

## Joy In Work - MLT Action Items

**3<sup>rd</sup> May 2022**

Domain	Action Items	Timing (Short, Mid, Long Term)	Lead SLT/Program	Engagement Strategy
Psychological & Physical Safety	Provide re-orientation to Citi-Plaza.	Short term	Emily/RTO Committee	MLT
	Make the physical environment at Citi-Plaza more 'warm and welcoming' (art/plants/team boards etc.)	Short term	Emily/RTO Committee	Working Group
	Update the Code of Conduct to include Chat and email etiquette.	Mid term	Emily/HR/Consultation with MLT & Staff	Divisional Review & MLT
	Resume 360-degree feedback as part of PA process.	Mid term	Emily/HR	MLT
	Address lack of professionalism or disrespectful behaviour concerns through established mechanisms to hear and address complaints.	Short term	All leaders/HR	Divisional Review & Cascade to Staff from all Leaders
Meaning & Purpose	Each program/team will define interventions and determine key performance indicators to monitor progress as part of the PPE planning process refresh.	Long term	Alex/PPE	Divisional Review & MLT
	Create a leadership competency framework and associated development plan.	Short term	Emily/HR	MLT
	A Performance Appraisal tool for leaders will be developed and will align to the leadership competency framework.	Mid term	Emily/HR	Working group & MLT
	The staff performance appraisal tools will be	Long term	Emily/HR/CNO	Working group & MLT

	redesigned to be more streamlined and role specific.			
	Invite teams to 'share their stories' in entertaining ways at Town Hall. Ensure the template provided includes the connection to the mission and vision.	Short term	Emily/Communications	Directors to work with their teams, and Communications to support the creative piece
Choice & Autonomy	Ensure clear role descriptions for each level of leadership; include scenarios for education purposes.	Short term	Emily/HR	MLT
	Develop an onboarding process for new leaders that includes a manual, shadowing opportunities and mentorship.	Mid term	Emily/HR/Alex/PPE Team	Working Group
	Implement a leadership on-call system to reduce requirement for leader availability after hours.	Completed. In evaluation phase.	Emily/On-call Working Group	Working Group in place
	Adopt Hybrid Work model on ongoing basis.	In progress	SLT/RTO Committee	Divisional review
	Introduce first-line leaders to assist with workload.	In-progress (evaluation - Jan to June)	SLT/HR	Divisional review
	Determine a process to track leader OT.	Short term	Emily/Finance/HR	MLT
Recognition & Rewards	Complete leader compensation market analysis.	Short term	Emily/HR	Divisional review
	SLT will conduct meetings with each manager to review frequency of 1:1 and leadership team meetings and adjust accordingly.	Short term	SLT	Divisional review
	SLT will ensure development-related conversations happen with all leaders; MLHU will offer leader-only coaching and	Mid term	Emily/HR	Divisional/MLT

	development opportunities.			
Participative Management	Ensure clarity for leaders on what messages can be shared with staff in all emails from SLT and at MLT.	Short term	SLT/MLT Planning Committee	MLT
	Every MLT meeting will include a dynamic portion of the agenda to ensure engagement of MLT on a topic of strategic significance to MLHU.	Short term	Emily/MLT Planning Committee	MLT, through breakout sessions
	Implement a decision-making framework at all levels of the organization.	Long term	Emily/Alex/Governance	Working group & MLT
	Edit or create common agency-wide 'process/procedure' documents, starting with 5 high-yield areas.	Short term	Emily/Alex/MLT/ Process owners	MLT - engagement on top 5 processes (eg. Standardized interview process including number of panelists, interview questions)
Camaraderie & Teamwork	Schedule, plan and execute two MLT-only social events; 1 before July 1 <sup>st</sup> and 1 in December.	Short/Mid term	SLT/EA/AA group	Working group - have a manager division rep
	Schedule, plan and execute two all staff social events; 1 before July 1 <sup>st</sup> and 1 in November.	Short/Mid term	SLT/EA/AA/Be Well	Divisional - have a BeWell division rep as part of their assignment
	Continue resiliency exercises at MLT meetings. Ensure 'serious' questions as well as 'fun' ones.	Short term	Emily/MLT planning Committee	MLT
	Develop cross-divisional mentorship/leadership support program.	Long Term	SLT/HR/CNO	Working Group
Wellness & Resilience	Offer leadership coaching circles, covering a range of specific topics.	Mid term	Emily/HR	Working Group
	SLT will conduct meetings with all leaders to review OT	Mid Term	SLT	Divisional Review

	and discuss ways to reduce it.			
	Mandate no meetings to be scheduled between 12 and 1pm.	Short term	Alex/Emily	MLT
	Develop vacation coverage guidelines to ensure managers can take meaningful time off.	Mid term	Emily/MLT	Working Group (leverage on call working group)
	Create a 'leader permissions' document.	Short term	Emily/Alex	MLT