

Memorandum

Office of the VP (Administration and Finance)
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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
ACTION REQUIRED: INFORMATION APPROVAL/DECISION

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.
 3. Excellence Canada Bronze & Silver Criteria; Self-assessments in April 2018, 2019, 2020.
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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.

ALIGNMENT WITH MISSION AND STRATEGIC PRIORITIES

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.

COMPLIANCE WITH UNIVERSITY POLICY

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.).

COMPLIANCE WITH LEGISLATION/ EXTERNAL REGULATIONS

There are no known legislation or external regulation requirements applicable to this matter.

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.

RISK FACTORS

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

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
