

Memorandum

To: THE HUMAN RESOURCES & GOVERNANCE COMMITTEE OF
THE BOARD OF DIRECTORS
of the Independent Electricity System Operator

From: Marcia Mendes-d'Abreu
Vice President Human Resources

Date: June 12, 2018

Re: Leading a Healthy Workplace Culture Update

Following up from the President's report in April, we launched our healthy workplace assessment through an initiative called *Leading a Healthy Workplace Culture*, led by Celese Fletcher of The Fletcher Consultancy.

In April, Celese briefed the Executive Leadership Team on the meaning of a healthy workplace and the proposed assessment. It was decided that the ELT's perception of a healthy workplace could be best understood by using IESO's Values of: leadership, trust, collaborate, diversity, integrity and respect. These six values fit within the thirteen Mental Health Commission of Canada's psychosocial factors:

1. **Support** – against traumatic stressors
2. **Organizational culture** - characterized by trust, honesty and fairness
3. **Clear leadership & expectations** – know what to do & how work contributes to organization - outcomes
4. **Civility & respect** – employees respectful & considerate of interactions with one another and clients
5. **Psychological competencies & requirements** – *feel* they fit their job
6. **Growth & development encouraged** – encouragement of interpersonal, emotional job skills
7. **Recognition & reward** – appreciation of efforts made in fair and timely manner
8. **Involvement & influence** - in how their work is done
9. **Workload management** – successfully accomplish work within available time
10. **Engagement** – feel connected to work and motivated to do their job well
11. **Balance** – demands of work, family and personal life
12. **Psychological protection** – feel safe to speak up
13. **Protection of physical safety** – appropriate response to accidents, demonstrated concern for safety.

In April and May Celese interviewed each ELT member and Margaret Kelch (HRGC Chair) to collect information on their perception of a healthy workplace. Celese compiled her findings into a report which was discussed on May 31 with the ELT. During this meeting initial reactions and sentiments about the contents of the report were shared. It was determined that the ELT required more time to digest and discuss the report. Additionally, it was felt we should review the findings of this report in conjunction with the outcomes of the employee survey to determine next steps.

We will come back to the HRGC in August to provide an update on this initiative.

Marcia Mendes-d'Abreu