PCH Workplace Well-Being
ACTION PLAN

The health and wellness of employees are vital to a department's success. While our individual health is primarily our own responsibility, the workplace can have a significant impact on our ability to manage both our physical and psychological well-being.

Healthy workplace conditions help generate a multitude of benefits, including high levels of engagement, high performance teams, and enhanced capacity to meet the needs of Canadians.

In 2016, the Government of Canada adopted the Federal Public Service Workplace Mental Health Strategy. With this strategy, the government has committed to exploring aspects of mental health with its employees and to listening to their needs. All Departments have been asked to develop an action plan on mental health in support of the Strategy.

At Canadian Heritage we decided to broaden the scope to include all aspects of workplace well-being, without losing the important focus on psychological support and protection. Based on consultations with employees, the following plan brings together a realistic number of actions aimed at creating tangible, concrete workplace improvements, with the overall goal of contributing to a safe, civil, respectful work environment.

Workplace well-being is a shared responsibility; the success of this action plan will rely on the engagement of employees and managers at all levels. Through collaboration and inclusivity, PCH will continue to be a workplace of choice.

Canadian Heritage Executive Committee
April 2017

		Action (2017-2020)	**Lead**	**Year**
Changing Culture	**Awareness**	Appoint a champion who demonstrates sustained and visible leadership. Establish a network that will promote a culture of openness and support on mental health and well-being in the workplace.	EXCOM	1-2
		Not Myself Today Campaign (peer-to-peer learning activities, weekly tips, mood buttons, etc.)	Office of Values and Ethics (OVE)	1-2-3
		Promote activities and resources related to physical and mental health, and workplace well-being (workshops on civility and work-life balance, nutrition fair, fitness centre).	OVE/Human Resources (HR)	1-2-3
		Increase awareness of mental health continuum, the 13 workplace factors and resources on mental health for self and others.	OVE	1-2-3
Building Capacity	**Training**	Training for employees (mental health, resilience, stress management)	HR/OVE	1-2-3
		Support managers at all levels in enhancing mental health and well-being (self and others) through the identification of workplace risks and appropriate interventions to reduce and address incidents. This may include: management tools, targeted training, risk assessment, etc.	HR/OVE	1-2-3
Measuring and Reporting on Actions	**Tools**	Conduct an analysis of PSES results in relation with the 13 workplace factors in order to create a scorecard for each branch. Take action on the issues identified.	Policy Research Group (PRG) /HR/Management	1-2-3
		Take the pulse of organizational health through the *Over to You* survey. Take action on the issues identified.	EXCOM/Management	1-2-3
		Update and communicate the various policies, procedures and practices that contribute to a healthy, safe and respectful workplace, as needed (e.g. Hazard Prevention Program, exit interview, PCH telework approach).	HR/Other	1-2-3
	New measures to reduce the risks	Emphasize the responsibility of every employee to contribute to the creation of a safe, healthy and respectful workplace as part of the performance management program.	HR/OVE/Management	1-2-3
		Evaluation of executive members by two performance ratings: one for the "what" and one for the "how".	EXCOM/HR	1-2-3
		Explore new upward feedback mechanisms such as skip level meetings.	HR	1
		Develop a well-being lens to assist managers with decision-making.	PRG /OVE	2
		Review the types of products currently required (e.g., briefing note, information note, biographies, speaking points) to ensure their relevance and utility.	Deputy Minister Office/ Exec. Sec.	1-2

PCH VISION for Workplace Well-Being

To create a culture that enshrines psychological health, safety and well-being for all employees in all aspects of the workplace through collaboration, inclusivity and respect; this obligation belongs to every individual in the workplace.

PCH Guiding Principles for the Development of the ACTION PLAN

Meaningful Actions & Impacts

More than a paper exercise; this is about **making tangible improvements** to workplace well-being

Leadership Commitment with Engagement at every Level

Led by EXCOM

Sectors, branches, unions and **individual** employees will be called upon **to participate.**

Evergreen, Administratively Light, Realistic

Multi-year action plan that evolves based on needs and data analysis

Leveraging existing assets and governance mechanisms

Building on Best Practices

Guided by the **Federal Public Service Workplace Mental Health Strategy**

Aligned with the **National Standard for Psychological Health and Safety in the Workplace** and its **13 workplace factors**

STRATEGIC GOALS

Changing Culture

Ensure that psychological health and safety is considered in every appropriate aspect of work and employees feel free and able to raise concerns and seek help when they need to, in a stigma-free environment.

Building Capacity

Provide the right training, tools and resources to staff and managers to promote mental health, enhance resilience, prevent harm, and address incidents or concerns.

Measuring and Reporting on Actions

Evaluate the impact of our actions and strive towards continuous improvement.

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What Do We Already Have in Place at PCH?

Programs

- Informal Conflict Management
- Disability Management
- Occupational Health and Safety
- Labour Relations
- PCH Workplace Violence Prevention Program
- Awards and Recognition
- Performance Management
- Talent Management
- Onboarding of new employees
- Employee Assistance Program

Policies

- PCH Values and Ethics Code
- PCH Guidelines on Prevention and Resolution of Harassment
- PCH Workplace Violence Prevention Policy
- Public Servant Disclosure Protection Act
- Canada Labour Code
- Canadian Human Rights Act
- TBS Policy on Duty to Accommodate
- PCH Telework - A Decision-making Guide
- PCH Guide to Alternative Work Arrangements and Leave Options
- Collective Agreements

Resources

- Ombudsman
- Office of Values and Ethics (OVE)
- Human Resources and Workplace Management Branch
- Occupational Health and Safety Committees (National and Local)
- Occupational Health and Safety and Fire Prevention Unit
- Union representatives
- Long term Disability Insurance
- Bob Fern Accessibility Centre
- Meditation room
- Fitness Centre
- Departmental Security Officer

Initiatives/Networks

- *Not Myself Today* Mental Health Campaign
- Blueprint 2020
- Innovation Fund
- Internal Communications
- National Public Service Week
- National Mental Health Week
- Governance Committees and Tiger Teams
- DG Forum, Directors Forum, Managers Forum
- Employment Equity and Diversity Committees
- Ambassadors of Change Network
- Generaction
- *Over to You* Survey

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13 Psychosocial Risk Factors

The [National Standard of Canada for Psychological Health and Safety in the Workplace](#) was championed by the Mental Health Commission of Canada, and developed by the Canadian Standards Association and the Bureau de normalisation du Québec. The Standard provides a set of guidelines, tools and resources focused on promoting employees' psychological health and preventing psychological harm due to workplace factors.

The **13 psychosocial risk factors** that impact organizational health, the health of individual employees and the financial bottom line, including the way work is carried out and the context in which work occurs, are:

1 Psychological Support:
Coworkers and supervisors are supportive of employees' psychological and mental health concerns and respond appropriately, as needed.

2 Organizational Culture:
A work environment characterized by trust, honesty, and fairness.

3 Clear Leadership & Expectations:
Effective leadership and support that informs employees of impending changes and how their work contributes to the organization.

4 Civility & Respect:
Employees are respectful and considerate in their interactions in the workplace.

5 Psychological Competencies & Requirements:
There is a good fit between employees' interpersonal and emotional competencies and the requirements of the position they hold.

6 Growth & Development:
Employees receive encouragement and support in the development of their interpersonal, emotional and job skills.

7 Recognition & Reward:
Appropriate acknowledgement and appreciation of employees' efforts in a fair and timely manner.

8 Involvement & Influence:
Employees are included in discussions about how their work is done and how important decisions are made.

9 Workload Management:
Tasks and achievements can be accomplished successfully within the time available.

10 Engagement:
Employees feel connected to their work and are motivated to do their job well.

11 Balance:
There is recognition of the need for balance between demands of work, family, and personal life.

12 Psychological Protection:
Work environment where employees' psychological safety is ensured.

13 Protection of Physical Safety:
Work environment where appropriate actions are in place to protect the physical safety of employees.

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