Service Improvement and Performance Branch regularly supports business areas in reviews of programs to ensure results are achievable and enables integration and collaboration on business planning.
- Employee Experience describes the City’s commitment to creating and sustaining a positive experience for all employees through various means, including regular discussions with their supervisor about their work.

### Factor 10 - Engagement

*“Engagement is present in a work environment where workers enjoy and feel connected to their work and where they feel motivated to do their job well.”*

- Employee Surveys: Employee Check-in surveys occur three times a year to regularly gauge the employee experience at the City. Onboarding surveys help to understand the employee experience at onboarding.
  - Action Planning takes place by all Departments and Branches following each Employee Check-in survey. This allows people leaders to review their survey results, determine what they will continue to do to build on strengths, do differently to address opportunities and communicate that back to their employees.
- Employee Listening Framework: Employee Services is undertaking a review of how the organization listens to employees (eg. through surveys, in meetings, through CMEET, employee resource networks, front line visits, focus groups, etc.) and how the employee feedback is used to enhance trust in leadership and build a more positive employee experience. The project is developing a more formal approach to listening that will allow the organization to be more intentional about why and how it listens, and how it uses the information it hears.
- Employee Resource Networks (ERNs) are employee-led and are a foundational piece of the City’s diversity and inclusion efforts. Current networks include: Edmonton Indigenous Employees Resource Network, Pride@theCity, Race&Ethnicity@theCity and Women@theCity. The development of two additional ERNs is in progress: for employees with disabilities, and for employees who are former or current members of the Armed Forces.

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### Factor 11 - Balance

*"Balance is present in a work environment where there is acceptance of the need for a sense of harmony between the demands of personal life, family and work."*

- Hybrid Work Arrangements provide flexibility by allowing approved employees to work a mix from the office and home.
- Continuation of the Flexible Work Program, also known as a compressed work week or earned day off (EDO) program, is available to some employees in areas where it is operationally feasible and can be an important aspect of maintaining mental health.
- Leave of Absence options include self-funded or annual funded leaves, leaves for reasons of compassionate care, illness, or disability and maternity/parental leaves.

### Factor 12 - Psychological Protection

*"Psychological protection is present in a work environment where workers' psychological safety is ensured. Workplace psychological safety is demonstrated when workers feel able to put themselves on the line, ask questions, seek feedback, report mistakes and problems or propose a new idea without fearing negative consequences."*

- Certificate of Recognition (COR) Audit Findings on psychological health and safety highlighted employees' awareness of the City's focus on psychological safety and social wellbeing through employee interviews. Further findings noted that staff could speak to the priority placed on the City being a workplace that is free of harassment, discrimination and violence.
- The Safe Disclosure Office (SDO) is a place for employees to reach out and discuss workplace concerns related to harassment, discrimination and respectful behaviour if an employee is unable to bring the concern forward to their supervisor.
- The Working Mind Program brings awareness to employees and supervisors about the importance of identifying mental health concerns and providing appropriate support.
- Incident Data Collection Form (safety incident report) allows reporting of the impact of an incident on the employee's psychological health and safety when applicable.
- OHS Workplace Violence and Harassment Prevention Standard has been updated to ensure ongoing compliance with Alberta OHS legislation.

### Factor 13 - Protection of Physical Safety

*"Protection of physical safety is present when a worker's psychological, as well as physical safety, is protected from hazards and risks related to the worker's physical environment."*

- The City has maintained the Certificate of Recognition (COR) under the Provincial Partnerships Program for more than 15 years. This certification demonstrates the City's compliance with a provincially recognized standard for health and safety management systems and represents the commitment to health and safety of employees, contractors and the public. A COR Audit Performance Monitoring and Evaluation process is under development to track the progress of the implementation of audit recommendations by business areas.

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- Hazard Assessment, Recognition and Control Standard / Workplace Inspections Standard / Emergency Response Standard are corporate standards managed by the Workforce Safety and Employee Health branch which recognize risks to both physical and psychological health and safety as workplace hazards.
- Health and Safety Committees (HSC) are actively supported and ensure participation of workers in fundamental safety processes such as hazard assessments, inspections and incident investigations.
- Occupational Hygiene Program and Occupational Health Surveillance Program ensure monitoring and assessment of occupational health hazards in order to identify control measures for operational implementation. These programs identify employee groups that have the potential for occupational workplace exposures and include conducting regular health surveillance.
- Ongoing COVID-19 Response - the City continues to maintain workplace controls to manage the hazard of COVID-19 for employees, as well as to monitor the current situation. The control measures include rapid tests, staying home from work, as applicable, and supervisors reporting positive cases of COVID-19 using the intake form.

### **2022/2023 Next Steps and Regular Reporting Recommendations**

The City of Edmonton is committed to psychological health and safety in the workplace. Recognizing the continued changes and challenges due to the COVID-19 pandemic, Administration will continue to enhance and adjust its psychological health and safety programs.

Administration's recommendation for reporting to Council is an annual memorandum that highlights and captures relevant updates and information on employee psychological health and safety, and the City's commitment to meet or exceed the requirements of the Standard.

## **COMMUNITY INSIGHT**

As part of the City's ongoing implementation of the Standard, Administration regularly evaluates its programs, and scans and seeks input from other organizations, municipalities, and agencies in regard to psychological health and safety best practices in the workplace.

Administration values engagement with, and input and questions from, others as part of current and future collaborative efforts and commitment to ensuring the City of Edmonton is a psychologically safe and healthy work environment for all employees. The City meets with the Coalition of Edmonton Civic Unions to provide quarterly updates regarding psychological health and safety in the workplace. Additionally, the City has engaged with the Greater Edmonton Alliance (GEA) regarding their advocacy for the City of Edmonton to formally adopt the Standard, and potential engagement of a third-party certification program through Excellence Canada.

As noted in this report and recognized by the City's Certifying Partner, AMHSA, a strong health and safety management system currently exists at the City. Additionally, the April 2022 COR audit noted the City's focus on psychological safety. While Administration is aware of Excellence Canada and its

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work, Administration believes engagement with Excellence Canada for certification is not necessary for the City to continuously assess workplace practices and enhance its programs.

### **GBA+**

As Administration reviews its existing policies, procedures, standards and practices, and creates new ones to support psychological health and safety at the City, GBA+ will be applied.

Administration intends to reinforce the values and commitments set by Council through ongoing efforts to meet or exceed the 13 factors of the Standard and integrate GBA+ into this work.

### **ATTACHMENTS**

1. National Standard for Psychological Safety CSA Group
2. Detailed Summary of the Psychological Health and Safety in the Workplace Factors at the City of Edmonton