

Appendix D

MAUREEN GRACE

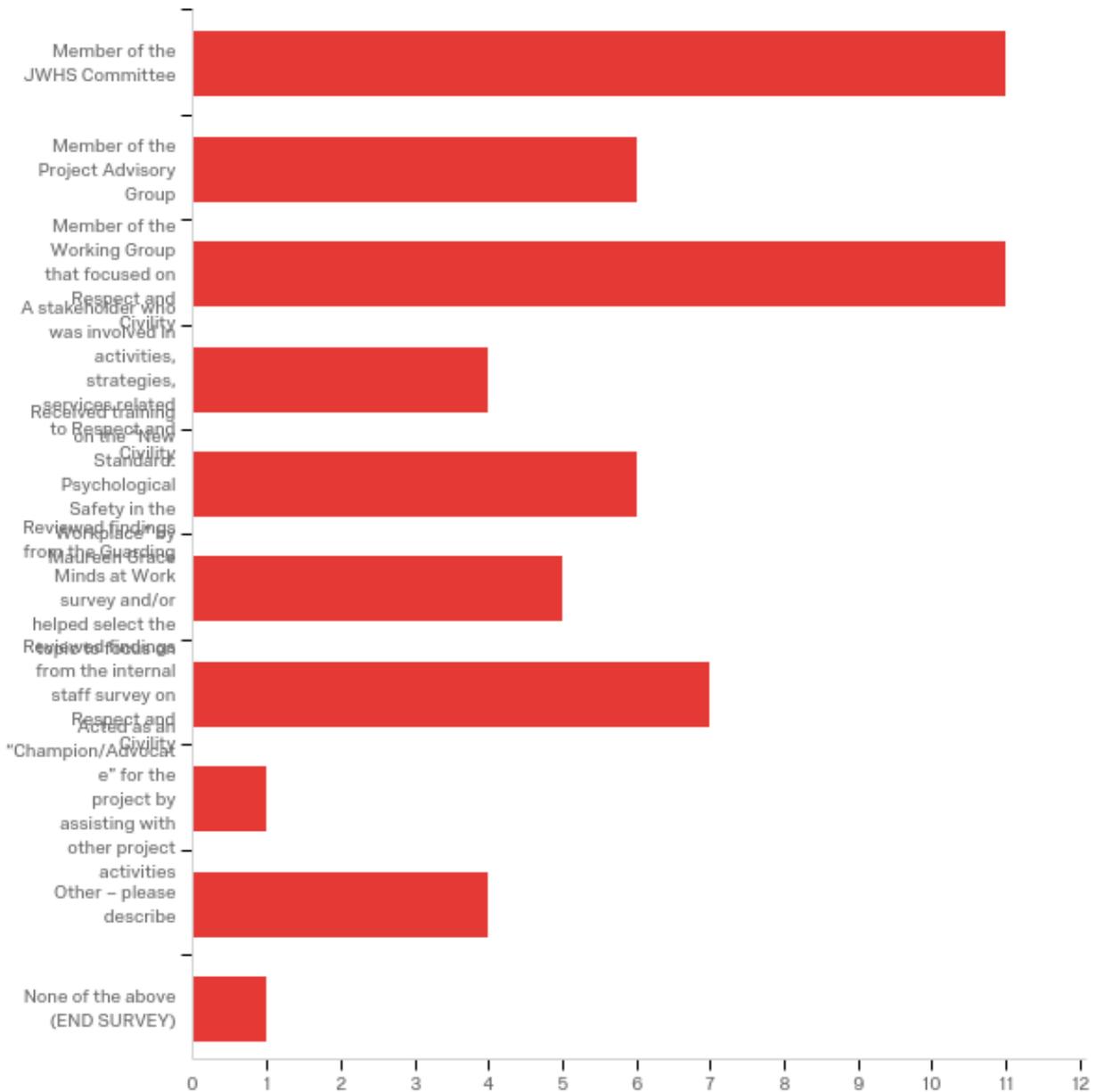
OFFICEGEN

Default Report

Psych Safety Stakeholder Evaluation

February 7th 2018, 4:08 pm CST

Q3 - What was your level of involvement in the project? Choose all that apply. Note: This question is mandatory as your response will guide which other questions are asked.



#	Answer	%	Count
1	Member of the JWHS Committee	19.64%	11
2	Member of the Project Advisory Group	10.71%	6
3	Member of the Working Group that focused on Respect and Civility	19.64%	11
4	A stakeholder who was involved in activities, strategies, services related to Respect and Civility	7.14%	4
5	Received training on the “New Standard: Psychological Safety in the Workplace” by Maureen Grace	10.71%	6
6	Reviewed findings from the Guarding Minds at Work survey and/or helped select the topic to focus on	8.93%	5
7	Reviewed findings from the internal staff survey on Respect and Civility	12.50%	7
8	Acted as an “Champion/Advocate” for the project by assisting with other project activities	1.79%	1
9	Other – please describe	7.14%	4
10	None of the above (END SURVEY)	1.79%	1
	Total	100%	56

Other – please describe

Other – please describe - Text

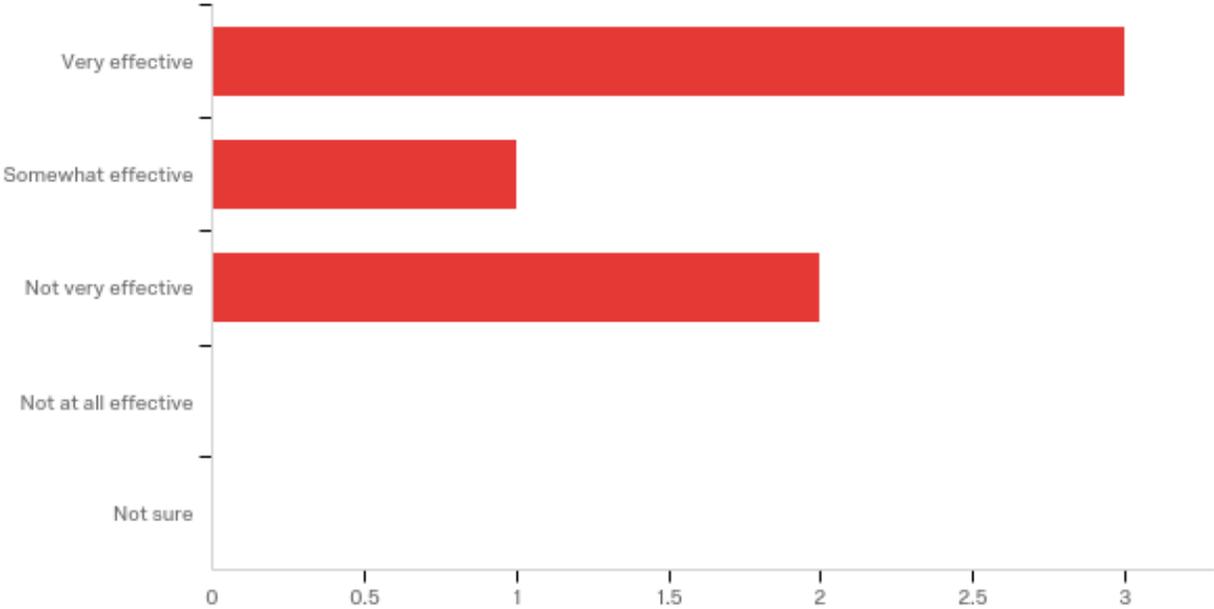
Have begun infusing respect and civility content into training programs

I do not wish to be identified so refuse to answer

Recorder for EDC JWHS Committee

supporting knowledge exchange in my role with SWMB

Q5 - At the beginning of the project you said you received training on the “New Standard: Psychological Safety in the Workplace” by Maureen Grace. How effective was the training in informing you about the Standard?



#	Answer	%	Count
1	Very effective	50.00%	3
2	Somewhat effective	16.67%	1
3	Not very effective	33.33%	2
4	Not at all effective	0.00%	0
5	Not sure	0.00%	0
	Total	100%	6

Q6 - Do you have any comments about the training?

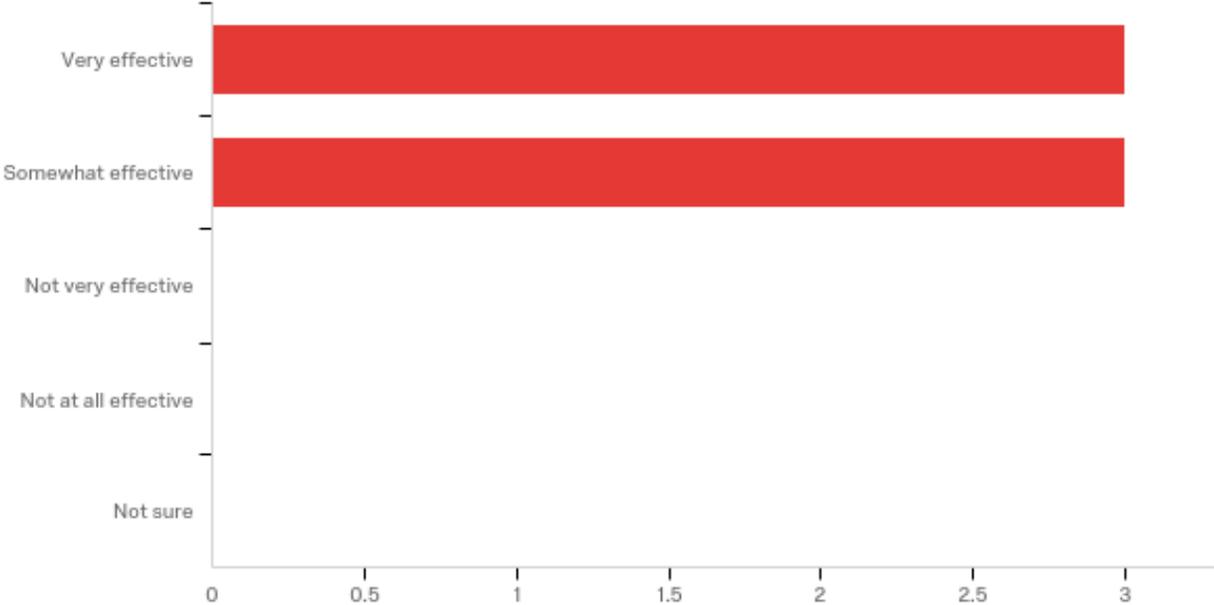
Do you have any comments about the training?

Excellent training session.

The training was fairly generic. While it provided a decent overview of the various "factors" I don't think it discussed the Standard in enough detail.

It was not much training, it was an introduction to the concept only and things went off on tangents with persons wanting organizational detail the external presenter could not provide. Putting up a slide on all the elements was overwhelming and the project was not well explained as the speaker seemed unaware of the whole process or plan.

Q7 - In general, how effective do you think in-house training can be for promoting psychological safety?



#	Answer	%	Count
1	Very effective	50.00%	3
2	Somewhat effective	50.00%	3
3	Not very effective	0.00%	0
4	Not at all effective	0.00%	0
5	Not sure	0.00%	0
	Total	100%	6

Q8 - Please explain your rating.

Please explain your rating.

I think it is important to keep this in the fore front as it is important

In-house training will allow the project to live on once Grace and Associates complete their end of the contract.

I think it would be best if the training had an applied focus, and was delivered in short segments to enable staff to participate.

The effectiveness of the training will depend much on participation rates (and whether it is mandatory or optional), and on the quality of the training itself.

It is supposed to be psychological health and safety not just safety and would need to be properly and fully addressed if doing this internally with qualified people .

The only way any such training can have a meaningful impact is if it is mandatory - otherwise those who really need the training the most will be unlikely to attend.

Q11 - Do you think the survey was valuable in helping to profile the state of psychological health and safety at the college? Why / why not?

Do you think the survey was valuable in helping to profile the state of psychological health and safety at the college? Why / why not?

The survey results were used as the foundation for the Joint WSH committee to decide on which factor to place focus on.

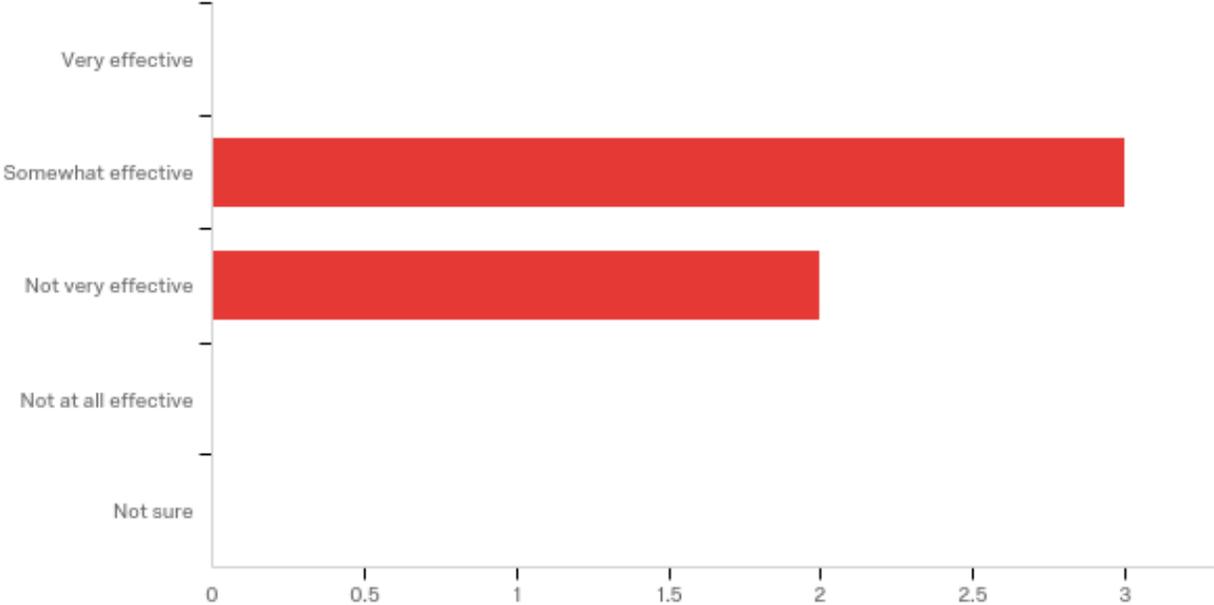
Yes, because the survey will have represented the attitudes and overall value of psychology in the workplace by of a broad range of employees.

The survey provided a decent overall scan, but was relied on too heavily for determining which factor to focus on. Other research and data should also have been considered.

Yes, though I cannot remember much detail about the survey. I do think that repeating the survey periodically with different participants would be far more helpful than a one-off survey.

Would have been better for whole College campus sites to participate or just designate one site and do it fully. There was value, just not sure it was as good as we could have done.

Q12 - The survey results were then used to select the topic of “Respect and Civility” as an area of focus. Was this selection process effective for deciding what topic to focus on?



#	Answer	%	Count
1	Very effective	0.00%	0
2	Somewhat effective	60.00%	3
3	Not very effective	40.00%	2
4	Not at all effective	0.00%	0
5	Not sure	0.00%	0
	Total	100%	5

Q13 - Please explain why this process was / was not effective.

Please explain why this process was / was not effective.

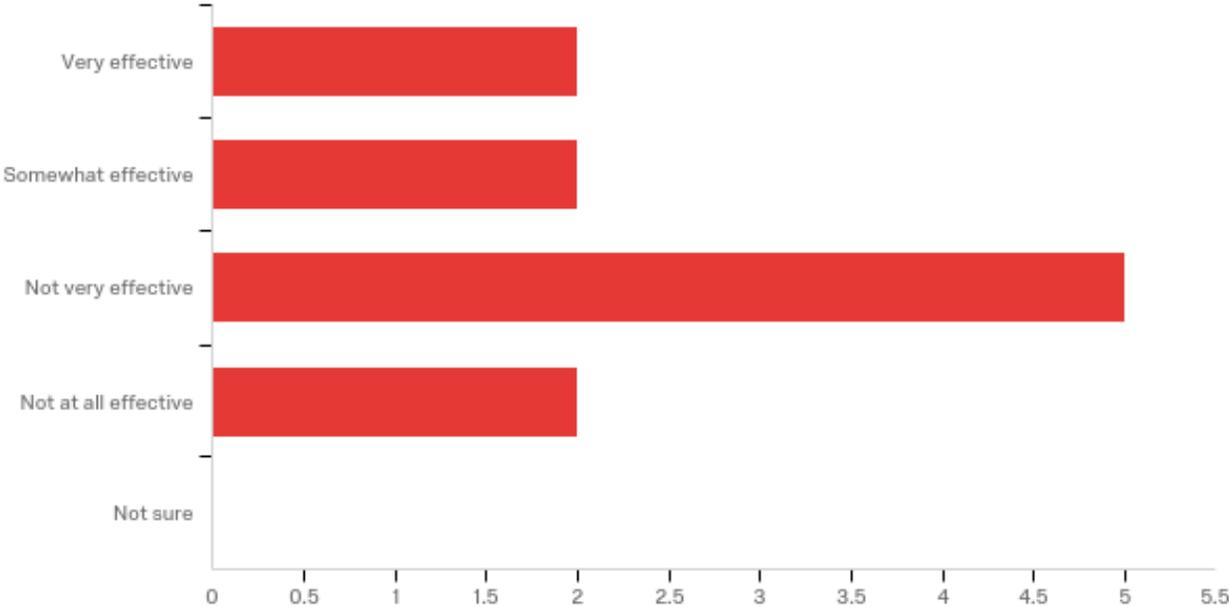
While the Guarding Minds survey was a helpful insight, it may have been more helpful to consult with other groups such as managers to gain their perspective on this. I say this with the understanding that the Joint Workplace Safety and Health Committee was responsible for making the final decision on which factor to focus on. Involving managers at this stage would have increased their awareness and began to build more support earlier on for this project.

The process was effective because the choice of topics was acquired through consensus.

The choice seemed a bit arbitrary. I believe that we should have relied on other information and on the interest of key stakeholders when making the decision, as opposed to relying on the survey.

I do not see that the actual JWSHC really made the decision. I don't believe they had the proper training nor perceive they were supposed to be responsible for deciding the path. It was discussed outside of committee and then recommended to be done.

Q16 - How effective was the Working Group at identifying and implementing strategies to improve Respect and Civility



#	Answer	%	Count
1	Very effective	18.18%	2
2	Somewhat effective	18.18%	2
3	Not very effective	45.45%	5
4	Not at all effective	18.18%	2
5	Not sure	0.00%	0
	Total	100%	11

Q17 - Please explain why the Working Group was/was not effective.

Please explain why the Working Group was/was not effective.

The working group were committed to the intent of this project. Having a more defined plan of activities might have been more productive earlier on.

From my perspective, the working group was effective in identifying strategies to improve respect and civility, however this process took much longer and was more convoluted than necessary. Meeting discussions often devolved into basic existential questions (what are we trying to achieve? what does the project timeline mean? what would success look like? who is leading this project? how does this project relate to implementation of the standard? what is JWHS role in the project? what's Maureen Grace's role in the project?). Perhaps this was because membership in the working group grew and changed or because members were not properly on-boarded to their role, or because some didn't take the time to read the standard and the project charter.

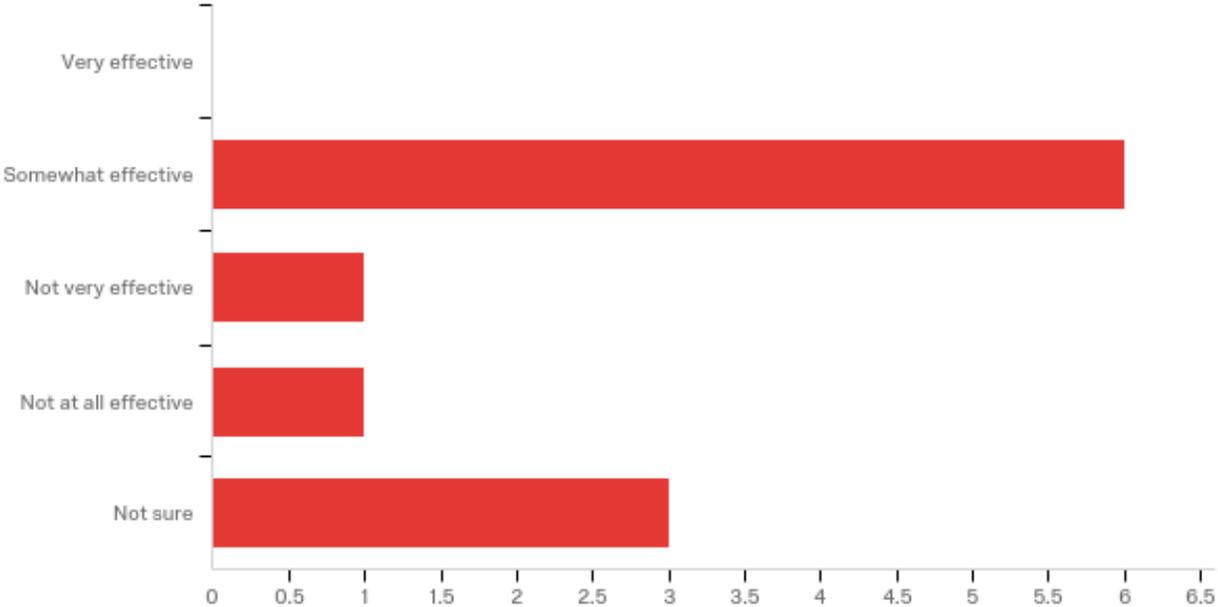
The working group allowed a wide range of stakeholders to participate in the development process.

The meetings weren't focused enough, and the group tended to jump all over the place. There was also a huge learning curve, and people were having to be constantly reminded / educated on the point of the project.

It was poorly run, went off track, people were confused in purpose and functions and kept changing ideas as I don't think there was real direction. Not even an official chair seemed to take it ie safety had this as a project yet did not take control or guide very well at all. Many were not that vested and then it expanded to include students when historical discussion was to get staff input and staff support. Eventually with pointed direction it just ending up with collating what depts do and most of those are student focused who already have much more than staff for support.

It felt repetitive. People are busy and cannot attend every meeting, and this is totally understandable. This did however, impact the continuity of our meetings.

Q18 - In your opinion, how effective were the strategies selected by the Working Group in terms of improving employee’s perception of Respect and Civility?



#	Answer	%	Count
1	Very effective	0.00%	0
2	Somewhat effective	54.55%	6
3	Not very effective	9.09%	1
4	Not at all effective	9.09%	1
5	Not sure	27.27%	3
	Total	100%	11

Q19 - Please explain your response.

Please explain your response.

The strategies identified have the potential to be effective, however to date, most were not implemented.

Some of the strategies will have more impact for employees overall in the longer term and so we may not see a change in employee perception of respect and civility for awhile.

Many of the strategies that I believe will be successful have not yet been implemented. I look forward to completion of the policy, roadmap, and integration of these in related training.

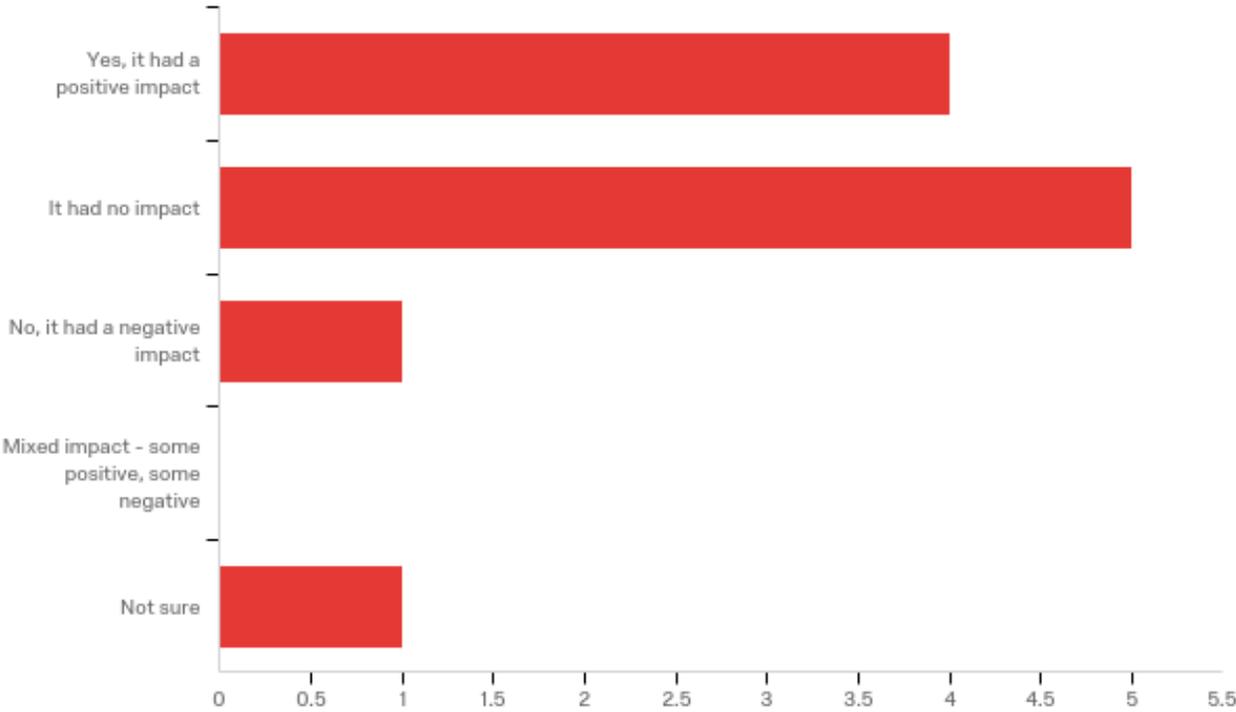
Overall the strategies selected were strong and meaningful.

I think some areas did a good job integrating the Respect and Civility focus into current and future work. But overall, there wasn't much direct impact on staff during the project period. There is potential however for future impact based on planned activities.

Aside from making a list not much strategy occurred. Policy was being developed before this and is not based on the standard, senior management aside from a sign off for the project did not really participate or promote the standard or even say the College would implement the standard voluntarily.

A policy, though necessary, never changed attitude.

Q20 - Did the project have a positive influence on existing and/or planned activities at the College, and specifically in any activities/strategies that you manage or coordinate?



#	Answer	%	Count
1	Yes, it had a positive impact	36.36%	4
2	It had no impact	45.45%	5
3	No, it had a negative impact	9.09%	1
4	Mixed impact - some positive, some negative	0.00%	0
5	Not sure	9.09%	1
	Total	100%	11

Q21 - Please explain your response.

Please explain your response.

It has placed additional focus on the need to review SLD learning courses and infuse respect and civility content into training sessions where there are gaps.

It was helpful to reflect on the link between respect and civility and my portfolio. I can now bring this lens to my work, knowing that it's an identified need for improvement at the College. The anticipated policy and roadmap, in particular, will compliment my work and enhance current offerings.

There hasn't been enough movement to determine whether there has been an impact or not.

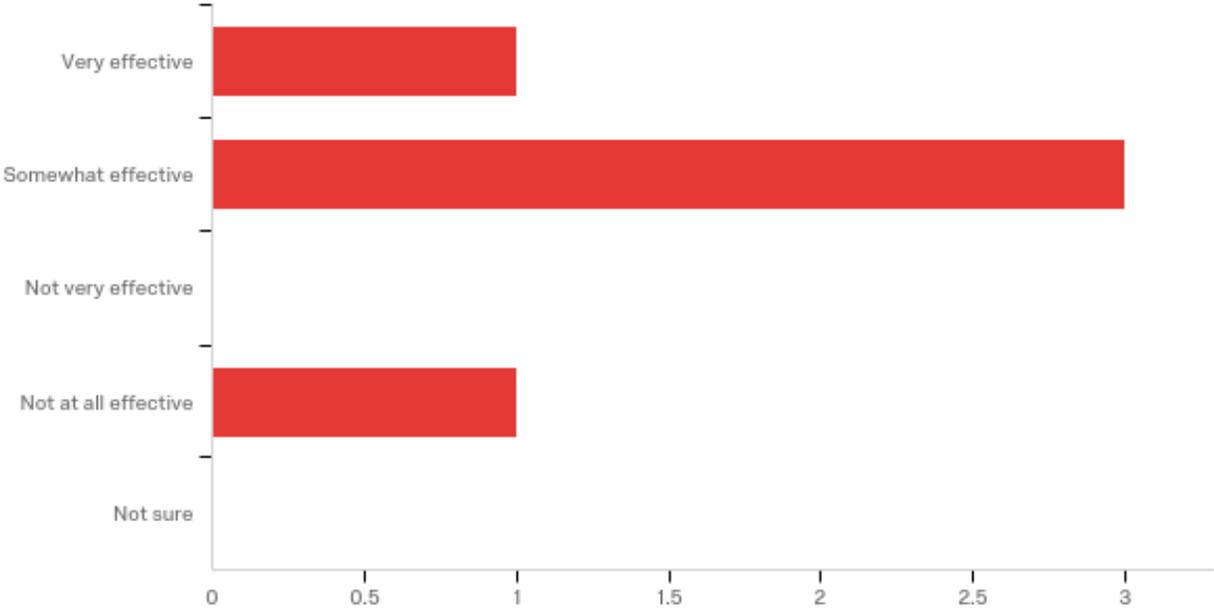
The project indeed brought awareness to the importance of psychology in the workplace. The project should further enhance existing college healthy work environment policies.

I think it had a positive impact on a few key stakeholders - particularly Human Resources, Staff Development, and Healthy Minds. In all cases I think the project planted the seeds for future collaboration around psychological health and safety topics.

It seemed to bring about more complaints than positive action. It did not give any guidance about best practice, how it can be applied, never showed up in staff news other than to invite to intro sessions or there is a survey. Could have had much better marketing of the standard for awareness so people could apply that to work and make informed actionable decisions to support the standard. No guidance on implementation or how this fit as a whole into the organization. Little to nothing came from the JWSHC which I would have expected.

I have little control.

Q23 - An Advisory Group was created to help support and advise the project manager (Maureen Grace), share information with internal and external stakeholders, and evaluate the project. How effective was the Advisory Group?



#	Answer	%	Count
1	Very effective	20.00%	1
2	Somewhat effective	60.00%	3
3	Not very effective	0.00%	0
4	Not at all effective	20.00%	1
5	Not sure	0.00%	0
	Total	100%	5

Q24 - Please explain your response.

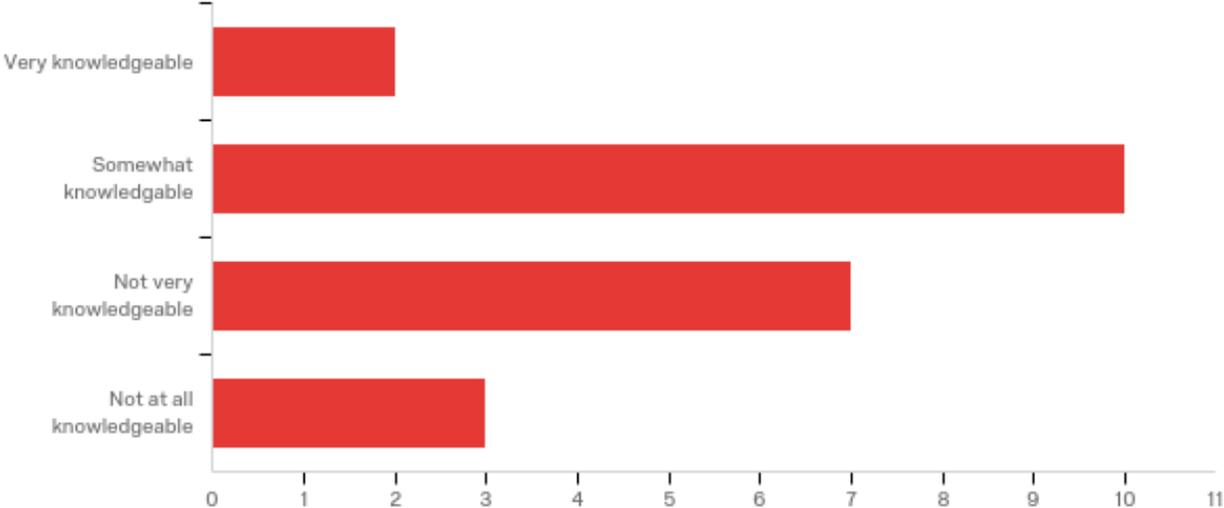
Please explain your response.

Advisory Group members are very committed to helping to build a more respectful work environment. There were changes to committee membership during this project and this understandably caused some delays and some changes. Earlier on there was also some lack of clarity about the direction the project was heading.

I think there was benefit from having Geoff and Sue as external advisors as they brought a fresh perspective and additional experience to the table. There was also good internal collaboration. At times the meetings could have been more focused. The group would also have benefitted by investing some time early on reading the Standard and discussing it relative to the project. It took awhile to establish a knowledge base amongst the group. MGEU participation was sporadic - not sure they saw as much value in the project as compared to others.

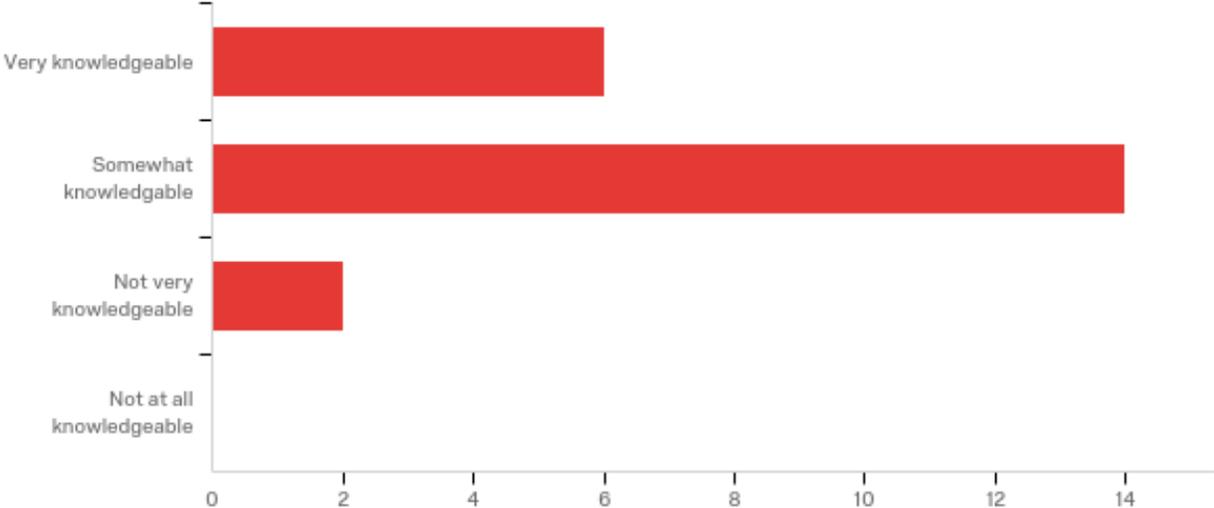
I was most impressed with the level of engagement of the advisory group members. Internally staff strove to learn from each other in order to streamline efforts and maximize impact. I also saw members do a lot to transfer knowledge internally and externally.

Q26 - How would you rate your knowledge and experience related to Psychological Health and Safety at the beginning of this project?



#	Answer	%	Count
1	Very knowledgeable	9.09%	2
2	Somewhat knowledgeable	45.45%	10
3	Not very knowledgeable	31.82%	7
4	Not at all knowledgeable	13.64%	3
	Total	100%	22

Q27 - How would you rate your knowledge and experience related to Psychological Health and Safety at the end of this project?



#	Answer	%	Count
1	Very knowledgeable	27.27%	6
2	Somewhat knowledgeable	63.64%	14
3	Not very knowledgeable	9.09%	2
4	Not at all knowledgeable	0.00%	0
	Total	100%	22

Q28 - What are some of the key learnings for you personally from participating in this project?

What are some of the key learnings for you personally from participating in this project?

1). The importance of ensuring all team members are on the same page regarding the goals of the project/client and how these will be achieved; and, to have formal check ins on this. 2). Ensuring clarity in roles and responsibilities from the beginning.

I had read some material and caught a webinar on the Standard, but actually reading the implementation guide and going through the process of assessing for risks and planning interventions was very helpful. I also sought out additional reading on the three year case study, which was very informative. The project motivated me to increase my understanding of the Standard and begin to consider where my role would interface with wider implementation.

We need to ensure that we have a solid implementation strategy when we move to rolling this out for RRC.

The information I received as a JWHS member was very basic and more so that the project was proceeding.

The project allowed me to become more aware of the "National Standard". The project also allowed me to become more aware of the impact positive psychological health and safety can have on our workplace.

I've read the Standard. I have better understanding of how different areas function/relate when it comes to collaborative projects of this nature - strengths and weaknesses of each.

How important proper explanation and training is for any who may be interested to be done BEFORE embarking on implementation. It is an organization wide integrated standard and should not be treated like a project as it will not get the respect it needs to become an active standard. Have the statistical information and do the basic assessment that includes what is currently done, then address where you want to go and how. Role definition needs to be clear and in accordance with accepted roles ie JWHS Act designates the role of the committee. Do not see them running organizational-management programs and it has no budget so not useful and would be better but verifying and offering suggestions to improve on plans or strategies -a different role more aligned with their everyday function.

all of the components of psychological health and safety!

The importance of health and safety professionals (committees) work being integrated into other organizational departments; wellness, HR, research etc.. The constraints of health and safety committees in taking lead in implementing the Standard.

People are not willing to look at themselves and their own contributions to the current environment.

Q29 - Thinking of your own role in the project, to what extent do you believe you were able to effectively contribute your time and expertise? Please explain.

Thinking of your own role in the project, to what extent do you believe you were able to effectively contribute your time and expertise? Please explain.

I often deal with people who are experiencing psychological issues/difficulties

Only involvement was as a member of the college health and safety committee, not involved directly with the project.

I am grateful for the opportunity to participate but feel contributions were not as helpful as they could have been due to competing priorities. Having other team members engaged was also very helpful in moving contributions forward.

I was intermittently left off of communication, including emails and meeting requests. This made it harder to effectively contribute. Despite this, I believe I was able to contribute somewhat effectively. As mentioned earlier, meetings often got off track and it seemed many did not have an understanding of some essential basics, which made for quite a bit of ill-used time.

Very little. Our department was in full chaos throughout most of this project and didn't have the time or resources to devote to this project. If we had the outcome would be very different.

No opportunity to contributeit was information regarding progress only.

I think I was able to contribute - but I probably did more than was initially anticipated / planned for.

I found it frustrating and confusing with little direction up front and little knowledge of the standard itself. I met with a number of people and offered resource advice and opinion. Over time I felt less and less engaged and note others stating the same in committee and just wanted it to be over. This leaves me saddened as some had a bitter taste about the whole thing and expressed that.

not sure

This was scripted in the terms of reference. I feel like I was able to help with the knowledge transfer component - particularly in arranging for presentations on the work at health and safety conferences

I don't think I was very effective. I seemed to have different ideas that went nowhere.

Q31 - What should the College's next steps be in creating and maintaining a psychological safety in the workplace at Red River College?

What should the College's next steps be in creating and maintaining a psychological safety in the workplace at Red River College?

continue with awareness and training

I think we need more expertise in psychological safety on the JWHS committee. The background of most committee members is not in this area.

It would be helpful to engage our leaders in this to a greater extent - both formal leaders and those who are not formal leaders but are influencers within their work areas. Building a strong coalition of support will build greater awareness and desire to participate and become "owners" of making RRC a more respectful and psychologically safe workplace. Some specific things we could be doing better is to build awareness of the impacts and costs to individuals and the organization when psychological safety is not where it should be. RRC wants to become more agile and innovative to respond to the needs of industry and our students. A psychologically safe work environment/relationships is essential to encouraging staff to step out of their comfort zone, take calculated risks knowing that it's okay to "fail". That "failing" means learning occurs and will get us closer to the correct solution, etc. It's also essential for employee wellbeing - physically, mentally and emotionally.

The College should commit to implementation and resource the project appropriately, using primarily internal expertise while consulting with outside experts as needed. Organizationally, it would make sense for Health and Safety as well as the Healthy Minds Healthy College Initiative to lead implementation.

Create an Advisory Group that can action the operational strategy Have 1-2 key people become certified in this standard

engagement of all employees

Offer continued training

1. Regular "staff news" communication to staff of the importance of healthy workplace environments. 2. Scheduled "Red Forum" day activities and information sessions.

Formation of a working group composed of key stakeholders - EHSS, Healthy Minds, HR, Diversity, Indigenous, JWHS, RRCSA to name a few.

I would like to see the survey repeated with results and trends published. I hope it ends up on the agenda in the new safety committees which are planned.

Enhance timely communication across the organization.

Do education on each element for staff training, do regular prompts in staff news, engage the staff board rep who can report on such a topic up to the board level and their responses to be available to staff. Engage the Union and have contract language that supports implementation of the standard as part of negotiations or letter of understanding so it is in plain site for all to see and then we can raise any issues in confidence that it will be taken seriously.

keep the topic top of mind. If staff doesn't see it, they don't think about it

Consider having your advisory and/or working group continue to work together.

At the individual level- people need to be respectful because it makes them feel good and like they're contributing to a bigger picture. Start small. start with communication. Select people all over to start creating this environment in spite of interpersonal struggles.

Implement mandatory training in such areas as mental health in the workplace, managing behavioural issues in your staff, etc.

Q32 - What role do you think the JWHS Committee should play with respect to creating and maintaining psychological safety in the workplace at Red River College?

What role do you think the JWHS Committee should play with respect to creating and maintaining psychological safety in the workplace at Red River College?

ensure that the topic continues to be on the Agenda a couple of times a year

I think the role of JWHS is extremely important, but as stated above , we need more expertise.

Creating and maintaining a psychologically safe workplace means being able to recognize risks and also to reward those practices that build this type of environment. Training WSH committee members on how to recognize these types of risks during their various workplace inspections and collaborating with other departments to address the issues as they arise would be a great start.

I feel conflicted commenting on this because the JWHS Committee is going through significant changes. When I began working with the project, I liked the idea of JWHS having an important role as it broadens the conversation and brings the concept of psych health and safety out of the stigmatized shadows of "mental health/mental illness." As the project progressed, however, I became unsure whether JWHS involvement was adding something to the project, or simply ended up as another group of people who had to meet and endorse/deny working group recommendations. I'm really curious to learn about other organizations where JWHS Committees have led implementation.

They will not play a role as the committee structure is changing

engagement of all employees

Act on situations brought to their attention.

I would like to have the JWHS regularly briefed on the project progress. This will allow the JWHS to evaluate psychological health and safety program effectiveness within the entire workplace.

They should be a stakeholder, but not the lead.

I think the committees must take the lead role. Effective guidance from the Safety and Health Services as well as adequate time and consideration for workload of committee members will have to be given in order for this initiative to be successful -- and for the committees as a whole to be successful.

Collaborate in any College-wide efforts, but not lead them.

Don't have JWHS run a program. This should be via a venue that can have a budget and hand down actionable decisions with the input of JWHS. they only meet quarterly and when you are going to have a lot of committees the logistics are unrealistic. They have all regulatory requirements and that is a huge challenge already. If/once the organization actually states they are implementing the standard, then let topics or issues go to JWASH for input and ideas to help resolve identified issues the same as any other issues related to work.

Not sure. There is a lot the the JWHS committee already does. There is not enough time for everything.

Be informed of PH&S - attend training on this topic, be apprised of the efforts / work taking place in RRC Include PH&S in inspections / hazard assessments Make recommendations to the employer for improvements Difficult to take this on if committee is not well established and high-functioning

advocacy.

None

Q33 - If another organization were to participate in a project similar to this one at RRC, what advice would you like to offer their JWHS Committee?

If another organization were to participate in a project similar to this one at RRC, what advice would you like to offer their JWHS Committee?

This should be a project spearheaded by the organization, led and designed by the organization, and implemented by the organization.

Shorter time line so participants don't have time to forget.

My advice would be to include a broad range (4 to 6 persons) of RRC employees in conjunction with a smaller group of stakeholders be a part of the project. I would also encourage more JWHS member participation from the the outset.

It shouldn't be the role of the JWHS Committee to be involved in the operational strategy.

I wouldn't replicate this project elsewhere. I think it would be better to focus on implementing the Standard first. If you choose to focus on a topic, then form a working group with the key stakeholders, but don't rely on the JWHS as the lead. They lack skills and organizational function.

Ensure the committee has capacity and/or appropriate resources (in RRC case they had Keri and Maureen) I suggest the committee co-chairs participate in the advisory group.

Don't unless and until they fully understand what it entails for the whole standard and not unless there is strong executive. Involve them, but not to run it.

Discuss the role and expectations of the committee.

Consider the timelines and the availability of committee members.

Clarify your role early on. Appropriately onboard folks you're inviting to work on the project. Ensure everyone involved reads appropriate documents. Have a strong project manager who not only has a thorough understanding of the standard, but also of the complexities of a large organization.

Be clear on the outcomes you are working toward and ensure everyone who is responsible for leading various aspects of the project have opportunity to contribute to defining project outcomes, have a common understanding of the project, its outcomes and deliverables. Importance of early involvement of leaders who may also provide support to addressing psychological safety issues as they arise.

Q34 - Do you have any other comments?

Do you have any other comments?

If it were not for Mike, I doubt the project would have gotten out of the conceptual "weeds".

I think that we learned a number of valuable lessons and we can now take what we have learned and move forward.

Excellent program.

I think the project design was flawed. In the future, it would be better for RRC to submit it's own project proposal and use the resources to hire resources and/or spend on initiatives as needed. Even though RRC signed off on the agreement, it didn't really make sense to have so little control and to be led by an external consultant, when all the resources required were internal. The use of the JWHS Committee was also highly flawed, as they have neither the resource, structure, nor expertise to lead projects of this nature.

As noted in the first question, my function is recorder for the JWSH Committee and as such I didn't have any involvement with this. Therefore, I did not answer any of the questions as they are N/A. Thanks.

This is a great standard and being used and contemplated by more and more organizations in Canada. I am disappointed it did not go so well and fear thinking JWSHC is the only place it should be is a mistake.

Only that I felt a disconnect to the committee. Never actually met with or heard from them directly. It was a pleasure to be part of this very successful project. Well done!