TO: Board of Governors  
FROM: Yves Beauchamp, Vice-Principal (Administration and Finance) / Diana Dutton, Associate Vice-Principal, Human Resources  
SUBJECT: My Healthy Workplace Initiative  
DATE: December 5, 2019  
DOCUMENT #: GD19-26  

ISSUE & EXPECTED OUTCOME
An overview of the University’s My Healthy Workplace initiative and related activities is presented for information.

BACKGROUND & RATIONALE
McGill aims to attract and retain top administrative and support staff, to engage its highly diverse community in continuous learning, and to celebrate excellence and innovation in its staff.

Through the My Healthy Workplace (MHW) initiative, McGill is proactively preparing for the future, where change and learning are constants. We are building a fully equipped workforce that displays psychological safety, team/interpersonal/organizational effectiveness and agility.

MHW is laying the foundation for McGill to become an agile Learning Organization: a healthy, safe and productive environment for employees, based on respect, inclusivity, continuous learning and appreciation.

MHW boasts over 150 staff volunteers across 2 campuses and involves 5 structured Learning Communities empowered to examine challenges related to areas of employee engagement. These important opportunities for improving practices have been identified in several major data gathering initiatives:

1. 2015, 2017, and 2019 University-wide Learning Organization surveys of staff regarding key learning and wellness related themes
2. 2015 and 2018 AON Employee Engagement surveys across Administration and Finance sector with a focus on themes related to enabling work, leadership, performance management, learning and career development, etc.
4. Diverse feedback from the Great Ideas Pipeline, Learning Communities, McGill’s Leadership Circle, the Leadership Development Program and the Essential Skills Program for New Supervisors.

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<th>ALIGNMENT WITH MISSION AND STRATEGIC PRIORITIES</th>
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| The MHW initiative directly supports one of Principal Suzanne Fortier’s top priorities: McGill Becoming a Learning Organization - “…by embracing continuous learning and change, by inspiring and encouraging new ways of doing things, and by empowering administrative staff to use their knowledge and expertise to make McGill a more agile and effective organization”.

“It is about building communities of engagement, where every person at every level takes advantage of opportunities to learn, where people feel connected to their jobs and their colleagues, and where people feel a sense of purpose and ownership.” - Principal Suzanne Fortier

In the context of its work with Excellence Canada (EC), McGill is finalizing a 3-year My Healthy Workplace plan aligned with EC’s 31 key criteria, as well as with other strategic priorities and developments of the University. These include the Principal’s Task Force on Inclusion and Respect in Campus Life, and initiatives that support Mental Health for students and by extension those who support the student experience.

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<th>COMPLIANCE WITH UNIVERSITY POLICY</th>
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| The My Healthy Workplace initiative seeks to increase the visibility of close to 20 existing University policies and guidelines dealing with various aspects of physical and psychological health and safety (Human Resources, Environmental Health & Safety, Charter of Student Rights, Internal Responsibility System, Rights of Students with Disabilities, Safe Disclosure, Sexual Harassment, Sexual Violence, Smoking, Sustainability, Work Accidence, etc.).

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<th>COMPLIANCE WITH LEGISLATION/EXTERNAL REGULATIONS</th>
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| There are no known legislation or external regulation requirements applicable to this matter.

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<th>RISK FACTORS</th>
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| McGill has opted to establish a partnership with Excellence Canada a not-for-profit organization that has been successfully setting and measuring standards of organizational performance in thousands of organizations for the last few decades. As such, the University is striving to measure and align itself with 31 Excellence Canada criteria.

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| Failure to address employee engagement (community building, empowerment, collaboration…) can have a serious impact on key areas of an organizations productivity, reputation and overall success.

Risk to INNOVATION and CONTINUOUS IMPROVEMENT
- **3%** of disengaged employees (DE) say their job brings out their **most creative ideas** compared to 66% of engaged employees (EE)

Low CLIENT SATISFACTION (reputation, attraction…)
- **17%** of DE say they know how to meet client needs **compared to 70%** of EE
- **29%** of DE in the public sector say they can make an **impact on service** versus 78% of EE

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| Risk of higher ABSENTEEISM (impacting costs, productivity, etc.)


• 57% **more sick days** are used by DE employees in UK companies
• 62% **more accidents** are reported by DE than EE
• 8% **absenteeism** is reported in teams with poor engagement versus 4.1% in highly engaged teams

Risk to PERFORMANCE
• **Low employee engagement** leads to lower productivity in organizations

| SUSTAINABILITY CONSIDERATIONS | Sustainability is a central focus of one of the five My Healthy Workplace learning communities, My Sustainable Workplace. The latter is currently preparing a proposal for Senior Leadership that aims to substantially reduce paper consumption and printing costs across the University. McGill’s 3-year Healthy Workplace plan has a Sustainability goal that actively supports McGill’s Vision 2020 plan and proactive efforts. MHW communications continue to recognize and celebrate sustainability values and initiatives. The Director of the Office of Sustainability is an important partner on the MHW Working Group (preparing for Excellence Canada certification) and his office co-leads the My Sustainable Workplace Learning Community. The lens of sustainability is applied to all MHW Learning Communities initiatives and proposals as the University strives to make meaningful and lasting change, while ensuring continuous learning (e.g. Leadership Development, Talent Management and Succession Planning). |
| IMPACT OF DECISION AND NEXT STEPS | N/A |
| MOTION OR RESOLUTION FOR APPROVAL | N/A |
| APPENDICES | Appendix A: My Healthy Workplace PowerPoint presentation to the Board of Governors |
MY HEALTHY WORKPLACE
at the heart of what matters

Board of Governors Meeting
December 5, 2019
Inspired by the Words of Principal Fortier

“…to create a workplace culture where staff are empowered to use their knowledge and expertise to make McGill a more agile and effective organization, a learning organization…”

“It is about building communities of engagement, where every person at every level takes advantage of opportunities to learn, where people feel connected to their jobs and their colleagues, and where people feel a sense of purpose and ownership.”

https://youtu.be/2R_8hnbl77U
My Healthy Workplace…

Engages diverse employees from across the university to learn and innovate together. Their voices are valuable in tackling important challenges and creating new opportunities.
McGill’s Evolving Landscape

• Evolving Community: Health & Wellness, Mental Health, Inclusivity & Diversity, Lifelong Learning
• Sustainability, Innovation, Agility
• Measurability, Accountability, Continuous Improvement
• Made by McGill Campaign, R2R Rollout, 2021 Anniversary Celebrations
• Benchmarking and Best Practices: Sister Institutions (U15, University of Michigan – Voices)
Voices of McGill Employees

- Learning Organization Surveys
- Employee Engagement Surveys
- Focus Groups
- Leadership Development Communities
My Healthy Workplace - 5 Inter-Connected Learning Communities

- My Wellness-Centered Workplace
- My Healthy Workplace Connectors’ Group
- My Quality Workplace
- My Sustainable Workplace
- My Service-Oriented Workplace
- My Engaged Workplace
Over 150 MHW Volunteers

MHW Working Group

+70 members on 5 MHW Learning Communities

+85 MHW Ambassadors
Learning in Partnership & Community

Communications
Office of Sustainability
Risk Management and Insurance
Social Equity and Diversity Education
Student Life and Learning
Unions and Associations
Security Services
Environmental Health and Safety
Faculties
Human Resources
Student Services
Internal Audit
Office of the VP Administration and Finance
Impactful Outreach

- My Healthy Workplace @ Your Workplace Onsite Visits (+700)
- Submissions to the Great Ideas Pipeline (e.g. Family Days)
- MHW monthly newsletter
Pilot Programs

- McGill Leaders’ Circle (48 Senior Managers)
- Essential Skills for New Supervisors (+100 new to role or to McGill)
- Individuals and Teams - Job Shadowing
- Mental Health First Aid - HR Advisors & Managers
# Excellence Canada Framework: The Continuous Improvement Course

4 Levels of Certification, 4 Drivers, 31 Success Factors

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**HEALTHY WORKPLACE®**

### BRONZE Foundation
- Principles
  - Commitment to fostering physical and psychological health and safety in the workplace
- Healthy Workplace policy
- Physical and psychological health and safety risks identified
- Methods for communication
- Commitment to people and wellness
- Relevant training
- Commitment to assess the impact of processes on employee health

### SILVER Advancement
- Strategic and operational Healthy Workplace Plan
- Baseline indicators, measures and related goals
- Voice of employee is heard
- Learning plan targeted for management and employees
- Leadership capacity through training
- Physical and psychological health and safety is considered in decision making and planning processes
- Physical and psychological risk assessment and analysis
- Evaluation

### GOLD Role model
- Positive achievement in meeting or exceeding strategic and operational goals
- Organizational wide focus on wellness
- Leaders at all levels are accountable for strengthening a culture that supports physical and psychological health and safety in the workplace
- Broad understanding
- Evaluation of effectiveness
- Continuous improvement

### PLATINUM World Class
- Sustained positive improvements over three years (trend data)
- Organization is recognized as a leader in physical and psychological health and safety management in terms of knowledge sharing, industry benchmark leadership and best practice
MHW Next Steps

• New Initiatives Incubator
  • Develop most impactful and implementable projects from 5 Learning Communities and the Great Ideas Pipeline
• Increased involvement of Senior Leadership:
  • 5 Learning Communities meet with Sponsor VP Beauchamp
  • Senior Managers – Leaders’ Circle Voice to Senior Leadership
• Spring 2020 – recruit new members in 5 Learning Communities (50% turnover staggered over two years)
• Continue preparation for Excellence Canada Bronze & Silver Certification with 3-year MHW Action Plan
Merci - Thank You!