REPORTS

Item No. 4 Approval of a Project to Develop a Safety, Health and Wellness Strategic Plan for The City of Winnipeg
File EH-1 (Vol. 22)

ADMINISTRATIVE RECOMMENDATION:

1. That the Executive Policy Committee approves the commencement of the City's Safety, Health & Wellness Strategic Plan project.

2. The Committee on Fiscal Issues be requested to consider providing an additional appropriation to Corporate Services Department in the amount of $200,000 for the project for the 2003 fiscal year.

RE: APPROVAL OF A PROJECT TO DEVELOP A SAFETY, HEALTH AND WELLNESS STRATEGIC PLAN FOR THE CITY OF WINNIPEG

For Submission To: Executive Policy Committee

Submitted By: Robert Pruden
Chief of Human Resources and Corporate Services

Report Date: January 29th, 2003

RECOMMENDATION(S):

1. That the Executive Policy Committee approves the commencement of the City's Safety, Health & Wellness Strategic Plan project.

2. The Committee on Fiscal Issues be requested to consider providing an additional appropriation to Corporate Services Department in the amount of $200,000 for the project for the 2003 fiscal year.

Report Summary

KEY ISSUES:

A project plan proposing the development of a Safety, Health & Wellness Strategic Plan Proposal for the City of Winnipeg is attached (See Attachment 1). This strategy will action the key success factor identified in the City Human Resource Strategic Plan regarding a "positive, respectful, safe and healthy work environment."

The World Health Organization (WHO) defines Wellness as:

> ***"A level of physical, psychological and social well-being in which people realize their aspirations, satisfy their needs and successfully cope with their environments*."**

IMPLICATIONS OF THE RECOMMENDATION(S):

General Implications

	None
X	For the organization overall and/or for other departments
	For the community and/or organizations external to the City of Winnipeg
	Involves a multi-year contract
	Comment(s): The Wellness Strategic Plan will call for organizational involvement and input.

Policy Implications

X	None
	Yes
	Comment(s):

Environmental Implications

X	None
	Yes
	Comment(s):

Human Resources Implications

	None
X	Yes
	Comment(s): The completed Wellness Strategy will include 2 – 3 high priority HR components identified for implementation.

Financial Implications

	Within approved current and/or capital budget
X	Current and/or capital budget adjustment required
	Comment(s): The Safety, Health and Wellness Strategic Plan project is estimated to cost approximately $200,000 over the 2003 fiscal year. This includes $100,000 in consulting costs, $50,000 for project staff, and $50,000 for clerical and miscellaneous project costs.

REASON FOR THE REPORT:

1. Approval of Executive Policy Committee is sought for the commencement of the project.

2. Approval of the Committee on Fiscal Issues is required for the additional appropriations.

HISTORY:

Council endorsed the City of Winnipeg's Human Resources Strategic Plan (HRSP) in March of 2001. The vision of the HRSP is defined as a "*dynamic and diverse workforce of highly skilled people working together to deliver excellent service to the community of Winnipeg."*

An important component of the HRSP was the definition and application of key success factors that will support and reflect the achievement of its vision. These key success factors emerged from interviews and focused discussion groups conducted with members of Council, managers, union and association leaders and employees at all levels within the organization during the development of the HRSP.

They represent factors that we, as an organization, collectively feel are critical to the successful achievement of our corporate vision, mission and organizational goals.

These factors include:

- **A positive, respectful, safe and healthy work environment**
- Shared leadership
- Clear roles and responsibilities and accountabilities
- Collaborative union/management partnerships
- Clearly articulated Human Resources policies
- Proactive approach to HR planning
- Access to enabling technologies and tools
- Shared employer/employee commitment for career and self-development
- Open communication and knowledge growth
- Value and recognize employee contribution

DISCUSSION:

The City has an average total of 9,200 employees represented by eight unions and associations. Salaries and benefits for this workforce total approximately 452 million dollars, or about 39.5% of the City's total tax-supported and utilities operating budgets. This represents a significant investment in the organization's human resources. The level of this investment points to the importance of ensuring a safe, healthy and "well" workforce.

As an organization, we want to promote a positive, proactive, and integrated approach to enhancing and maintaining the wellness of our workforce. Legislation impacting workplaces reinforces the practical need to review and enhance our systems. Recent changes to the Workplace Safety & Health Act place greater onus on the workplace, and specifically on the supervisor in ensuring that the workplace take an active responsibility to ensure the safety and health of its employees. Human Rights legislation is also moving in the same direction as organizations' "duty to accommodate" employees increases. Legislation provides only minimum standards for organizations in developing practices to address workplace hazards. Our organizational values demand that we surpass these minimums to ensure not only safety and health, but also to foster well-being.

The definition of "workplace wellness" as drawn from the World Health Organization (WHO) is as follows:

> ***"A level of physical, psychological and social well-being in which employees and the organization each realize their aspirations, satisfy their needs and successfully cope with their environments***."

The City's work environment has a powerful effect on the health of its employees. A healthy workplace must concern itself with the physical environment (safety & health), the psychological environment (management practices & strategies), and social/individual health practices (lifestyle choices & practices). Solutions to address workplace wellness must be perceived as acceptable to employees, departments, the organization and to the citizens of Winnipeg.

The City needs to embrace this definition and its holistic approach to wellness. The organization must understand and believe that the "well-being" of our employees is the best and most critical "return on investment" in a program of this nature. Only then will we correctly identify the positive impact on our bottom-line as only a fortunate coincidence complimenting the real goal of a safe and well workforce.

The City currently faces major challenges regarding the "wellness" of its employees. In recent years various indicators point to a decline in overall organizational wellness.

At a presentation to **Employee Benefits Board** members, concerns were outlined regarding the City's increase in its long-term disability caseload. A review of Disability Experience 1997 – 2000 Report prepared by EBB actuaries Western Benefits Consultants, demonstrated that long-term disability payments rose from 3.9 million at the beginning of 1997 to 6.4 million by the end of 2000. The presenters reported that in the last two years the City has had an "alarming escalation in the number of new long-term disability claims related to non-systemic conditions such as depression, anxiety and stress." Further, they reported that these cases are usually of a complex nature and can include human resources/labour relations issues that are perceived to have started in the workplace such as workplace injury, performance management and or disciplinary processes. In 1997, 25% of all new claims were of a psychological nature, in the year 2000 this rose to 37%. (See Appendix 1)

Workers Compensation claims have risen. In 2000 the City of Winnipeg spent $5.6 million related to its Worker's Compensation Claims and recorded 1190 new Worker's Compensation Claims. There has been an increase of over 1 million dollars in claims between 1996 and 2001, despite the fact that the City's overall workforce has decreased by approximately 500 employees during that same time period. Worker's Compensation also reports an increase in the average day's duration of time loss and continues to experience an accident frequency rate of 7.2 per year, well above the Provincial average of 5.7 per year per 100 workers in 1998. The 1998 data was the impetus for the recent legislative review of the Workplace Safety and Health Act. Since 1978 the City has also had 13 work related fatalities. (See Appendix 2)

The **Quality of Work Life Report**, commissioned through a Letter of Understanding and submitted to the CAO in December 2000, identified that WAPSO members voiced several "wellness" related issues and pointed to:

- Workplace overload resulting in stress and pressure
- Poor morale and work overload stemming from repeated reorganization
- Unclear roles and responsibilities and accountabilities
- Lack of flexible work options

The **Rehabilitation Employment Branch**, which facilitates the process between stakeholders in accommodating injured workers back into the workplace through case management, reports a drop in the number of yearly placements made from a high of 281 in 1997 to 201 for the year 2001. Employee Benefits similarly reported a drop in their placements. While additional study is required, the decline in placements is viewed as an indicator of the pressure the organization is experiencing in terms of downsizing and subsequent "work overload". One effect of the reduction in workforce is an unwillingness, or inability to accept placement of employees who might be perceived as performing at less than full capacity. (See Appendix 3)

Equity and Diversity, which coordinate a variety of training and education programs and provide consultation to departments on human rights, mediation and conciliation, reported approximately 70 complaints yearly for both 2000 and 2001. They have seen an increase in the number of Human Rights complaints (associated with Duty to Accommodate.) Also, through group facilitation work the Equity & Diversity Branch has collected qualitative data that points to a variety of respectful workplaces issues such as poor communication, lack of trust in management, personal conflicts and stress in the workplace. (See Appendix 4)

The **Employee Assistance Program** reports that of the 20% of their clients presenting with workplace issues, half of those were directly related to conflict with their supervisors or co-workers. (See Appendix 5)

It is also important to note that the City of Winnipeg was fined $90,000 for contravening the **Workplace Safety and Health Act** with regard to asbestos in 2002.

These indicators; an increase in the City of Winnipeg's long-term disability caseload, a corresponding increase in costs directly related to long-term disability claims, the City's current Worker's Compensation statistics, along with others, indicate a need to review and improve the City's overall organizational wellness strategies and actions.

The organization currently has a small, corporate group supporting organizational safety, health and wellness. Their staff numbers have been affected by recent requirements to achieve budget reductions and the result has been that these areas are now understaffed. (See Appendix 6)

In the Human Resource Strategic Plan the City of Winnipeg identified the "creation of a positive, respectful, safe and healthy work environment that supports the physical, psychological and social well being of employees" as a key success factor in achieving its vision of a "*dynamic and diverse workforce of highly skilled people working together to deliver excellent service to the community of Winnipeg*."

In April 2002, the CAO requested that all departments create specific goals, objectives and actions plans relating to improving the safety, health and wellness within their workplaces. Corporately the CAO commissioned a multi-department taskforce chaired and staffed by department heads that was charged with an action plan for improving overall organizational wellness.

The City of Winnipeg needs to review its current health and wellness programming and develop an integrated strategy that decreases risk to the safety of its employees while simultaneously increases overall organizational wellness. Current research tells us that to ensure our employees are satisfied and committed we need to address issues related to employee health and well-being. To achieve this objective the Department Head Taskforce recommended the creation of a comprehensive Safety, Health and Wellness Strategic Plan that would set the organizational direction and focus for improving and enhancing this HR area within our workforce.

In a report commissioned by the Conference Board of Canada entitled "*Health Promotion Programs at Work*" they identify that "leading companies have moved away from a narrow focus on return-on-investment considerations and are aligning workplace health programs with human capital management." As an organization we must comply with legislative and Human Right requirements. We have chosen to show leadership by creating a broader more integrated approach to enhancing organizational wellness, one which aligns with, and actions our values. This integrated approach to workplace health is one that we feel will ultimately be in the best interests of employees and our organization.

IN PREPARING THIS REPORT, THERE WAS CONSULTATION WITH AND CONCURRENT BY:

Robert Pruden
Chief of Human Resources and Corporate Services
Corporate Services Department

THIS REPORT SUBMITTED BY:

Rhonda Tone
Manager of Human Resource Development
Corporate Services Department

Project Name: **First Year of Program**

2003

Approval of a Project to Develop a Safety, Health and Wellness Strategic Plan for the City of Winnipeg.

	2003	2004	2005	2006	2007
Capital					
Capital Expenditures Required					
Less: Existing Budgeted Costs					
Additional Capital Budget Required	$ -	$ -	$ -	$ -	$ -
Funding Sources:					
Debt - Internal					
Debt - External					
Grants (Enter Description Here)					
Reserves, Equity, Surplus					
Other - Enter Description Here					
Total Funding	$ -	$ -	$ -	$ -	$ -
Total Additional Capital Budget Required	$ -				
Total Additional Debt Required	$ -				
Current Expenditures/Revenues					
Direct Costs	$ 200,000	$ -	$ -	$ -	$ -
Less: Incremental Revenue/Recovery					
Net Cost/(Benefit)	$ 200,000	$ -	$ -	$ -	$ -
Less: Existing Budget Amounts		-	-	-	-
Net Budget Adjustment Required	$ 200,000	$ -	$ -	$ -	$ -

The monies for this expenditure were not budgeted for in 2003-2005. The division is planning on funding the shortfall through an additional appropriation to corporate services.

Original Signed by Radhika Abeysekera

Manager of Finance & Administration

ATTACHMENT 1
Safety, Health and Wellness Strategic Plan Proposal

Introduction

The City of Winnipeg currently has several indicators pointing to the need to enhance and support organizational safety health and wellness. The definition of "wellness" will be that used by the World Health Organization (WHO) has defined wellness as:

> ***"A level of physical, psychological and social well-being in which employees and the organization each realize their aspirations, satisfy their needs and successfully cope with their environments***."

The City of Winnipeg will increase its overall wellness with the creation of a strategic plan.

Project Aim

To produce a comprehensive Safety, Health and Wellness Strategic Plan by December 2003 that will consider both organizational and departmental initiatives and will encompass both internal and external factors that contribute to organizational wellness at the broadest level.

Project Goals

- Provide strategic direction to the organization in enhancing safety, health and wellness.
- Provide a framework and develop specific initiatives to help focus, mobilize and direct safety, health and wellness throughout the organization.
- Gather information on current levels of organizational wellness and identify areas of need, in organizational process & program as well as department specific strengths, issues & concerns.
- Identify strategies for increased safety health and wellness through a broad consultative process that includes City Council, Senior Administration, employees, unions and association representatives in order to encourage and facilitate widespread input as well as understanding and acceptance of this strategy.
- Build on cross-departmental linkages that will support increased wellness practices and processes.

Project Participants

Steering Committee

Gail Stephens – CAO
Bob Gannon – CFO
Robert Pruden – CHR
Department Heads on the Wellness Taskforce
Member of Council
Paul Moist – Union Representative

Working Group

Rhonda Tone – Project Manager
One Communication specialist
One support staff
3 Management Representatives from Line Departments
Union Representative

Support Group

Alex Mowat - Coordinator of Safety
Brenda Kennedy – Coordinator of Health
John Van Delden – Coordinator of Occupational Hygiene
Brian Kowalchuk – Coordinator of Employee Assistance Program
Jackie Halliburton – Coordinator Equity & Diversity
EBB Representative – to be determined
Departmental Safety & Health Staff

Consulting Services

To be determined

Roles

Steering Committee will:

- Approve the details of the project plan and confirm the deadlines and deliverable of the project
- Approve those components of the Safety, Health and Wellness Strategy to be identified as high priority elements targeted for early completions and approve the processes developed for these elements
- Approve the selection of the consultant retained to facilitate the development of the strategy

The Working Group will:

- Research and develop in consultation with a wide variety of stakeholders a Safety, Health and Wellness Strategy and its constituent elements. This strategy will include two or three high priority components to be implemented.

The Support Group will:

- Provide information specific to their area of expertise and act as ongoing internal consultants and advocates to the process.

The Consultant will:

- Be retained to facilitate the development of the strategy by
- Providing a methodology to support the development of the strategy (including a project plan identifying timelines and deliverables)
- Interviewing selected stakeholders
- Assisting in refining the overarching strategy as it is being defined and those component elements of the strategy requiring immediate development and implementation.

Key Project Deliverables

1. A comprehensive Safety, Health and Wellness Strategy addressing all "wellness" activities in relation to internal and external influences, aligned with the Human Resources Strategic Plan.

2. Two or three component elements of the Safety, Health and Wellness Strategy deemed to be high priority completed in detail and implemented.

3. An effective process that allows for input into the Safety, Health and Wellness Strategy from City Council, Senior Administration, City Managers, Employees, Unions and Association representatives.

Project Milestones and Processes

Phase 1 – Background Preparation & Research – duration 1 month

- Approval of the Safety, Health and Wellness Strategy Plan Project
- Confirmation of the Steering, Working and Support Committee membership
- Background research - Preliminary information gathering on the current environment
- Project design and preparation of the project - Working committee conducts initial project scoping including identification of those component elements requiring immediate development

Phase 2 – Award of RFP – duration 2 months

- Selection of Consultation
    - Working committee receives and evaluates proposals
    - Awards contract

Phase 3 – Strategy Development – duration 5 months

- Research and Consultation
- Working committee and consultant finalize the project scope, work plans and timelines
- Consultant provides methodology and identifies any other required resources
- Consultant, working, and support committees gather data, conduct organizational consultations (meetings, interviews, focus groups, etc.)
- Working committee and other civic supports with assistant from consultant develop the overall strategy and identify those elements requiring immediate development.

Phase 4 – Produce Safety, Health & Organizational Wellness Report – duration 2 months

- Finalize Strategy
    - Conclude consultations with stakeholders
    - Finalize detail of component elements
    - Prepare report
- Receive necessary approvals for strategy and corresponding Administrative Directives or policies
- Publish strategy and distribute to organization

Resources Requirements

- Working Committee Members
- Occupational Health Coordinator (will require a backfill at the level of an occupational health nurse)
- Half-time clerical support person
- Steering Committee members – as required for milestone meetings and feedback on progress and decisions
- Senior Managers – for consultation as required

Budget

External Consultant	$ 100,000.00
Back fill for Occupational Health Nurse	$ 50,000.00
Half-time clerical support & miscellaneous costs	$ 50,000.00
Total	$200,000.00

APPENDIX 1

EBB LONG-TERM DISABILITY

The Civic Employees' Long Term Disability Plan provides long-term disability benefits for all City of Winnipeg employees with the exception of police officers. In the last two years the City has had an "alarming escalation in the number of new long-term disability claims related to non-systemic conditions such as depression, anxiety and stress".

STATISTICS

CATEGORY	YEAR					
	2002	**2001**	**2000**	**1999**	**1998**	**1997**
Employees Receiving Disability Benefits	435	440	409	397	380	345
New Disabilities	58	104	80	82	88	89
New Disabilities-Psychological	13	29	17	22	32	22
Contributing Members	N/A	8,200	8,387	8,491	8,621	8,707
Calculated Benefits	$8.9	$8.8	$6.7	$6.1	$5.6	$5.1
Cost Savings-Employees Returning to Alternative Work	$1.1	$.8	$.8	$.8	$.9	$.9
TOTAL BENEFITS PAID	**$7.8**	**$8.0**	**$5.9**	**$5.3**	**$4.7**	**$4.2**

($ in millions)

DISABLED MEMBERS BY DEPARTMENT

DEPARTMENT	***TOTAL***	
	2002	**2001**
CAO Secretariat	1	2
Community Services	50	58
Corporate Finance	9	9
Corporate Services	6	3
Fire and Paramedic	18	19
Former Health Department	2	2
Former Social Services	6	8
Hydro	--*	44
Planning, Property & Development	5	7
Police	2	4
Property Assessment	10	9
Public Works	95	91
Transit	87	58
Water & Waste	52	50
TOTAL	**343**	**364**

* Hydro is no longer on City stats
NOTE: Balance of claimants belong to non-City employers

APPENDIX 2

WORKERS COMPENSATION STATISTICS

The City of Winnipeg's costs for Workers Compensation have remained reasonably stable. The monitoring by the Workers Compensation Section, the accommodation of injured workers by the respective departments, the intervention of the City's Rehabilitation Section, and the educational / preventative practices of the Safety Division have all contributed equally to stabilizing the program costs.

SIX YEAR SUMMARY

YEAR	CATEGORY				
	Cost	Number of Accidents Reported	Time Loss Accidents	Fatalities	Average Days Duration/Time Loss
2002*	$3,951,900	978	522	0	13.6
2001	$5,192,510	1,081	663	1	20.7
2000	$5,663,314	1,080	655	2	17.0
1999	$5,160,202	1,153	694	0	14.9
1998	$4,008,985	1,209	659	0	13.1
1997	$5,225,501	1,411	721	0	10.7
1996	$4,010,043	1,335	723	0	15.6

* Please note that these figures are provided by the Workers Compensation Board. Statistics for 2002 do not include any Winnipeg Hydro claims due to the transfer to Manitoba Hydro in September 2002. On a yearly basis Winnipeg Hydro claims represented approximately $400,000 and approximately 40-45 time losses per year. Also, pension amendments are processed in odd years, therefore, in 2003 there will be an increase in annual costs due to those amendments being processed.

ACCIDENT FREQUENCY BY DEPARTMENT (%)
(Based upon the time loss accidents per hundred employees in respective departments)

DEPARTMENT	YEAR			
	2002	2001	2000	1999
Community Services	--	3.98	3.50	3.52
Fire and Paramedic	--	9.41	10.52	9.91
Hydro	--	7.24	7.06	7.56
Planning, Property & Development	--	2.07	3.34	4.88
Police	--	4.64	5.04	4.79
Public Works	--	11.46	13.14	13.19
Transit	--	5.25	4.33	3.50
Water & Waste	--	17.29	14.73	21.25
TOTAL	**--**	**7.2**	**7.2**	**7.5**

WORKERS COMPENSATION COSTS BY DEPARTMENT

(Costs include payroll, rehabilitation, medical expenses, pension awards, and administration, but do not include the costs of the Fatality Pension premiums of $478,587)

DEPARTMENT	***TOTAL***	
	2002	**2001**
Community Services	$ 144,927.55	$ 183,278.00
Community Services – Animal Services	13,493.86	--
Corporate Finance	736.63	2,127.00
Corporate Information Technology	9,259.74	--
Corporate Services	3,438.22	2,527.00
EPC Secretariat	5.84	186.00
Fire and Paramedic	833,166.27	833,047.00
Hydro	--	--*
Planning, Property & Development	41,619.69	30,240.00
Planning, Property & Development – Golf Courses	2,238.61	--
Police	1,064,045.65	979,309.00
Property Assessment	15,305.91	126.00
Public Works	755,328.14	1,016,334.00
Public Works – Glacial Sand & Gravel	(309.76)	--
Transit	235,428.57	225,554.00
Water & Waste	742,601.31	965,539.00
TOTAL	**$3,861,286.23**	**$4,238,267.00**

* Winnipeg Hydro and associated costs were transferred to Manitoba Hydro effective September 2002. Workers Compensation costs for Winnipeg Hydro were $398,426 for 2001.

APPENDIX 3

REHABILITATION EMPLOYMENT PLACEMENTS

The Rehabilitation Employment Branch facilitates the process between all stakeholders in accommodating injured workers back into the workplace through the provision of case management.

They provide a holistic approach to disability management and work with HR representatives in line departments to facilitate return to work plans for affected employees.

WORKERS COMPENSATION PLACEMENTS

PLACEMENT	YEAR					
	2002	**2001**	**2000**	**1999**	**1998**	**1997**
Alternate Regular	11	14	18	35	29	32
Modified	51	56	62	63	61	83
WCR	124	131	144	156	172	166
TOTAL	**186**	**201**	**224**	**254**	**262**	**281**

EMPLOYEE BENEFITS PLACEMENTS

PLACEMENT	YEAR					
	2002	**2001**	**2000**	**1999**	**1998**	**1997**
Alternate Regular	42	27	43	45	41	46
Modified	27	27	22	31	25	21
EBR	20	29	30	18	29	28
TOTAL	**89**	**83**	**95**	**94**	**95**	**95**

APPENDIX 4

EQUITY AND DIVERSITY

In addition to a variety of training and education programs on equity and diversity issues, this branch provides consultation and advice to departments on strategies related to employee relations that include human rights complaints, mediation, and conciliation.

The statistics from this area reflect only those complaints that are reported to Corporate Services. Those complaints / conflicts resolved at the department level do not appear in these statistics.

There was a reduction in reported cases of complaints / conflicts in 2001 as line departments assumed an increased responsibility for resolving these issues, while Equity and Diversity provided an advisory / consultative role.

RESPECTFUL WORKPLACE COMPLAINTS
(Statistics for these categories were not captured in 1999, categories were revised and added in 2000)

ISSUE TYPE	***YEAR***					
	2001	***2000***	***1998***	***1997***	***1996***	***TOTAL***
Disrespectful Behaviour	*12*	*8*	*--*	*--*	*--*	*20*
Disruptive Workplace Conflict	*14*	*25*	*11*	*36*	*20*	*106*
Harassment	*5*	*4*	*14*	*13*	*14*	*50*
Human Rights (Internal)	*20*	*6*	*2*	*7*	*1*	*36*
MB Human Rights	*13*	*23*	*6*	*3*	*8*	*53*
Workplace Violence	*5*	*5*	*--*	*--*	*--*	*10*
TOTAL	***69***	***71***	***33***	***59***	***43***	***275***

APPENDIX 5

EMPLOYEE ASSISTANCE PROGRAM

The Employee Assistance Program provides confidential individual and family counseling to City of Winnipeg employees, in addition to a variety of educational and training programs related to improving organizational wellness.

From 1990 to 2000, the number of EAP **clients reporting work place related problems has increased from 3% to 18%.** The current rates; **22% for 2001 and 21.5% for 2002,** suggest that impaired workplace wellness is a significant source of employee distress.

A content analysis of client files was completed in 2001 to better understand the issues behind the increase in work-related issues being experienced by employees over the past 10 years. The incidence of work-related complaints has increased by 600% from 1990 to 2000. The results of the content analysis are from a review on all clients presenting any type of workplace complaint during 1999 and 2000.

SUMMARY OF PRESENTING ISSUES

(100 clients sampled)

PRESENTING ISSUE	***% OUT OF 100***
Conflict with Supervisor	26
Co-workers Conflict	23
Customer Conflict	3
Essential Job Dissatisfaction	8
Job Fitness / Disciplinary Action	17
Ongoing Overload	4
System Conflicts	19

APPENDIX 6

City of Winnipeg'S WELLNESS SERVICES AND INITIATIVES

* NOTE – FTE's include professional as well as clerical support staff.

Wellness Committee

- On-going coordination of the activities of various participants/players in the delivery of wellness related services to employees
- Developed a model to depict the various participants/players in the City's "wellness web" and their interconnections to one another, and to the "absence from work" and "return to work" processes (both workers Compensation and Disability related) – to better understand and communicate these interrelationships

EMPLOYEE ASSISTANCE PROGRAM - *3 FTE's

- Provide confidential individual and family counselling
- Provide training in stress & anger management, research and promote wellness
- Provide critical incident stress debriefings, and help improve the psychological well-being of employees

EQUITY AND DIVERSITY (including Employee Relations) - *5 FTE's

- Provide training and education workshops related to workplace culture, diversity, respectful workplace, and conflict resolution to enhance the psychological and social well-being of employees
- Consult and advise Departments on strategies related to employee relations (human rights complaints, mediation, conciliation, etc.)
- Participate in the development of the Reasonable Accommodation strategy for the City of Winnipeg and help coordinate reasonable accommodation effort between all participants in the process

Rehabilitative Employment ***– 3 FTE's***

- Facilitate the process between all stakeholders in accommodating injured workers back into the workplace
- Provide a case management process that involves a holistic approach to disability management
- Work with HR reps in line departments to facilitate return to work plans

OCCUPATIONAL HEALTH - *4 FTE's

- Provide training and education relevant to health promotion and prevention strategies (including Hearing Conservation Program and Ergonomic Assessment Program)
- Provides assessments, counseling and referrals related to Occupational Health issues including critical incidents, issues related to job placement and co-worker/management relationships as well as psychological/emotional illnesses.
- Consults with and provides departmental health surveillance and monitoring programs
- Participate in the Reasonable Accommodation strategy and other corporate strategies
- Conducts pre-placement and position change medical and nursing assessments
- Acts as a resource to Corporate and Departmental Committees and Initiatives such as Reasonable Accommodation, Workplace Safety and Health, Rehabilitation and Wellness

Public Works has 1 FTE

CORPORATE SAFETY - 5 FTE's

- Conduct safety training and education in certificate programs related to safety
- Maintain a list of hazardous waste generators and products for disposal
- Developed/maintain bomb threat procedures and fire wardens program
- Conduct major accident and fatality investigations
- Liaison with Federal and Provincial regulators, and promote overall safety awareness
- Act as a resource to safety committees

Public Works has 2 FTE's
Fire and Paramedic Services, has 1 FTE

OCCUPATIONAL HYGIENE - 2 FTE's

- Provide information on chemical agents in the workplace including exposure assessment training
- Develop codes, guidelines and systems to minimize risks posed by chemical agents in the workplace
- Maintain the on-line chemical information system (WHMIS)

Health and Safety Committees

- The City of Winnipeg currently has 53 departmental health and safety committees that are comprised of worker and management representatives
- Their responsibilities include:
  - Promoting safe work practices, safety education and training
  - Conducting workplace safety inspections to identify potential hazards and make recommendations for change
  - Review accident investigation reports

APPENDIX 7

DEFINITION OF WELLNESS

(Excerpts from the Joint City/WAPSO Quality of Work Life Report 2000)

- The World Health Organization (WHO) has defined wellness as:

> ***"A level of physical, psychological and social well-being in which people realize their aspirations, satisfy their needs and successfully cope with their environments***."

- Information compiled from the World Health Organization and the National Quality Institute suggests several necessary conditions for a high quality of work life. When present these conditions would enhance workplace wellness:

  - Workload and work pace demands are commensurate with employee capabilities and resources.
  - Employees at all levels perceive they have some meaningful participation in, and control over, decisions or actions that affect their jobs (task performance and work environment).
  - The job is experienced as meaningful and stimulating. Employees perceive that their job is related to worthwhile objectives of the organization. The job provides an opportunity for employees to use their skills and learn new ones.
  - A positive social environment exists that nurtures relationships, appreciates differences between people, provides emotional support, recognizes achievements, fosters mutual respect, and minimizes or resolves conflict between employees.
  - Communication within the organization is consistent, timely, accurate and sufficient between all levels of employees and includes ongoing 360 degree performance feedback and also the distribution and promotion of HR, Safety and Health information.
  - Employees perceive that the organization, supervisors, managers, and leaders respect employees and that the organization practices honesty, integrity, consistency, fairness and openness. The organization can be trusted.
  - Management perceives that employees respect the organization and that employees practice honesty, integrity, consistency, fairness and openness. Employees can be trusted.
  - There is support (compassion and accommodation) for balancing employees' work and personal life.
  - Management perceives that employees are capable and educable and have worthwhile knowledge. Employees perceive that management is knowledgeable, progressive and helpful.
  - Employees perceive that their careers are a valuable part of management's human resource planning.
  - The physical environment supports safety and health.
  - There is a commitment to professional and personal skill development through ongoing training for management and employees.

- Health initiatives promoting healthy living and lifestyle changes are enabled and supported.
- Pay scales, benefits and pensions are competitive and consistent with industry standards.