

Healthy Workplace Operational Plan 2013 - 2016

Focus	Goals and Objectives	Tactics
Overarching Goals	<p>Goal 1-1: To ensure key priorities for Healthy Workplace as outlined in this plan are linked and integrated with the Strategic Integrated Plan (SIP) and a Human Resources Plan.</p>	<ul style="list-style-type: none"> ✓ Presented information on the HWP Initiative to the SIP Task Force ✓ Include HWP in the Strategic Integrated Plan as a Strategic Action ✓ HWP integrated into the Balanced Scorecard • Collaborate with HR to ensure key HWP priorities are linked and integrated with the HR Plan, practices and policies
	<p>Goal 1-2: To ensure the continued planning and commitment of financial, human and other resources, for the overall healthy workplace strategy and related programs.</p>	<ul style="list-style-type: none"> ✓ Annual salary funds HWP Co-ordinator and Co-op Student ✓ Annual operating funds to support the HWP Initiative ✓ Support and engage the HWP Cmte ✓ Host the bi-annual Healthy Workplace Fair (featuring 3 Strategic Areas of Focus of the HWP Plan) ✓ Secure funding for Workplace Mental Health training ✓ Secure funding for the annual CU Healthier Challenge ✓ Secure funds for Workplace Mental Health consulting ✓ Support and engage HWP Champions <ul style="list-style-type: none"> ○ Conduct focus groups ○ Develop new faculty HWP Champion network
	<p>Goal 1-3: To conduct regular assessments and progress evaluations of the Healthy Workplace Plan (related programs and goals, and workplace performance) to determine strengths and opportunities for improvement.</p>	<ul style="list-style-type: none"> ✓ HWP Plan Action Plan updates to be reviewed regularly at monthly HWP Cmte Meetings – use Improvement Map as guide ✓ Gallery walk for Level 3 readiness with HWP Cmte • Schedule annual HWP focus groups for feedback ✓ Collaborate with HR on the development of the 2014-15 Employee Engagement survey • Conduct PEP Level 3 Self-Assessment <ul style="list-style-type: none"> ✓ Form committee
	<p>Goal 1-4: To communicate the Healthy Workplace Plan and messages across the university.</p>	<ul style="list-style-type: none"> ✓ Develop a HWP Plan Communications Plan ✓ Continue to implement the 2013-2014 HWP Communications Plan <ul style="list-style-type: none"> ✓ Utilize Carleton Now, Today@Carleton, social media, HWP website, postcards, and other materials ✓ Continue to develop an annual HWP Communication Plan ✓ Host the bi-annual Healthy Workplace Fair (featuring 3 Strategic Areas of Focus of the HWP Plan)

Healthy Workplace Operational Plan 2013 - 2016

Focus	Goals and Objectives	Tactics
Overarching Goals	<p>Goal 1-5: To enhance a supportive workplace where there is an understanding of employees' roles and responsibilities to contribute to a healthy workplace at all levels of the university. With specific emphasis on those who manage people and their relationships.</p>	<ul style="list-style-type: none"> • Develop HWP training to managers and supervisors <ul style="list-style-type: none"> ○ Focus on awareness of the benefits of a HWP ○ How to accommodate and encourage participation in HWP <ul style="list-style-type: none"> ✓ Workplace mental health training ✓ Continue to be part of the Supervisory Development Series certificate <ul style="list-style-type: none"> ✓ Provide training on "healthy conversations" ✓ Provide Fierce Conversations training ✓ HWP embedded in the different levels of the Carleton Leader sessions <ul style="list-style-type: none"> ○ Explore leadership styles to implement a culture of HWP
	<p>Goal 1-6: To recognize staff and faculty achievement in meeting job and healthy workplace goals.</p>	<ul style="list-style-type: none"> • Work closely with management to support and encourage widespread formal and informal recognition campus wide • HR will be implementing a new performance management system ✓ Continue to embed recognition in our HWP programming to recognize staff and faculty accomplishments in meeting their HWP goals <ul style="list-style-type: none"> ✓ Offer prizes for challenges ✓ Promote staff and faculty participation on your website ✓ Healthy Workplace Stories campaign
	<p>Goal 1-7: To achieve recognition and certification for our efforts to a healthy workplace by Excellence Canada. Obtain Level 2 in 2014 and Level 3 in 2016.</p>	<ul style="list-style-type: none"> ✓ Submit PEP Level 2 Application ✓ Plan for the PEP Level 2 Verification ✓ Implement HWP Plan • Prepare PEP Level 3 Application • Conduct PEP Level 3 Self-Assessment • Submit PEP Level 3 Application • Prepare for PEP Level 3 Employee Survey • Prepare for PEP Level 3 Verification

Healthy Workplace Operational Plan 2013 - 2016

Goal #2: To reinforce and support health and lifestyle improvements

Focus	Goals and Objectives	Tactics
Health Promotion	<p>Objective 2-1: To provide programs responding to varying needs based on assessment and analysis, and to provide programs spanning the continuum of care in terms of primary, secondary and tertiary interventions. (With a specific focus on prevention and reduction of cardiovascular diseases, such as high cholesterol and high blood pressure.)</p>	<p>Primary:</p> <ul style="list-style-type: none"> ✓ promote EH&S training and safety programs, ergonomic assessments ✓ promote athletics facilities and programs with more info (fees and timing) ✓ promote the healthy food options through Dining Services ✓ promote Health & Counselling Services flu shot clinics • Recognition ✓ Lunchtime leagues ✓ Awareness workshops ✓ Activities and programs that encourage employees to get away from their desk at lunch <p>Secondary:</p> <ul style="list-style-type: none"> ✓ EFAP services • Public Health or Algonquin student nurses to come on to campus ✓ Online risk assessments and questionnaires • Blood pressure testing • Cross-promote Ergonomic assessments ✓ Healthy Workplace Fair <p>Tertiary:</p> <ul style="list-style-type: none"> ✓ EFAP/GWL services ✓ Lunchtime leagues ✓ CU Healthier Challenge • Cross-Promote HR accommodations program (return to work) • Promote smoking cessation programs
	<p>Objective 2-2: To build a strong campus community awareness of the availability of programs, support and facilities available to employees.</p>	<ul style="list-style-type: none"> ✓ Communications strategy (T@C, social media, Champ emails, Carleton Now) • Video clips (What does HWP mean to me?) ✓ CU Leader, LAPD, departmental meetings ✓ Make the link at workshops (to EFAP services, other workshops) ✓ Promote at new employee orientation • Emails from HWP Coordinator or Champions welcoming new employees ✓ Cross-promote healthy options from Dining Services, where to buy, healthy symbols ✓ Thrive Week
	<p>Objective 2-3: Offer programs and workshops that are accessible to a wider range of employees (ie. Shift workers, faculty). Remove barriers to participation in terms of timing, length, location of events.</p>	<ul style="list-style-type: none"> ✓ Offer 40 minute workshops and activities ✓ Continue to offer satellite locations • Online videos/podcasts • Explore offering workshops at different hours of the day ✓ Have materials available online when possible for workshops and challenges • Explore partnership with EDC: online content, lunch 'n' learns already available

Healthy Workplace Operational Plan 2013 - 2016

		<ul style="list-style-type: none"> ✓ Sharing resources through social media channels and website
--	--	---

Goal #3: Carleton University is committed to providing ongoing support to its faculty and staff to promote work-life balance.

Focus	Goals and Objectives	Tactics
Work-Life Balance	Objective 3-1: Incorporate current policies work/life practices into operations.	<ul style="list-style-type: none"> ✓ Highlighting HR policies on HWP website <ul style="list-style-type: none"> ○ Today@Carleton quiet days: Did You Know? ○ Departmental newsletters
	Objective 3-2: Enhance faculty and staff awareness of options available to them which support achieving work-life balance and provide awareness programs that support work-life balance.	<ul style="list-style-type: none"> ✓ Today@Carleton ✓ Carleton 101 • CU Healthier Challenge – personal success stories ✓ Continue to provide lunch ‘n’ learn information sessions related to work-life balance, including: how to achieve work-life balance, financial management, parenting, elder care, sandwich generation, other family-related support ✓ Continue to provide lunchtime leagues, to provide employees with opportunities to get away from their desk and be active over the lunch hour ✓ Promote partnership with Parking that allows current parking-pass holders to park in athletics over the lunch hour, or before or after work ✓ Continue to enhance HWP Champion network <ul style="list-style-type: none"> ○ Explore options to further engage faculty
	Objective 3-3: Expand process management methodology currently used in the Finance and Administration division and continue to implement Lean Transformation and Benchmarking initiatives that improve/streamline processes to assist employees in their daily work.	<ul style="list-style-type: none"> ✓ Office of Quality Initiatives will continue to communicate their services <ul style="list-style-type: none"> ○ Targeted communications to management groups ○ Communicate our successes ✓ Process management training through Excellence Canada ✓ Process management strategies to be developed by the Finance and Administrative Excellence, Innovation and Wellness Working Group

Healthy Workplace Operational Plan 2013 - 2016

Goal #3: Carleton University is committed to providing ongoing support to its faculty and staff to promote work-life balance.

Focus	Goals and Objectives	Tactics
Work-Life Balance	Objective 3-4: Ongoing commitments to providing learning and professional development so that employees can enhance their skills and, in turn, feel more supported in their professional development.	<ul style="list-style-type: none"> ✓ LAPD: Annual needs assessment, workshop <ul style="list-style-type: none"> ○ Supervisory Development Series (healthy conversations) ✓ Carleton Leader • HR: PDP/skills trends ✓ DUC: Communication programs ✓ EDC: Outreach to faculty (they have a communications person) ✓ Fierce Conversations ✓ Workplace Mental Health training
	Objective 3-5: Develop mechanisms to provide feedback about work-life balance at all levels in order to identify gaps and provide opportunities for improvement and collaboration.	<ul style="list-style-type: none"> ✓ Employee engagement survey • HWP Focus groups ✓ Carleton Satisfaction surveys • Success stories: blog format, social media, twitter HWP tweet day ✓ Guarding Minds @ Work survey
	Objective 3-6: Provide opportunities for employees to be involved in decisions that impact their work, enabling them to have a sense of control over their work environment.	<ul style="list-style-type: none"> • Enhance management training to encourage a supportive and inclusive engaging environment • Regular and effective staff meetings – provide How-To ✓ Project-based: lean/benchmarking • Develop toolkit for managers <ul style="list-style-type: none"> ○ Awareness ○ Recognizing your employees ✓ Ideas @ Carleton ✓ The Fresh Thinking Series ✓ SIP, eShop, Lean process reviews, JH&S Committee

Healthy Workplace Operational Plan 2013 - 2016

Goal #4: To achieve Carleton University's goal to provide continued leadership in workplace mental health.

Focus	Goals and Objectives	Tactics
Mental Health	Objective 4-1: Establish a Carleton University Workplace Mental Health Working Group to empower stakeholder leadership with an integrated approach to workplace mental health.	<ul style="list-style-type: none"> ✓ The WMH Working group will develop the foundation of the new Mental Health strategies by: <ul style="list-style-type: none"> ○ Determining the structure and processes ○ Develop a Carleton Workplace Mental Health Model ○ Determine the appropriate language ○ Conduct an environmental scan of the existing standards and frameworks
	Objective 4-2: Enhance stakeholder engagement and consolidate awareness of mental health workplace initiatives.	<ul style="list-style-type: none"> ✓ Establish a WMH Advisory Committee <ul style="list-style-type: none"> ○ Suggest members of the Carleton community to establish a cross-functional Workplace Mental Health Advisory Cmte to ensure comprehensive stakeholder representation ○ Develop explicit advisory and oversight mandate of committee to recommend, develop, and evaluate as appropriate campus-wide efforts to advance workplace psychological health and safety
	Objective 4-3: Achieve recognition and certification for our efforts to mental health by Excellence Canada. Obtain Level 1 in 2014 and Level 2 in 2015.	<ul style="list-style-type: none"> • Plan for the Level 1 Application • Prepare the Level 1 Application • Submit PEP Level 1 Application • Plan and prepare for the PEP Level 2 Application • Conduct PEP Level 2 Self-Assessment • Submit PEP Level 2 Application
	Objective 4-4: Identify and address current mental health-related policy, programs and protocols gaps.	<ul style="list-style-type: none"> • Conduct a self-assessment <ul style="list-style-type: none"> ✓ Conduct an Organizational review with the Advisory Cmte ○ Conduct an employee survey using Guarding Minds at Work ○ Present gap analysis results to university wide focus groups for feedback and set priorities ○ Conduct audit, using the "Sample Audit Tool" ✓ Conduct best practice research • Revise and develop new policies, protocols and programs
	Objective 4-5: Enhance staff and faculty awareness and skills to promote and contribute to a positive and healthy work environment.	<ul style="list-style-type: none"> • Review and enhance awareness campaign around the psychologically health workplace ✓ Develop targeted education and training strategy for specific groups and/or position • Make recommendations for new workplace mental health programs
	Objective 4-6: Develop a structure and process to support proactive and sustainable planning and programming.	<ul style="list-style-type: none"> • Develop ongoing evaluations and assessments • Identify outcome metrics • Analyze the results of campus surveys to identify emerging issues
	Objective 4-7: Raise campus-wide awareness of Carleton	<ul style="list-style-type: none"> • Create a reference document outlining the strategies for supporting, planning and continuous improvement

Healthy Workplace Operational Plan 2013 - 2016

	University's mental health strategies and approach to support psychologically healthy and safe workplace.	<ul style="list-style-type: none">• develop dissemination plan
--	---	--