

Detailed Summary of the Psychological Health and Safety in the Workplace Factors at the City of Edmonton

The summary of each factor is as set out in the Standard. This attachment highlights the 13 workplace factors and how the City is meeting or exceeding each of them, including relevant factor updates since the March 2021 report to Executive Committee.

Please note that the 2021/2022 Program Updates and New Program Summaries (right column) highlight relevant updates to programs since last year or a summary of a new program. Programs that continue their excellent day-to-day work from 2021 are in the 2020/2021 column (left column).

Psychological Health and Safety in the Workplace Factor:

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

Psychological Health and Safety in the Workplace Factor: 1. Organizational Culture	
<p><i>“Organizational culture is “a mix of norms, values, beliefs, meanings, and expectations that group members hold in common and that they use as behavioural and problem-solving cues. Organizational culture could enhance the psychological safety and health of the workplace and the workforce when it is characterized by trust, honesty, respect, civility, and fairness or when it values, for example, psychological and social support, recognition, and reward.” (National Standard of Canada, 2013)</i></p>	
2020/2021	2021/2022
<p>Program Summary</p> <p>1. The Cultural Commitments</p> <ul style="list-style-type: none"> → Launched - May 2018 → Employees Impacted - All <p>The City's interconnected and interdependent organizational values are called the Cultural Commitments: Safe, Helpful, Accountable, Integrated and Excellent. These shared values unite the organization and provide the expected behaviours and attitudes for employees to individually and collectively do their very best work in a respectful, supportive, aligned, trusted and inclusive way.</p> <p>The Cultural Commitments highlight where the City is going as a corporation and defines how employees do their best work. These shared values enable employees to work together to achieve positive employee experiences and rich corporate outcomes. They are embedded in the work done everyday,</p>	<p>Program Updates and New Program Summaries</p> <p>1. The Cultural Commitments</p> <ul style="list-style-type: none"> → Launched - May 2018 → Employees Impacted - All <p>The 2021 Cultural Commitment Awards were held in a pre-recorded virtual format allowing employees to tune in live or watch it later. This increased engagement and a similar approach will be taken for 2022.</p> <p>2. The Positive Employee Experience</p> <ul style="list-style-type: none"> → Launched - 2019 → Employees Impacted - All <p>The City is further refining the Positive Employee Experience (PEX) to articulate services, tools, and supports that enable success within each of the 6 dimensions.</p> <p>The PEX is closely knit with the Employee Listening Framework which includes how the City listens to</p>

contribute to creating a positive employee experience, and are reflected in the City's Corporate Employee Recognition and Appreciation Framework (CERAF) (see the Recognition and Reward Factor for more).

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

These values are integrated throughout the City's organizational environment and inform hiring, performance, leadership and recognition and appreciation activities. They are also celebrated annually at the Cultural Commitments Awards ceremony when Administration recognizes the outstanding contributions of employees.

2. The Employee Experience Framework

→ Launched - 2019

→ Employees Impacted - All

The Employee Experience is an overarching framework that places the employee at the centre of Administration's people programming. It sets out what employees will experience working here, including:

- **Meaningful Work**, where employees feel connected to the City's vision
- **Growth Opportunities**, where employees are supported to develop their skills and

employees to ensure it has a more complete understanding of what it is hearing. By being intentional about what is being asked, setting very clear expectations about what the City is going to do with the information and communicating back with employees what was heard and how the information was used gives the City a window into what employees are experiencing in the workplace and through consistency, helps to build trust.

This continuous work of listening, refining, and actioning solutions will help the City become even stronger at improving its employee experience.

3. Art of Inclusion

→ Employees Impacted - All

The Diversity and Inclusion Framework; The Framework and associated action plan identifies a corporate approach and direction for diversity and inclusion (D&I) at the City of Edmonton. 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. The Framework identifies 4 pillars of inclusion:

- **Diversity:** We intentionally seek and value diversity
- **Equity:** We implement systems and practices that advance equity and respect
- **Skill:** We develop skills at working inclusively
- **Growth:** We adopt best practices in D&I

<p>accomplish their career goals</p> <ul style="list-style-type: none"> • Supportive Environment, where employees feel respected and recognized for their unique contributions • Wellness, where employees feel safe and secure and are supported to achieve wellness • Trust in Leadership, where employees observe leaders listening, communicating transparently, and inspiring, and • Empowered Employees, where employees share their thoughts on how to improve and support improvement. <p>The Employee Experience guides how leaders lead and defines how employee satisfaction, engagement, and culture is measured at the City.</p>	<p>The Art of Inclusion was developed in December 2019. The Annual Corporate Diversity and Inclusion Report was published in Q2, 2022.</p> <p>4. Leadership Competencies</p> <ul style="list-style-type: none"> → Launched - April 2020 → Employees Impacted - All <p>Defines the leadership behaviours that will help create the culture all employees deserve, with a focus on the competencies of: courage, inclusive, values-based influencer, collaborative networker, systems thinker and creative innovator.</p>
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Psychological Health and Safety in the Workplace Factor
2. Psychological and Social Support

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

2020/2021	2021/2022
Program Summary	Program Updates and New Program Summaries

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

1. Employee and Family Assistance Program

- Launched - ~1996
- Employees Impacted - All

LifeWorks by Morneau Shepell is the City of Edmonton's new EFAP provider. LifeWorks was selected after an extensive RFP process, which included development of detailed vendor requirements that reflect the unique needs of the City. Utilization rates in the first three months were at 11.15%.

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

2. Chaplaincy Program

- Launched - ~1984
- Employees Impacted - All

This program provides short term counselling for employees, referral to resources, and 24/7 crisis intervention

1. The Working Mind Program

- Launched - 2019
- Employees Impacted - All

The Working Mind is available to all employees and continues in an online format. Two training sessions were held to expand the number of trained TWM facilitators. As of July, 2022, 16.1% of (active) City of Edmonton employees have completed The Working Mind (an increase of over 10% since last year).

2. Mental Health Ambassador Program (MHAP)

- Launched - 2020
- Employees Impacted - All Peer Support team members, and other relevant work areas

The Mental Health Ambassador Program moved out of the pilot phase and launched as a successful training requirement for Peer Support members. The MHAP includes training sessions in the areas of anxiety and depression, substance use disorder, domestic violence, suicide prevention, and trauma.

5. Peer Support Program:

- Launched - Peer teams in Edmonton Transit Service and Edmonton Fire Rescue have been in service for more than 25 years.
- Employees Impacted - There are now 18 teams across 6 departments

including workplace crisis support, information and consultation.

3. [The Working Mind Program](#)

- Launched - 2019
- Employees Impacted - All

This course from the Mental Health Commission of Canada promotes mental health in the workplace and works to reduce stigma towards mental illness. It is available to all employees in an online format at this time.

4. **Mental Health Ambassador Program (MHAP)**

- Launched - 2020
- Employees Impacted - Currently in pilot phase.

Development of a customized Mental Health Ambassador program to prepare employees who have a greater interest in mental health to support and respond to mental health challenges that employees might face.

5. **Peer Support Program:**

- Launched - Peer team and Edmonton Transit Service and Edmonton Fire Rescue have been in service for more than 25 years.
- Employees Impacted - There are 6 teams across 4 departments with many more teams in various stages of development. The City expects to have 14 teams running by the end of 2021.

The Peer Support Program offers a safe and

The Peer Support program continued with significant growth of 13 more teams, including a corporate-wide Leadership Peer Support Team.

6. **Wellness Presentations**

- Employees Impacted - All

Tailored presentations to work areas on topics such as: stress management, grief, navigating challenges, mindfulness, hybrid workplaces, and more. The Mental Health and Wellness Team also attends Edmonton Transit graduation days to share all of the mental health and wellness resources and programs that are available to City employees.

7. **Corporate Mindfulness Sessions**

- Launched - 2019
- Employees Impacted - All

In addition to the weekly online sessions that are available to all City of Edmonton employees, there was the addition of a new, 5-week mindfulness program intended to provide employees with further mindfulness practice experience. This program is an opportunity to learn how mindfulness can be used to understand our experiences of self doubt and reduce stress reactions.

8. [Employee Wellness and Supports webpage](#)

- Launched - 2020
- Employees Impacted - All

Addition of internally developed resources on the topics of resilience, mental health, physical health, emotional

confidential place for employees to connect with trained, skilled, and empathetic peers. Currently, there are Peer Support teams established in Edmonton Fire Rescue Services, Edmonton Transit Service, areas of Citizen Services, Legal Services, and Integrated Infrastructure Services. Nine other branches and areas of the City are in various stages of developing teams.

6. Wellness Presentations

→ Employees Impacted - All

Tailored presentations to work areas on topics such as: Resilience Building, Stress Management, Compassion Fatigue, Grief, Mindfulness, Nutrition and Spirituality.

7. Corporate Mindfulness Sessions

→ Launched - 2019

→ Employees Impacted - All

Weekly online mindfulness sessions available to all City of Edmonton employees as well as online resources located on [onecity](#).

8. Employee Wellness and Supports webpage

→ Launched - 2020

→ Employees Impacted - All

An internal website for employees that contains internally developed resources on the topics of [resilience](#), mental health, physical health, emotional wellness and spiritual wellness.

9. Workplace Wellness Consultation:

→ Employees Impacted - All

The Mental Health/Health Living team provides

wellness and spiritual wellness to the Employee Wellness & Supports webpage.

9. Additional Wellness Resources:

→ Employees Impacted - All

Work is currently underway on the development of a corporate-wide trauma response. Domestic Violence and Our Workplace eLearning was developed and is available to all employees. It is mandatory for People Leaders.

Fire Rescue Services is providing the Before Operational Stress Program (BOS) to its employees. The first recruit class received BOS in the Fall of 2021 and full rollout to all fire rescue personnel will begin this Fall. An expansion to peace officers and other high psychological hazard occupations at the City is also being explored.

12. Live Active Happy Hour

→ Launched - 2021

→ Employees Impacted - All

Live Active Happy Hour is a virtual movement program available weekly to all City of Edmonton employees. Each week offers a different class type including Pilates, Yoga, High Intensity Interval Training, Cardio Kick, and more. All classes are led by qualified instructors from City recreation facilities.

13. Wellness Wednesday

→ Launched - 2021

→ Employees Impacted - All

guidance and consultation regarding mental health and healthy living to all areas in the corporation.

10. Two annual Wellness Fair/Weeks

- Launched - 2010
- Employees Impacted - All

11. Additional Wellness Resources:

- Employees Impacted - All

[Employee Wellness Google+ Community](#), [Quarterly Wellness calendar](#) and Lunch and Learn Wellness Presentations, Sacred spaces

Key Achievements:

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

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

Expanded employee support services. The Employee Wellness and Supports webpage on onecity contains

Wellness Wednesdays is an initiative to promote wellness actions among employees across the City. By dedicating a specific day to Wellness at a corporate level, it is an opportunity to encourage employees to access the events held and/or take an opportunity to check in with themselves and engage in a personal wellness activity.

Key Achievements:

Mental health response. Provision of comprehensive support for employees' mental health needs, including expansion of employee wellness webpage, tailored resources appropriate to rapidly changing situations, including the support around hybrid work environments. Work is currently underway on the development of a corporate-wide trauma response.

Online training and resource provision. The Working Mind program (a program of the Mental Health Commission of Canada) including two training sessions to expand the number of trained TWM facilitators. The Mental Health Ambassador Program (MHAP) continued and offered additional training for new Peer Support team members and other business areas. Addition of 5-week mindfulness program, and development of Domestic Violence and Our Workplace eLearning available to all employees and mandatory for People Leaders.

Expanded employee support services. The Peer Support program expanded by 6 teams over the past year, with an expected year-end total of 22 teams across 6

<p>internally developed City wellness resources. The Personal Resilience Employee Plan (PREP) Workbook has become a popular tool and highly requested workshop. The Peer Support program has had significant growth in the last year, with a total of 14 teams expected by the end of 2021. Currently there are 5 Peer Support teams across 4 departments. A Corporate wide Leadership Peer Support Team is currently in development.</p>	<p>departments, including a corporate-wide Leadership Peer Support Team.</p>
<p>Psychological Health and Safety in the Workplace Factor 3. Clear Leadership and Expectations</p>	
<p><i>“Clear leadership and expectations is present in an environment in which leadership is effective and provides sufficient support that helps workers know what they need to do, explains how their work contributes to the organization, and discusses the nature and expected outcomes of impending changes. There are many types of leadership, each of which impacts psychological safety and health in different ways. The most widely accepted categorizations of leadership are instrumental, transactional, and transformational. Of these, transformational leadership is considered the most powerful. Instrumental leadership focuses primarily on producing outcomes, with little attention paid to the “big picture,” the psychosocial dynamics within the organization, and unfortunately, the individual workers. Transformational leaders are seen as change agents who motivate their followers to do more than what is expected. They are concerned with long-term objectives and transmit a sense of mission, vision, and purpose. They have charisma, give individual consideration to their workers, stimulate intellectual capabilities in others, and inspire workers.” (National Standard of Canada, 2013)</i></p>	
<p>2020/2021</p>	<p>2021/2022</p>
<p>Program Summary Over the past two years, the City has worked at cultivating strong leadership at all levels across the organization to support leaders in listening, learning, and leading effectively.</p> <p>1. Leadership Competencies (and engagement sessions)</p>	<p>Program Updates and New Program Summaries</p> <p>1. Leadership Competencies (and engagement sessions)</p> <ul style="list-style-type: none"> → Launched - April 2020 → Employees Impacted - All

- Launched - April 2020
- Employees Impacted - All

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

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

2. Leadership Development:

Enabling Conversations Learning Series

- Launched - August 2020
- Employees Impacted - All leaders

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

The City continues to incorporate the Leadership Competencies into all people programs and processes. For 2022, additional resources will be launched to help people leaders and employees identify a full range of development opportunities to support the acquisition and enhancement of these competencies including suggestions for learning through experience (70%), learning through others (20%), and formal learning (10%). This helps reinforce that learning and practicing competency behaviours happens most often and more effectively on the job. These resources will be launched later in 2022.

2. Leadership Development:

Enabling Conversations Learning Series

- Launched - August 2020
- Employees Impacted - All leaders

Since the series launched in April 2021, about half of the City's 1,400 people leaders have completed one or more of the three modules. This correlated to the City-wide employee engagement survey question related to this training, seeing a 5% increase in employees feeling that their supervisor has meaningful discussions with them about career development (February 2022 GLINT survey result).

People Leader Webinars

- Launched - April 2020
- Employees Impacted - All leaders

address issues early when they come up.

People Leader Webinars

- Launched - April 2020
- Employees Impacted - All leaders

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

3. Executive Leadership Team Town Halls

- Employees Impacted - All leaders

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

4. Employee Performance processes

- Currently being rolled out to all management and out of scope employees and will be rolled out to

One-hour virtual sessions on timely and relevant topics on what leaders need to know and understand to effectively lead their teams in a changing environment. Since April 2020, 37 sessions have run covering 22 different topics, including hybrid work and returning to the workplace.

For 2022, additional learning resources will be launched to help people leaders know and understand the core processes, knowledge and accountabilities they have in supervising others.

3. Town Halls

- Employees Impacted - All leaders

Executive Leadership Team (ELT) held four City-wide Town Halls with all employees between March 2021 and June 2022; ELT also holds monthly connections with all Branch Managers.

4. Employee Performance processes

- Currently being rolled out to all management and out of scope employees and will be rolled out to in-scope starting in 2023
- Employees Impacted - All

Engaged with employee groups, leaders, and the union coalition in the design of a revised employee performance management approach across the City, which will be supported by Enterprise Commons tools. This process will provide tools to support ongoing and regular

<p>in-scope starting in 2021 → Employees Impacted - All</p> <p>The City's approach to performance is shifting to emphasize that it is a continuous process that is based on ongoing conversations. This mirrors the way the Enabling Conversations learning series has been developed for leaders. Leaders and employees need to connect frequently to understand their priorities for the coming performance cycle and how they contribute to the City's goals, connect and adapt when things need to change, be clear on what the work is and what the expectations are, and receive feedback and coaching to stay on track and do their best work.</p> <p>5. Leader Networks/Mentoring and Coaching → Employees Impacted - All leaders</p> <p>The learning offered through formal leadership programming is reinforced through programs that bring people together to learn from each other. The City has created opportunities for peer leader groups to create networks including Branch Manager, Director, and People Leader networks. Mentoring has been formalized with Branch Managers and will be expanded to the Director group in the coming year. Coaching is available for senior leaders to enhance their leadership skills.</p>	<p>conversations between people leaders and their teams to help provide clarity and direction, provide ongoing feedback, coaching and appreciation, and help correct underperformance in a timely way. Due to the work on the Enterprise Commons system, a decision was made not to formally change the in-scope employee performance tools and process for 2022; that will be launched in 2023 along with new Enterprise Commons tools.</p> <p>5. Leader Networks/Mentoring and Coaching → Employees Impacted - All leaders</p> <p>Branch Managers continue to participate in regular (monthly or bi-monthly) "Coffee Connections", which offer informal opportunities for Branch Managers to make connections, share ideas and challenges, and support one another peer to peer. Branch Manager Mentoring: Each Branch Manager is paired with a Deputy City Manager in a mentoring relationship to support ongoing development.</p> <p>Director Network sessions resumed in 2021 and three rounds have occurred. The first series in summer 2021 focused on leadership at the City with the new City Manager, the second series in winter 2021 focused on resilience, and the third series in spring 2022 focused on leading in a hybrid environment.</p>
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	<p>Director Mentoring: a program will be designed and launched in 2023 to support ongoing director development.</p> <p>6. Director Talent Review and Development Process The first cycle of the Director Talent Review and Development process was completed in December 2020. Directors had follow-up conversations and had development plans in place. The Executive Leadership Team has continued to engage in director development with two follow-up conversations on director talent in March and June 2022.</p>
<p style="text-align: center;">Psychological Health and Safety in the Workplace Factor 4. Civility and Respect</p>	
<p><i>“Civility and respect is present in a work environment where workers are respectful and considerate in their interactions with one another, as well as with customers, clients, and the public. Civility and respect are based on showing esteem, care, and consideration for others, and acknowledging their dignity.” (National Standard of Canada, 2013)</i></p>	
<p>2020/2021</p>	<p>2021/2022</p>
<p>Program Summary 1. Respectful Workplace Administrative Policy and Procedure → Launched - 2018 → Employees Impacted - All The Respectful Workplace Administrative Policy is a document that outlines what the City expects of its employees to create and maintain a respectful workplace. It lists responsibilities and explains an employee’s right to work in an environment where they</p>	<p>Program Updates and New Program Summaries 1. Respectful Workplace Administrative Policy and Procedure → Launched - 2018 → Employees Impacted - All New Respectful Workplace Resource Sheets were released in May 2021. They were developed to provide a deeper understanding of concerning behaviours and</p>

can do their best work.

The Policy and Procedure have been updated to:

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

2. Behaviour Zones

- Launched - 2018
- Employees Impacted - All

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

3. Workplace Restoration Program

- Launched - 2018
- Employees Impacted - All

Workplace Restoration supports the building of healthy workplaces, strong teams, and collaborative working relationships. Workplace Restoration is an emerging field. In a little over two years, the program has supported more than 75 teams reaching approximately 1,470 individual employees to improve team dynamics.

4. Diversity and Inclusion

- Launched - ~2005

outline actions employees can take if they experience those behaviours at work.

2. Inclusive Hiring Practices

- Employees Impacted - All

To support employee experience throughout, respectful and inclusive practices have been embedded in talent acquisition processes.

The Hiring Manager Certification Course was developed to support the candidate experience. Hiring managers and hiring panels are required to take the certification course to learn about inclusive hiring practices that are performance based. The course is updated on an on-going basis, and the topics covered are recruitment lifecycle, interview scoring, GBA+, implicit bias and onboarding.

Guide for Inclusive Learning: A Toolkit for Hiring Managers was launched, and it is included as part of the Hiring Manager Certification program.

3. Code of Conduct e-learning

- Launched - February 2021
- Employees Impacted - All

This e-learning module is a support to the revised Code of Conduct. The Code of Conduct creates an environment that encourages a specific standard of behaviour, supports the Cultural Commitments and Leadership Competencies, creates clarity, and promotes

<p>→ Employees Impacted - All</p> <p>The Diversity and Inclusion Unit implements The Art of Inclusion: Our Diversity and Inclusion Framework, embeds the City’s equity lens (gender-based analysis plus) and supports employees to develop the mindset, heartset and skillset for inclusion.</p> <p>The D&I Unit has:</p> <ul style="list-style-type: none"> ● Launched The Art of Inclusion; Our Diversity and Inclusion Framework in 2019 ● Created a City-specific tool for GBA+ (equity lens), as well as structure and systems to utilize it, including Centres of Excellence in each department, online and in-class training ● Created materials and resources for inclusion, such as an Anti-Racism Learning Guide, Inclusive Language Guide, D&I Goals for Performance Planning and Growth ● Supported D&I committees in each of 7 City departments, and 4 employee resource networks (women, Indigenous employees, racialized employees and gender, sexual and romantic minority employees) <p>5. Respect in the Workplace training e-learning</p> <p>→ Launched - 2018</p> <p>→ Employees Impacted - All</p> <p>The E-learning course Introduction to Our Respectful Workplace E-learning is mandatory for all employees and focuses on developing and maintaining a respectful workplace through</p>	<p>equality and respect within the workplace. This e-learning module is mandatory for all City of Edmonton employees.</p>
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<p>identifying and responding to harassment, discrimination and violence in the workplace. As of December 2020, 94.2% of employees have completed this course.</p> <p>6. Respect in the Workplace training workshop</p> <ul style="list-style-type: none"> → Launched ~2007 → Employees Impacted - All <p>The in-class (and now virtual) Contributing to our Respectful and Inclusive Workplace course supports employees to recognize their role in a respectful and inclusive workplace, identify options for responding to disrespect and apply a process for having conversations about respect and inclusion. This course is mandatory for all employees. As of December 2020, 37.5% of employees have completed this course (please note, course offerings were paused due to COVID-19, and the course transitioned to a virtual offering in 2020).</p> <p>7. Connected City Initiative</p> <ul style="list-style-type: none"> → Launched - Development of the Connected City Initiative began in 2019 → Employees Impacted - All <p>The Connected City Initiative provides tools and support for City of Edmonton employees who interact with the public. The City's goal is to ensure that City employees feel supported in the thousands of connections they make with the public every day.</p> <p>The Connected City Initiative has developed a Corporate Guide to address uncivil behaviour from the public. It also includes resources to support work areas in</p>	
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developing area-specific processes and documents that ensure compliance with the general approach while allowing for customization and area-specific application. The Connected City Program also includes a suite of supports for employees and people leaders including information sheets, tool box talks, Personal Resiliency Planning and learning modules. The Connected City Program has been formally piloted with three work areas and the tools have been tested by other work areas seeking support in their interactions.

8. Indigenous Awareness Training

→ Launched - ~2014

→ Employees Impacted - All

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

Psychological Health and Safety in the Workplace Factor

5. Psychological Demands

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

2020/2021	2021/2022
<p>Program Summary</p> <p>1. Job Demands Analysis (JDAs) → Launched - ~2010 → Employees Impacted - JDAs have been created for the most populous positions in the City (i.e. positions with greatest number of FTEs or headcount), such as Transit Operator. As such, many employees are impacted by this program, however this has not been officially quantified.</p> <p>The City of Edmonton has a repository of job demands analysis (JDAs). JDAs are reports that describe and evaluate multiple categories of job demands for a given job position. Position information captured in JDAs include 17 psychosocial/cognitive job demands such as exposure to emotional and confrontational situations. Psychosocial/cognitive demands are rated on a 4-point 'intensity' scale from 1-4, where 1 generally refers to the demand not present to 4, which is a greater intensity of exposure or demand as well as a frequency and duration scale (rare to frequent). Example JDA: 311 Agent</p> <p>In 2013 and 2014, the City of Edmonton extensively updated its inventory of JDAs. Approximately 100 JDAs were created for the most populous job positions (e.g. Transit Operator) as well as positions with the highest rates of occupational and non-occupational claims historically.</p>	<p>Program Updates and New Program Summaries</p> <p>1. Job Demands Analysis (JDAs) → Launched - ~2010 → Employees Impacted - JDAs have been created for the most populous positions in the City (i.e. positions with greatest number of FTEs or headcount), such as Transit Operator. As such, many employees are impacted by this program, however this has not been officially quantified.</p> <p>There have been new JDAs created periodically over the last year in relation to disability management accommodation needs.</p> <p>2. Employee and Public Safety Initiative (EPSI) focuses on the working conditions of employees and compliments ongoing strategies the City is undertaking; as where risk exists to its employees it also exists to the public. The enhanced hazard assessment process that was undertaken as part of this process pays particular attention to the psychological hazards employees face.</p>

<p>While JDAs are primarily used post-injury or disability for return to work and accommodation planning, JDAs also facilitate more proactive injury prevention strategies as well as other applications including pre-employment testing, job training, job description and classification.</p> <p>In the near future, the JDAs will require a review and update. At this time, the JDAs will be converted to Google (currently in MS Office format). As well, the storage and document management of these records requires updating.</p>	
<p>Psychological Health and Safety in the Workplace Factor 6. Growth and Development</p>	
<p><i>“Growth and development is present in a work environment where workers receive encouragement and support in the development of their interpersonal, emotional, and job skills. Such workplaces provide a range of internal and external opportunities for workers to build their repertoire of competencies, which will not only help with their current jobs, but will also prepare them for possible future positions.” (National Standard of Canada, 2013)</i></p>	
<p>2020/2021</p>	<p>2021/2022</p>
<p>Program Summary</p> <p>1. Employee Learning Plans and ongoing performance feedback (part of the Employee Performance process) and Leadership Competencies</p> <ul style="list-style-type: none"> → Launched - 2020 → Employees Impacted - All 	<p>Program Updates and New Program Summaries</p> <p>1. Employee Learning Plans and ongoing performance feedback (part of the Employee Performance process) and Leadership Competencies</p> <ul style="list-style-type: none"> → Launched - 2020 → Employees Impacted - All

The City invests in learning to achieve a skilled, engaged, and flexible workforce that allows the City to improve service to Edmontonians. The Integrated Workforce Strategy includes a Learning Framework that guides the employee experience as employees develop and evolve their careers with the City.

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

In creating their learning plans, leaders and employees are encouraged to identify learning activities that span the learning spectrum (70-20-10 learning model):

- The majority of learning (70%) opportunities are on-the-job through assignments, projects, feedback, and coaching from the leader;
- 20% is learning through others including networks, mentoring, coaching, conferences, and professional associations; and

The City is creating an organization-wide Learning Strategy called This is How We Learn and Grow. The commitment is to create an organization that values learning, where every employee is a leader in learning, participating in learning to better serve one another and the public. There are four core elements to the strategy: Engaged and Supportive Leaders, Embedded Knowledge Sharing and Learning, Focus on Continuous Improvement, and Enabling Services, Tools, and Learning Delivery. This overall strategy supports the achievement of the City's overarching business goals and priorities and guides all learning at the City. There is a clear recognition that learning happens in all ways and uses the 70-20-10 learning model to help expand a collective understanding of what learning is and where it happens. This strategy has been developed based on input from a wide range of employees from across the City and the direction has been endorsed by the Executive Leadership Team. The full strategy will be developed and launched in early 2023, along with a City-wide Learning Policy and Procedure.

2. Range of learning opportunities

Formal learning opportunities through the Learning Centre

- Launched - ~2015
- Employees Impacted - All

The City's centralized learning function, the Learning Centre, continues to offer a range of learning opportunities focused on transferable skills, culture

- 10% of learning is through formal offerings like training, workshops, webinars, reading, certifications, etc.

2. Enabling Conversations Learning Series -

provides leaders with the skills and tools to have meaningful learning and career conversations.

→ Launched - August 2020

→ Employees Impacted - All leaders

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

3. Range of learning opportunities

Formal learning opportunities through the Learning Centre

→ Launched - ~2015

→ Employees Impacted - All

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

building, leadership development, process and procedures and required learning. In addition, role-based knowledge and skills are supported through business specific training, on-the-job learning and other employee development activities such as professional designations, technical training and coaching and mentoring.

The City is actively configuring and designing a new corporate Enterprise Resource Planning system that will include different modules to support learning, including Learning and Growth plans that capture employee learning goals, actions, and activities. These plans link directly to the new Learning Management System, where employees can select different learning activities, register for them, and add them directly to their plans. Leaders will also be able to assign different learning items to their teams, including ongoing learning items required for certifications. Employees and leaders are encouraged to select from a range of learning activities to support each goal, with an emphasis on learning through experience and through others.

The City offered a broader, expanded range of learning offerings to educate employees on key topics related to Diversity and Inclusion in 2021.

The Introduction to Anti-Racism Course was developed and offerings to all employees began in July 2021.

<p>In 2019, City employees participated in 15,961 learning offerings through the Learning Centre. In 2020, the Learning Centre supported 418 corporately offered sessions. This does not include department and role-specific training that also occurs.</p> <p>On-the-job learning experiences and opportunities There are a number of departments that also offer specific technical training and instruction for specific roles (e.g. Transit operators, Peace Officers, Fire and Rescue Services).</p> <p>Learning through others (professional associations, networks, mentoring, and coaching) Departments also have budgets to support employees' development related to their jobs (e.g. conferences, professional designations and ongoing development credits, certifications, other technical training programs, and external coaching (for leaders)).</p>	<p>Toward the goal of implementing GBA+ across the city, 2021 saw the creation of 5 new courses: Foundations of Inclusion, Diversity and Ourselves, which are prerequisites for the new, virtual, GBA+ Application Workshop series. In addition, the City launched the GBA+ Application Guide, GBA+ Reporting Template, and a GBA+ section in the revised Council Report Template.</p> <p>In 2021, the City's Code of Conduct training was revised to reflect key changes to the Code. 11,532 employees completed the revised training.</p>
<p>Psychological Health and Safety in the Workplace Factor 7. Recognition and Reward</p>	
<p><i>"Recognition and reward is present in a work environment where there is appropriate acknowledgement and appreciation of workers' efforts in a fair and timely manner. This includes appropriate and regular acknowledgements such as worker or team celebrations, recognition of good performance and years served, and/milestones reached."</i> (National Standard of Canada, 2013)</p>	
<p>2020/2021</p>	<p>2021/2022</p>
<p>Program Summary</p> <p>1. Corporate Employee Recognition and Appreciation</p>	<p>Program Updates and New Program Summaries</p>

Framework (CERAF)

→ Launched - 2019

→ Employees Impacted - All

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

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

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

Based on employee consultation and findings from the 2017 Auditor's Report on Corporate Culture, the framework identifies new programs to develop and implement, programs to continue and modify, and programs to sunset. The framework also establishes clear financial limitations to ensure consistent and

1. Corporate Employee Recognition and Appreciation Framework (CERAF)

→ Launched - 2019

→ Employees Impacted - All

Since the launch of the eCards, employees in every department, the Office of the City Manager and the Offices of the Mayor and the Councillors have used them to safely share **9,470** expressions (as of August, 2022) of gratitude for support.

2. Learning Supports focused on recognition and appreciation

- *Enabling Conversations Learning series for People Leaders* - this learning series contains a section on the importance of both recognition and appreciation in the workplace, giving people leaders practical tools and skills to support a recognition and appreciation mindset.
- *Appreciation at Work Course* - launched in 2021, this course is for all City of Edmonton employees, designed to help understand the five languages of appreciation and create a better understanding of how to better appreciate every employee.

3. Informal/Ongoing Recognition Practices

- Throughout the City of Edmonton, teams, branches and departments are actively supporting a culture of recognition through the use of many informal, local recognition practices, such as:

appropriate expenditures on recognition and appreciation activities. In addition, the framework replaces a number of local recognition programs, that were only available to employees in particular branches, with a new corporate-wide Everyday Appreciation Program available to all employees.

Formal programs include:

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

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

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

Of particular note in 2020 was the timely development and launch of appreciation eCards. This first element of the new Everyday Employee Appreciation Program has proven to be a valuable and popular mechanism for employees to recognize and appreciate each other

- Providing kudos at section or facility meetings
- Peer award programs
- Publishing notes of recognition in branch newsletters and on TV message boards
- Branch manager weekly email messages
- Providing handwritten notes of appreciation
- "Good Things Jar" where all members of the team are encouraged to submit notes of recognition for anyone on the team
- Yearly accomplishments board displayed in a prominent place in the shop
- "Wins board" highlighting milestones of bigger projects
- Monthly tailgate meetings highlighting the great things employees are doing

<p>throughout the experience of the COVID-19 pandemic. Since the launch of the eCards earlier this year employees in every department, the Office of the City Manager and the Offices of the Mayor and the Councillors have used them to safely share 3,581 expressions of gratitude for support during this challenging time.</p>	
<p style="text-align: center;">Psychological Health and Safety in the Workplace Factor 8. Involvement and Influence</p>	
<p><i>“Involvement and influence is present in a work environment where workers are included in discussions about how their work is done and how important decisions are made. Opportunities for involvement can relate to a worker’s specific job, the activities of a team or department, or issues involving the organization as a whole.” (National Standard of Canada, 2013)</i></p>	
<p>2020/2021</p>	<p>2021/2022</p>
<p>Program Summary</p> <p>1. Enabling Conversations Learning Series for People Leaders</p> <ul style="list-style-type: none"> → Launched - August 2020 → Employees Impacted - All Leaders <p>The Enabling Conversations Series for people leaders (the City’s leadership development program) emphasizes the importance of involving employees in understanding and having input into the priorities of the business unit and their work. It provides practical ideas on how to engage and listen to employees in setting direction.</p> <p>2. Reimagine A New Way Forward - Online Employee Idea Generation tool</p>	<p>Program Updates and New Program Summaries</p> <p>1. Enabling Conversations Learning Series for People Leaders</p> <ul style="list-style-type: none"> → Launched - August 2020 → Employees Impacted - All Leaders <p>The Enabling Conversations Series for people leaders continued to be offered in 2021. These sessions emphasize and build skills for two-way conversations between people leaders and their teams. In 2022, the Learning Centre has been working on the design of a companion series to Enabling Conversations for all employees, to help them better understand their role in</p>

→ Launched - October 2020

→ Employees Impacted - All

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

having these conversations, gaining clarity about their work, and providing input and feedback to leaders.

2. IdeaLab

→ Launched - June 2022

→ Employees Impacted- all employees

Through the Engaged Edmonton Platform, 562 ideas were generated from employees. All responses were reviewed by teams, which included Branch Managers; every response received was acknowledged, and put forward to the key area responsible for the work for action.

In June 2022, a new corporate tool and process called IdeaLab was launched with an invitation to all employees to participate by submitting their ideas for improving the service experience. The application allows for multiple campaigns on a variety of topics and participants have the opportunity to submit their own ideas, read others' suggestions, "like" ideas they support and share the ideas that inspire them with co-workers across the organization.

3. City Manager Employee Engagement Team (CMEET)

→ Employees Impacted - All

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. CMEET also acts as an accountability partner for the City Manager; individual members on this committee

	<p>are known to the corporation as resources to turn to should employees perceive that ELT and/or the City Manager are not following through on their commitments. Team members would then bring these concerns to CMEET meetings for discussion.</p>
<p>Psychological Health and Safety in the Workplace Factor 9. Workload Management</p>	
<p><i>“Workload management is present in a work environment where assigned tasks and responsibilities can be accomplished successfully within the time available. This is the risk factor that many working Canadians describe as being the biggest workplace stressor (i.e., having too much to do and not enough time to do it). It has been demonstrated that it is not just the amount of work that makes a difference but also the extent to which workers have the resources (time, equipment, support) to do the work well.”</i> (National Standard of Canada, 2013)</p>	
<p>2020/2021</p>	<p>2021/2022</p>
<p>Program Summary</p> <p>1. Workplace Restoration and Labour Relations teams → Employees Impacted - All Actively support the building of healthy workplaces, strong teams, and collaborative working relationships.</p> <p>2. Disability Management, Labour Relations and Management Supervisors → Employees Impacted - All Create an integrated process to support employees and front-line supervisors with working through claims of workload issues.</p>	<p>Program Updates and New Program Summaries</p> <p>1. Service Review and Efficiency Program - The Service Improvement and Performance Branch regularly supports business areas in reviews of programs to ensure results are achievable.</p>

3. Union Management meetings

→ Employees Impacted - All Unionized Employees

Facilitate discussions between union representatives, managers and Labour Relations to discuss workplace concerns, including workload issues.

4. Employee Learning Plans

→ Employees Impacted - All

Along with ongoing performance feedback as part of the Employee Performance process, these learning plans support conversations with employees and their supervisors to better understand workloads and what the employees need to be successful.

The range of learning opportunities can include:

- Formal learning opportunities through the Learning Centre
- On-the-job learning experiences and opportunities
- Learning through other (professional associations, networks, mentoring, and coaching).

**Psychological Health and Safety in the Workplace 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. Worker engagement can be physical, emotional, and/or cognitive. Physical engagement is based on the amount of exertion a worker puts into his or her job. Physically engaged workers view work as a source of energy. Emotionally engaged workers have a positive job outlook and are passionate about their work. Cognitively engaged workers devote more attention to their work and are absorbed in their job. Whatever the source, engaged workers feel connected to their work because they can relate to, and are committed to, the overall success and mission of their company. Engagement should be seen as a result of policies, practices, and

procedures for the protection of worker psychological health and safety. Engagement is similar to, but is not to be mistaken for, job satisfaction, job involvement, organizational commitment, psychological empowerment, and intrinsic motivation.” (National Standard of Canada, 2013)

2020/2021	2021/2022
<p>Program Summary The goal of all of the below programs is to create and sustain a positive employee experience.</p> <p>1. Employee Surveys → Launched - ~2010 → Employees Impacted - All</p> <p>Employee Check-in surveys are done to regularly measure the employee experience at the City. Since 2019, these surveys have been completed on a quarterly basis. Onboarding surveys are also completed to understand the employee experience at onboarding.</p> <p>Implementing quarterly employee surveys in 2019 was an achievement that allows people leaders to more consistently hear from and respond to employee concerns to enhance engagement and the overall employee experience.</p> <p>2. Action Planning → Launched - ~2010 → Employees Impacted - All</p> <p>Corporate, Department and Branch action planning following each quarterly employee survey. This allows people leaders to review the survey results, determine what they will do</p>	<p>Program Updates and New Program Summaries</p> <p>1. Employee Engagement Surveys → Launched - ~2010 → Employees Impacted - All</p> <p>In each survey, employees are asked “How are you?” and are invited to comment. This data identifies employee populations that may require additional support or resources.</p> <p>In addition to ongoing monitoring of employee experience, employee surveys provide performance measures or indicators for corporate initiatives that support the employee experience. Two examples are employee perceptions of safety in the workplace (annual EPM Measure for Workforce Health and Safety Service) and an annual measure for the Corporate Employee Recognition and Appreciation Framework. For the first time, in June 2022, a new annual measure was added to understand employee knowledge of supports and resources for their mental health and wellbeing.</p>

differently, and communicate that back to their employees.

3. Lightbulb Initiative

→ Launched - 2019

→ Employees Impacted - All

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

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

2. IdeaLab

→ Launched - 2019

→ Employees Impacted - All

In June 2022, a new corporate tool and process called IdeaLab was launched with an invitation to all employees to participate by submitting their ideas for improving the service experience. The application allows for multiple campaigns on a variety of topics and participants have the opportunity to submit their own ideas, read others' suggestions, "like" ideas they support and share the ideas that inspire them with co-workers across the organization.

3. Employee Listening Framework

Includes a review of how the organization listens to employees (e.g. through surveys, in meetings, through the City Manager's Employee Engagement Team (CMEET), resource networks, front line visits, and focus groups) and how it uses employee feedback to enhance trust in leadership and build a more positive employee experience. Developing a more formal approach to listening will allow the organization to be more intentional about why and how it listens, and how it uses the information it hears.

4. Employee Resource Networks

Employee Resource Networks (ERN) are groups that benefit the employee as well as the organization. ERNs are often based on a demographic, life stage or other identity. ERNs are employee-led, voluntary, supported by

	<p>the corporation and dedicated to fostering a diverse and inclusive work environment. ERNs are often a foundational piece of diversity and inclusion efforts in an organization.</p> <p>Edmonton Indigenous Employees Resource Network (EIERN) → Launched - 2007 An internal resource network, which provides employees the opportunity to learn, share and connect on Indigenous topics.</p> <p>Women@theCity → Launched 2018 as an ERN. Started in 2014 as a Council Initiative Created to connect, educate, network and build understanding for employees who identify as women at the City.</p> <p>Pride@theCity → Launched October 2020. Started in 2018 as a Pride Parade Committee - An Employee Resource Network for employees who identify as a Gender, Sexual, or Romantic Minority (GSRM or 2LGBTQIA+).</p> <p>Race&Ethnicity@theCity → Launched November 2020 Created to connect, educate, network and build understanding to challenge racism.</p>
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	<p>In 2022, work is underway regarding the development of two additional Employee Resource Networks.</p>
<p style="text-align: center;">Psychological Health and Safety in the Workplace Factor: 11. Balance</p>	
<p><i>“Balance is present in a work environment where there is acceptance of the need for a sense of harmony between the demands of personal life, family, and work. This factor reflects the fact that everyone has multiple roles: as workers, parents, partners, etc. This complexity of roles is enriching and allows fulfillment of individual strengths and responsibilities, but conflicting responsibilities can lead to role conflict or overload.” (National Standard of Canada, 2013)</i></p>	
<p>2020/2021</p>	<p>2021/2022</p>
<p>Program Summary</p> <p>1. Remote Work Program</p> <ul style="list-style-type: none"> → Launched - October 2020 → Employees Impacted - Approximately 1,300 employees are currently eligible, and there is work occurring with the City’s union partners on a future program for in-scope employees. <p>Remote Work is a flexible work practice that allows employees flexibility in their work day, where they work and/or the ability to meet responsibilities outside of work. It provides an employee the opportunity to work at a location other than a City of Edmonton work location.</p>	<p>Program Updates and New Program Summaries</p> <p>1. Hybrid Work Arrangements</p> <p>Flexible work practices that provide flexibility by allowing approved employees to work a mix from the office and from home.</p> <p>Both employers and employees can benefit from well designed and managed flexible work practices. Participants often benefit from increased work-life balance, reduced work-related expenses, improved health and wellness, and accessible work arrangements. For employers, these programs may offer cost savings and environmental benefits. Both parties benefit from the</p>

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

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

2. Flexible Work Program

- Launched - 1986
- Employees Impacted - Management and Union employees

The Flexible Work Program is also known as a compressed work week or earned day off (EDO) program.

3. Leave of Absence options

- Launched - dates vary
- Employees Impacted - All

Includes self-funded or annual funded leaves, leaves for reasons of compassionate care, illness, or disability, and maternity/parental leaves.

increased employee satisfaction that comes from flexible work programs.

Employees were able to begin working in their Hybrid Work Arrangements in April 2022 after the public health work from home orders were lifted.

In April 2022, approved DATS, ATU, CUPE, and IBEW employees also began working in temporary hybrid work arrangements as per the signed Letters of Understanding (LOUs) with the respective unions. The current LOUs are set to expire on January 17, 2023.

In July 2022, the City conducted a preliminary review of Hybrid Work Arrangements.

Psychological Health and Safety in the Workplace Factor: 12. Psychological Protection	
<p><i>“Psychological protection is present in a work environment where workers’ psychological safety is ensured. Workplace psychological safety is demonstrated when workers feel able to put themselves on the line, ask questions, seek feedback, report mistakes and problems, or propose a new idea without fearing negative consequences to themselves, their job, or their career. A psychologically safe and healthy organization actively promotes emotional well-being among workers while taking all reasonable steps to minimize threats to worker mental health.” (National Standard of Canada, 2013)</i></p>	
2020/2021	2021/2022
<p>Program Summary</p> <p>1. Safe Disclosure Office (SDO) → Launched - 2018 → Employed Impacted - All</p> <p>The SDO promotes and facilitates fair process, and is a place for employees to reach out and discuss workplace concerns related to harassment, discrimination, and respectful behaviour if an employee is unable to bring forward the concern to their supervisor.</p> <p>The SDO assesses and makes decisions on individual files independently of City Administration, however it reports administratively to Employee Services. The Safe Disclosure Office does not act as an advocate for any party, conduct investigations, or substantiate</p>	<p>Program Updates and New Program Summaries</p> <p>1. Safe Disclosure Office (SDO) → Launched - 2018 → Employed Impacted - All</p> <p>As of June 15, 2022 the SDO has received 905 requests for service since its opening in January 2019, and has ensured that these concerns are being addressed appropriately.</p> <p>3. Domestic Violence and Our Workplace Training → Launched - 2022 → Employees Impacted - All</p> <p>Available to all City employees and mandatory for People Leaders. Training focuses on the moral, legal, and safety</p>

allegations.

A Safe Disclosure Office Advisor will listen to the workplace concern, and:

- Decide if the concern appears to not be in alignment with the Respectful Workplace Policy
- Direct the concern for action as appropriate
- Identify other resources that may be available

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

2. Incident Data Collection Form (safety incident report)

→ Employees Impacted - All

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

3. The Working Mind program

obligations regarding domestic violence and the workplace.

4. COR Audit Findings

COR Audit findings on psychological health and safety outlined that staff who were interviewed could speak about the City's focus on psychological safety and social wellbeing. Further findings included that staff could speak to the priority placed on the City being a workplace that is free of harassment, discrimination and violence.

5. OHS Workplace Violence and Harassment Prevention Standard

The City of Edmonton updated its OHS Workplace Violence and Harassment Prevention standard (in December 2021) to ensure ongoing compliance with Alberta OHS legislation.

<p>→ Launched - 2019 → Employees Impacted - All This educational program brings awareness to employees and supervisors about the importance of identifying mental health concerns and providing appropriate support.</p>	
<p>Psychological Health and Safety in the Workplace Factor: 13. Protection of Physical Safety</p>	
<p><i>"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."</i></p>	
<p>2020/2021</p>	<p>2021/2022</p>
<p>Program Summary</p> <p>Physical, chemical, biological and ergonomic hazards can also have an impact on psychological health and safety and more importantly, the culture in which safety programs and employees are supported has a significant impact on psychological health and safety. Employees who have trust and respect for their leaders and vice versa are more likely to feel safe raising safety concerns and making judgement calls in the name of safety that may be unpopular. It is the integration of safety programs and culture that creates space for a psychologically healthy and safe workplace. There has been great work done on this to date, but there is still room to grow and mature to make workplaces even safer and healthier.</p> <p>In 2020, the onset of the COVID-19 pandemic created</p>	<p>Program Updates and New Program Summaries</p> <p>1. Certificate of Recognition (COR) → Launched - ~2005 → Employees Impacted - All The City renewed its COR for another 3 years, after successfully completing the 2022 external audit of its OHS management system.</p> <p>A COR Audit Performance Monitoring and Evaluation process is under development to track the progress of the implementation of audit recommendations by business areas.</p> <p>2. Ongoing COVID-19 Response The City continues to maintain workplace controls to manage the hazard of COVID-19 for its employees, as well as to monitor the current situation. The control measures</p>

new hazards in the workplace for all City employees. In response, many new tools and resources were developed by the Workforce Safety and Employee Health branch to achieve the following:

- 1) protect employees from exposure to COVID-19 at work,
- 2) help employees understand and recognize their risk for exposure to the COVID-19 virus in relation to their work and work environment.

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

Further resources related to the Occupational Health and Safety Program at the City include:

- [Safety and Employee Health Program Manual](#)
- [Bill 30 OH&S Act - Toolkit](#)

1. Certificate of Recognition (COR)

- Launched - ~2005
- Employees Impacted - All

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

include rapid tests if an employee develops COVID-19 symptoms (e.g. cough, fever, shortness of breath, runny nose, sore throat and loss of taste or smell); staying home from work for 5 or 10 days, as applicable, if an employee tests positive for COVID-19 and masking around others at work until 10 days after symptoms started; and supervisors reporting positive cases of COVID-19 using the intake form.

2. Hazard Assessment, Recognition and Control Standard / Workplace Inspections Standard / Emergency Response Standard

→ Employees Impacted - All

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

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

As a result of these standards, business areas will implement the controls required to keep their workplace safe. Some examples of these controls are as follows:

- Employee training (awareness level, technical job specific, task specific etc)
- Safe Work Procedures
- Engineering controls (eliminate the hazard), administrative controls (limit exposure), and identify and issue personal protective equipment
- Workplace inspections

3. Joint Worksite Health and Safety Committees (JWHSC)

→ Launched - 2018

→ Employees Impacted - All

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

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

4. Occupational Hygiene Program and Occupational Health Surveillance Program

→ Employees Impacted - All

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

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

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