

CORRECTIONAL SERVICE CANADA

CHANGING LIVES. PROTECTING CANADIANS.



CSC Workplace Climate and Employee Wellbeing Annual Report

2019-2020

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Message from the Commissioner

An organization is nothing without its people. This statement is even more true when it comes to working in correctional environments.

Correctional Service Canada's (CSC) values support that everyone has the ability to make positive changes. We also recognize that relationships are at the heart of our work. By virtue of these relationships, every single one of our staff members contributes significantly and in a variety of ways to achieving organizational priorities.

Our relationships are modelled on respect, fairness and inclusion. As an organization, we value personal and professional integrity, and the commitment of all staff to create a healthy and respectful work culture.

Each employee has a stake in creating and maintaining an environment where everyone can feel supported and protected. The commitment of our employees is not only how we build a stable, engaged, motivated, satisfied and resilient workforce; it is also a key factor in whether we can successfully fulfill our mission, mandate and organizational priorities.

Everyone deserves to work in a healthy environment. While we know that we have more work to do, we have made progress, highlighted in the most recent 2019 Public Service Employee Survey results, where we saw a six percent decrease in employees that indicated they had been the victim of harassment on the job.

Ensuring everyone at CSC has a safe and supportive work environment that is free from bullying, harassment or sexual violence is one of my key priorities as Commissioner.

We continue to work diligently to achieve this goal. This second *Workplace Climate and Employee Wellbeing Annual Report* is assisting us in monitoring our progress as an organization and is a reflection of what we have achieved so far.

Sincerely,

Anne Kelly
Commissioner
Correctional Service of Canada



Report in brief

Having a performance measurement framework is essential to help us evaluate our progress, identify emerging shortcomings, challenges and problems, adjust our practices, and demonstrate transparency in reporting on progress toward addressing the psychological risk factors. This report provides the opportunity to examine progress achieved to date and identify focus areas for the current fiscal year.

Again this year, this report recognizes that harassment, intimidation and bullying are unacceptable under any circumstances and that mental health is a priority.

This report has three objectives:

1. To establish the current workplace climate;
2. To provide a status update on CSC's key achievements and initiatives to improve organizational culture; and
3. To identify focus areas that will contribute to healthier workplaces at all CSC facilities.

Furthermore, this report provides an update on the ongoing initiatives aiming to staff wellness and wellbeing.

Workplace Climate Portrait

Key Observations – 2019-2020 in Brief

We recognize that correctional operations are demanding environments owing to the nature of the work and the challenging offender population under our care and custody

- **19,027** indeterminate and term employees
- **120,937** missed workdays due to workplace incidents
- **26%** increase in number of allowed Workers' Compensation Board (WCB) claims
- **1,700** (8.9%) employees on leave without pay (on WCB or insurance) compared to **1,323** (6.8%) last year--an increase of 2.1%
- **364** employees on injury on duty leave (IODL) compared to 137 cases last year or 0.7% of all staff
- **58%** of employees on certified sick leave who received compensation from Sun Life in 2019 were diagnosed with a mental health disorder while this number was at 56% in 2018 and at 50% in 2017
- **603 (29%)** of the 2,058 claims to WCB were related to anxiety and stress, which is 4% more than for 2018-2019
- **139** employee harassment complaints in 2019--a decrease of 14 since 2018
- **33** violence complaints in 2019--a decrease compared to 2017-2018 but an increase of 19 when compared to 2018-2019

Initial trends demonstrated in this report suggest that there may be regional differences with respect to recourse mechanisms preferences. This possibility reinforces the importance of having a variety of recourse mechanism available for all staff.

Key Achievements to Improve the Culture & Wellbeing

CSC recognizes that investing in the health and wellness of its employees will have long-term impacts on the health and success of both personnel and the organization. CSC operates in a complex multi-faceted environment that exposes its workforce to frequent disturbing situations and incidents. This stressful environment affects the entire workforce at various levels.

In recent years, many measures have been taken to promote and maintain a respectful, healthy, and positive workplace. In addition to a number of programs and initiatives such as the Employee Assistance Program, Critical Incident Stress Management, Return to Work, Duty to Accommodate, Employment Equity and Diversity Committees, Office of Conflict Management and Harassment Prevention, the department also supports workplace wellbeing with:

- **A National Comprehensive Strategy on Workplace Wellness & Employee Wellbeing** launched on October 30, 2020;

- **Ethical Risk Assessments** to promote a respectful workplace are being implemented;
- **The Respectful Workplace Campaign** which has been in place since early 2018;
- A tip line to provide employees with additional avenues to report misconduct, which operates on a 24/7 basis was created;
- **Guidelines on Violence Prevention in the Workplace** that promote informal conflict resolution, as well as information on the complaint process and informal conflict resolution, were posted on CSC's intranet site;
- The development of an **assessment form** to be used when assessing harassment complaints;
- Robust language regarding the prevention and management of harassment, intimidation and bullying included in 2018-2019 and subsequent performance agreements for executives, supervisors and managers;
- The CSC joint management/union/employee **Steering Committee for Workplace Mental Health Injuries**, presided by the Commissioner, which discusses opportunities to strengthen and sustain mental readiness through increased capacity, training, support and resiliency;
- The **Working Minds First Responders Program** (formerly the Road to Mental Readiness Program - R2MR), included as a National Training Standard for all staff;
- The **Advanced Mental Health Program** (AM Strength) incorporated into the Correctional Training Program for Correctional Officers and will soon be offered to all staff; and
- Access to **LifeSpeak**, a digital wellness platform accessible at no cost, that staff and their family members can access completely anonymously, anywhere, anytime through any computer, tablet or even smartphone.

Tabling of the Auditor General report on Respect in the Workplace

On February 18, 2020, the Auditor General of Canada tabled before Parliament an audit on Respect in the Workplace at the CSC and the Canada Border Services Agency from January 2016 to November 2018.

Overall, the audit provided recommendations to support respectful workplaces for the organizations.

Respect has always been at the heart of CSC priorities, thus these findings were taken very seriously and will be actioned appropriately. In addition, CSC has committed to conduct an Audit on Workplace Culture in 2020-2021.

2019 PSES Results, Guarding Minds Survey Results and Psychosocial Risk Factors

2019 PSES Results

According to the 2019 PSES results, the following **improvements** were noted from the previous year's results:

- decrease of 6% in respondents indicating **harassment** from previous year;
- an increase of 7% in respondents indicating their satisfaction with the **quality of supervision** they receive;
- an increase of 6% in respondents indicating their satisfaction with how **interpersonal issues are resolved** in their work unit;
- an increase of 5% in respondents indicating that their immediate supervisor seems to **care about them as a person**; and
- an increase of 5% in respondents indicating that every individual is accepted as an **equal member of the team**.

The following **regressions** were noted from the previous year's results:

- a decrease of 2% in positive responses related to feeling **stressed at work** due to overtime or long work hours;
- a decrease of 3% in respondents indicating that think their department **respects individual differences** (e.g., culture, work styles, ideas); and
- a decrease of 6% in respondents indicating that they were satisfied with the measures that were taken to **accommodate their needs**.

Other key findings from the 2019 PSES results include:

- CSC's results for the **2019 PSES were more positive** for nearly every theme when compared to the 2018 and 2017 results;
- The department's **results matched the public service average increase for most themes**, but saw larger positive increases for key themes such as harassment, respectful workplace, senior management, and employee engagement;
- Even though the level of **work-related stress** indicated by employees is still high or very high (27%), the 2019 result shows a decrease of 4% comparing to last year (31%). The Correctional Officer (CX) group shows higher levels of work-related stress compared to CSC in general, at 36%, however this classification group demonstrated a similar decrease (that is, a decrease of 4% comparing to last year at 40%);
- Only 15% of staff in the CX group consider their **workplace psychologically healthy**, compared with 34% of CSC overall and 61% of the public service; and
- Almost half (48%) of CX staff and 42% of CSC staff **feel emotionally drained after their workday** as opposed to 29% for public service staff overall. This result has not changed since 2018.

Guarding Minds Survey Results

Guarding Minds at Work is a comprehensive resource to help organizations to assess and address psychological health and safety in your workplace.

After aligning results from the most recent Public Service Employee Survey, the Guarding Minds at Work Survey, and the [13 psychosocial factors](#), and considering the context in which many of CSC’s employees work, the conclusion is that the five factors evidenced in the last year report as requiring priority intervention are still valid:

- Psychological protection
- Organizational culture
- Civility and respect
- Clear leadership and expectations
- Repeated exposure to information and situations outside the norm that are potentially traumatizing to human beings

Stress at work affects the interpersonal relationships, productivity and health of every employee and has an impact on the workplace as a whole. It is therefore essential to ensure the wellbeing of staff and respect, health and safety in their workplace in order for the organization to perform well.

2019 Federal Workplace Mental Health Checklist Results and Organization’s Results Dashboard

Following an invitation of the [Centre of Expertise on Mental Health in the Workplace](#), CSC was one of the 67 federal organizations to complete the 2019 Federal Workplace Mental Health Checklist (the Checklist), which helped working towards building psychologically healthier and safer federal workplaces and providing great data and business intelligence to move the markers forward for [#GCMentalHealth](#).

This Checklist helps the government better understand how the core public administration and separate agencies are implementing the [Federal Public Service Workplace Mental Health Strategy](#) and aligning with the [National Standard of Canada for Psychological Health and Safety in the Workplace](#) (the Standard).

In using the results from the [Checklist](#) to identify gaps within CSC and highlight opportunities for growth, CSC’s priorities would be to:

- Have a project sponsor, someone who would advocate for the allocation of resources to support the Psychological Health and Safety Management System (PHSMS), and who would have the authority to make decisions at the highest level. According to the Standard, having a project sponsor is a key step to establishing the foundation for a PHSMS;
- Put in place an Ombudsman-type function to provide all employees with a trusted, safe space to discuss harassment without fear of reprisal and to help navigate existing systems, as recommended by the Clerk of the Privy Council’s 2018 [Safe Workplaces Report](#).

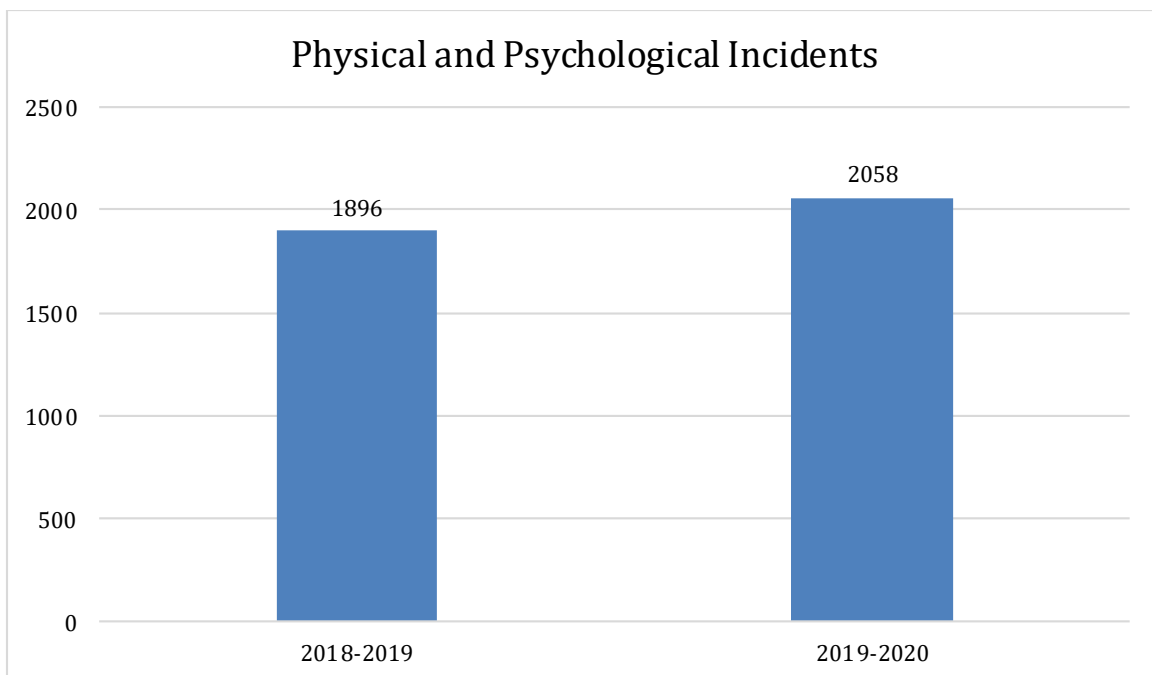
Key Performance & Wellness Indicators

Physical and Psychological Incidents at Work

The Correctional Service of Canada is a high-risk operating environment for employees. Every day, incidents can have an impact on the physical and psychological health of the individuals present on the premises. However, because the CSC does not have access to the diagnoses of medical professionals services, it is difficult to paint a complete picture.

Metrics:

- Number of hazardous occurrence incidents; and
- Number of workplace injuries resulting from hazardous occurrence incidents.



Currently, there is no mechanism in place to capture the associated workplace injuries resulting from these incidents. CSC must explore the feasibility of developing a mechanism for recording the number of workplace injuries when a worker's compensation claim is submitted, and type of workplace injury resulting from hazardous occurrence incidents.

Absenteeism and Sick Leave

Absenteeism is often considered as an indicator of a problem in the workplace and may precede events such as accidents and injury. HRMS records all employee absenteeism. Leave entitlements, however, are negotiated through collective bargaining, and while sick leave can be drilled down to certified and non-certified, the types of sick leave are not recorded.

- Metrics: Employee Absenteeism Rates

The rate of absenteeism and sick leave remained primarily consistent with last year’s report. We saw a 2% decrease in sick leave overall. The CX occupational group continues to have the highest sick leave usage; the rate of overall absence has fluctuated since the 2016-2017 period, and in 2019-2020 it was trending downward, with a rate of 24% compared to last year’s 26%.

Disability Rates and Costs

Metrics:

- Number of work days missed;
- Cost of expenses related to work injury.

Injury on Duty Leave

For 2019–2020, the total number of days lost to injury on duty leave (IODL) was 120,937, which is an increase compared to 106,988 in 2018-2019 and 61,346 in 2017-2018. It should be noted that the total was at 29,537 in 2015-2016, which represents an increase of 309% in the last five years. This increase, however, can be partially explained by important changes in provincial legislation.

Workers’ Compensation Boards

Provincial Workers’ Compensation Boards (WCB) are agencies across Canada that are responsible for workers’ compensation in the federal, provincial and territorial jurisdictions. They provide multiple services and loss wages benefits to employees that have suffered work-related injuries and occupational diseases.

Over the last five years (since 2015-2016), the WCB costs have increased 122% and the number of allowed claims has increased by 26%.

| Fiscal Year | WCB Costs | Claims |
|-------------|-----------------------|-------------|
| 2015-2016 | \$22, 627, 074 | 1632 |
| 2016-2017 | \$24, 436, 029 | 1677 |
| 2017-2018 | \$27, 774, 197 | 1766 |
| 2018-2019 | \$35, 733, 873 | 1896 |
| 2019-2020 | \$50, 343, 015 | 2056 |

***Note:** These costs include salaries, medical expenses and administrative expenses (ESDC), but exclude CSC’s 27% contribution to the Employee Benefits Plan. In addition, they do not include salaries paid by the CSC to all employees during the first 130 days of leave for a workplace accident, nor the salary paid directly to the CX group during this

same type of leave, with some exceptions. the number of allowed claims has increased of 26%. Increased costs can be explained by increases in claims, in the length of the leave and/or in medical fees.

Return to Work

The **Return to Work program** assists employees and their manager with suitable return to work options who have incurred a work-related or non work-related injury/illness.

Metrics:

- Reporting time of workplace accidents;
- Length of benefits by insurers;
- Number of employees that have returned to work; and
- Number of workplace incidents and accidents.

Reporting time of workplace accidents

| Year | Number of Claims Received | Average days (Employee to Employer) | Average days (Employer to Labour Program) |
|-----------|---------------------------|-------------------------------------|---|
| 2018-2019 | 1 752 | 54.4 | 46.7 |
| 2019-2020 | 1,955 | 54.9 | 29.4 |

The percentage of claims submitted in the three-day time frame was the same between 2018-2019 and 2019-2020. The overall average decrease was due to the decreased number of Employer Reporting of Injuries submitted after a long period of time. In 2018-2019, 25 ERIs took more than a year to be submitted to the Labour Program compared to only 16 in 2019-20.

Length of Benefits by Insurers (Sun Life—non occupational injuries)

| Year | Claims resolved (%) | Leave duration (months) |
|-----------|---------------------|-------------------------|
| 2017-2018 | 60% | 10.5 |
| 2018-2019 | 61% | 9.5 |
| 2019-2020 | 62% | 10.1 |

Employees' Return to Work--CX Group

National data for the number of employees that have returned to work is reliable for the CX group only at this time. The local, regional, and national Return to Work Committees reviews all cases of employees covered by the Global Agreement between CSC and UCCO-SACC-CSN who have not returned to work after a given amount of time due to an injury or illness, of an occupational or non-occupational nature, temporary or

permanent. In 2019, the national Return to Work Committee discussed 554 cases of injured or ill employees who have been off work for more than 12 months for injury or illness, which is 135 more cases than for 2018. Out of those 554 cases, 353 (or 64%) of the cases were on leave without pay (which includes disability insurance benefits from Sun life Workers' Compensation direct pay, other insurers and leave without pay receiving no benefits), 82 employees are/were on Injury-on-Duty Leave (IODL) (or 15%) and 83 employees are/were on certified sick leave.

Of the 554 cases discussed:

- 101 cases returned to work in some capacity (18.2%).
- 24 cases have either resigned, retired, passed away, or were terminated and the case is closed (4.3%).

Thus, 8.5% of the cases discussed in 2019 were resolved. The RTW resolved rate is down by 22.5% from 2018.

Duty to Accommodate Program

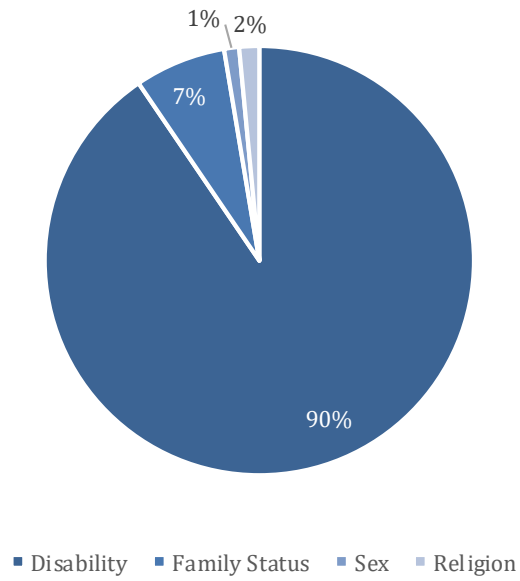
The Duty to Accommodate Program is focused on providing assistance to managers to ensure effective case management of employee accommodation cases, with continuing efforts on ensuring all cases are recorded and accommodation measures implemented in a timely manner.

Metrics:

- Number of accommodations cases.

During the 2019-2020 period, there were 1062 cases reported which demonstrates an increase of 121 cases, or 11.4% since last year (941 reported 2018-2019).

2019-2020 Accommodations by Prohibited Ground

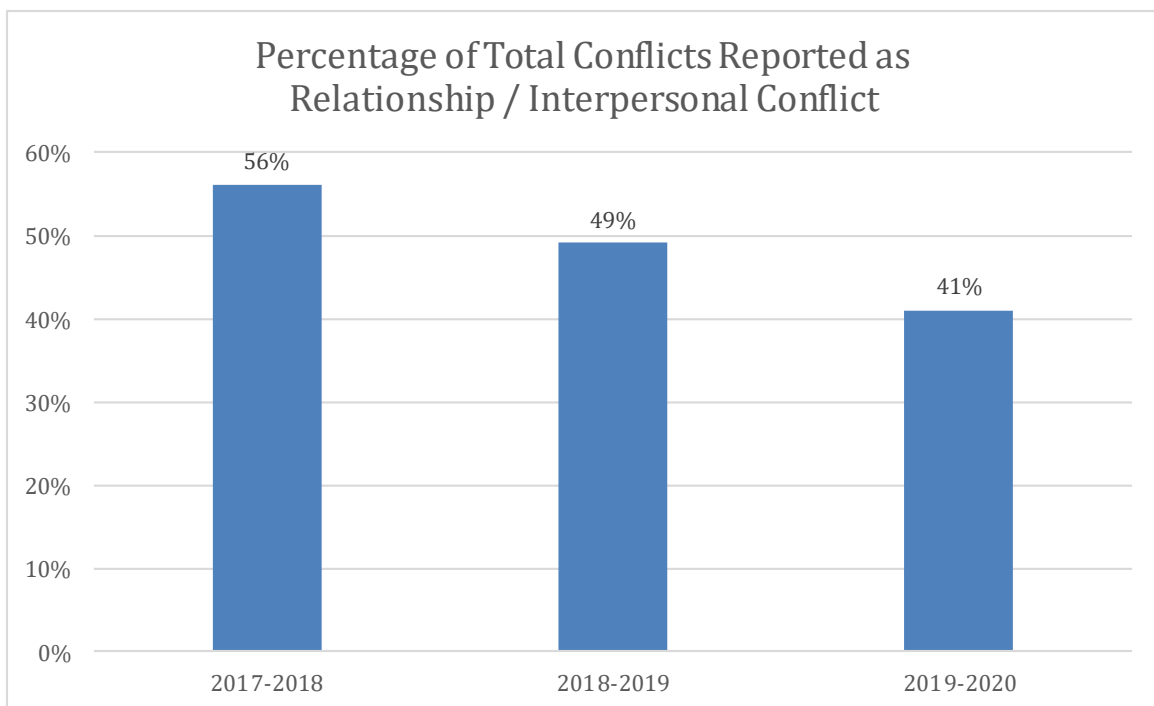


Office of Conflict Management

Metrics:

- Number of services utilized and by type; and
- Number of trainings/workshops/events.

In total, the OCM provided 2,088 services in 2019-2020, reaching approximately 6,877 clients. This number is down only slightly compared to last year (2,197 services to 7,188 clients), which was at an all-time high.



The most common conflicts that were reported with the OCM include those related to interpersonal issues and relationships, consistent with the last 3 years.

Mediations and facilitated discussions occurred in 95% of cases where OCM was contacted. Understanding was reached (76%) or partially reached (14%) in the majority of these situations. Only 5% of facilitated discussions or mediations did not proceed, and one reason is that the parties were able to resolve the issue on their own after the preparation work with the OCM.

In fiscal year 2019-2020, the Office of Conflict Management (OCM) held 89 awareness sessions, 161 training sessions and promotional events reaching over 4,090 employees to provide information and promote conflict resolution at the lowest level. These statistics demonstrate an increase from 2017–2018, in which 74 awareness sessions and promotional events reached 1,662 people.

Employee Assistance Program, Critical Incident Stress Management and LifeSpeak

Employee Assistance Program

CSC’s Employee Assistance Program (EAP) is available to CSC employees, their family members, and students. It consists of two main components: EAP Referral Agents and Employee Assistance Services short-term counselling services.

EAP Referral Agents are CSC employees who volunteer and are trained to provide a confidential listening ear and referrals, if required. They also may deliver training and facilitate activities on topics related to health and wellbeing.

Employee Assistance Services is a service external to CSC that provides short-term counselling to employees, up to eight sessions, for a variety of presenting issues that can achieve resolution in a short time frame.

Metrics:

- Use of Employee Assistance Program Referral Agents;
- Use of Employee Assistance Services—short-term counselling services; and
- Number of trainings/workshops/events.

In 2019-2020, EAP Referral Agents were contacted 2677 times, and provided follow-up contacts to CSC employees, for a utilization rate of 19%. In 2018-2019, Referral Agents had been contacted 2155 times, and had provided follow-up contacts for a utilization rate of 16%.

The most common reasons for accessing the EAP Referral Agents, in order of priority, include work-related issues, family-couple challenges, mental health and to obtain information about EAP, which is consistent with the year before.

In 2019-2020, EAS short-term counselling services had a utilization rate of 12.5% for employees and their families, a slight decrease from 2018-2018 (12.7%). The most common reasons for short-term counselling services, in order of priority, include family (i.e., couple’s challenges, family-children challenges, separation and divorce, and violence), psychological health, and work-related stress.

| Year | EAP-CISM trainings for agents | EAP-CISM trainings for All staff |
|-----------|-------------------------------|----------------------------------|
| 2018-2019 | 7 | 62 |
| 2019-2020 | 9 | 47 |

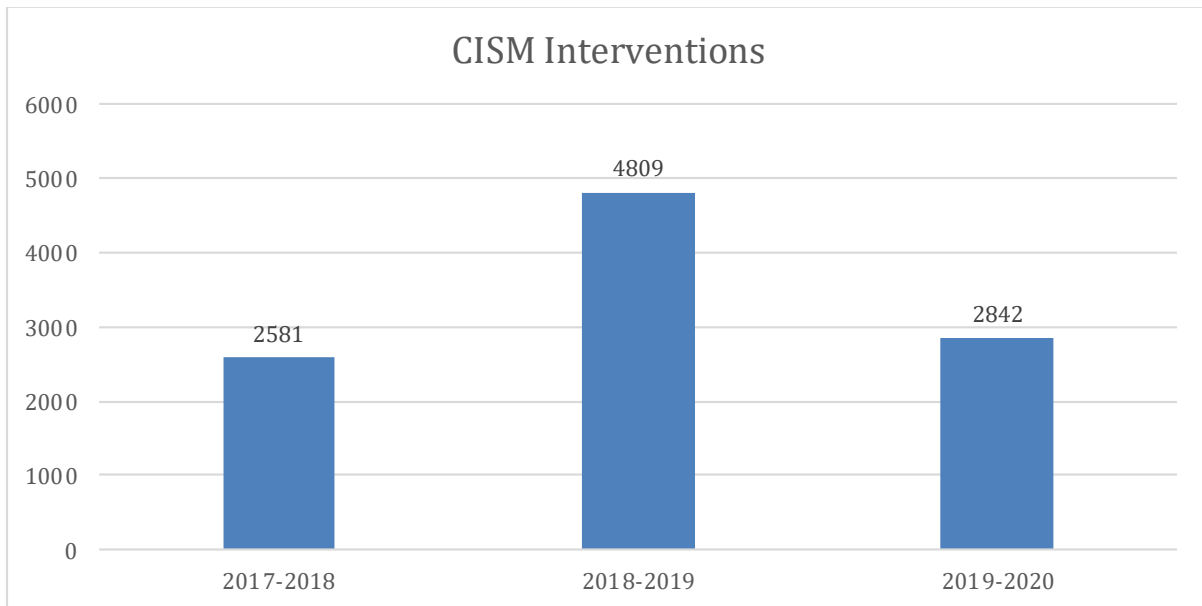
Several training opportunities, presentations and events have taken place over the past year. However, there is a slight decrease in the training offered to all staff.

Critical Incident Stress Management Program

Critical incident stress management (CISM) is a comprehensive, multi-component crisis intervention system, intended to provide education, intervention and follow up to help mitigate the impacts of critical incidents in the workplace. The components, spanning the crisis spectrum, range from pre-incident preventive training, to more reactive crisis interventions including: on-scene support; crisis management briefing; defusing sessions; critical incident stress debriefings; demobilization sessions; and thematic help sessions. Most CISM interventions involve an educational component about how to manage the stress reaction in healthy ways. CSC employees apply to become volunteers, and once selected, they are trained to provide the different CISM interventions to their peers.

Metrics:

- Number of CISM interventions.



* It is important to note that data for the first half of the 2019-2020 year were not available for the Pacific Region.

In 2019-2020, the most common type of interventions included individual interventions and needs assessments.

LifeSpeak

LifeSpeak is a digital wellness platform available anonymously at no charge from any computer, tablet or even smartphone. Employees and their family members can access the library via the canada.lifespeak.com platform to view its content, which includes a comprehensive range of expert-led mental health materials (from awareness and stigma to depression and anxiety to PTSD and addiction - and much more).

In 2019-2020, CSC users accessed 3,177 materials as opposed to 4,378 in 2018-2019 and to 2,667 in 2017-2018.

| Lifespeak Platform | Training Accessed |
|--------------------|-------------------|
| Video | 2040 |
| Transcript | 358 |
| Tipsheet | 342 |
| Archived web chats | 184 |
| Audio | 165 |
| Blog | 51 |
| COVID-19 Resources | 37 |
| Grand total | 3177 |

The Top 10 topics accessed by staff were:

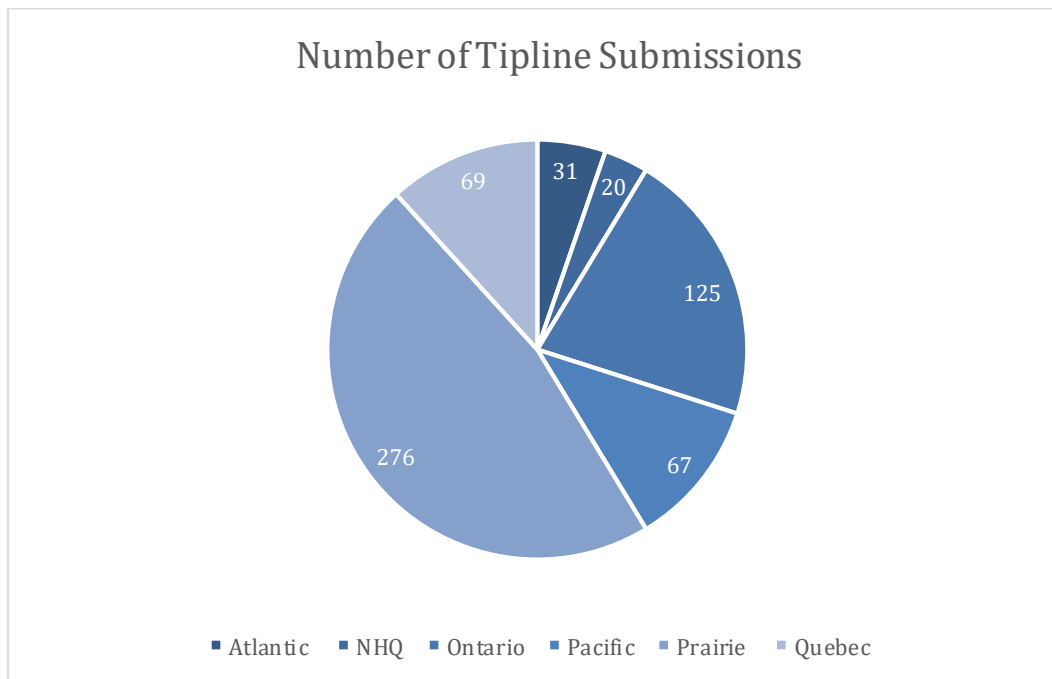
| Topic | Training Accessed |
|---|-------------------|
| Better sleep for better health | 144 |
| Psychological wellness in the workplace | 112 |
| Understanding and managing anxiety and worry in your child/teen | 109 |
| Addiction: understanding, myths, intervention and beyond | 98 |
| Addressing anxiety head-on | 84 |
| Post traumatic stress disorder | 84 |
| A practical guide to mindfulness | 83 |
| Travelling through grief | 80 |
| The immune system and autoimmune disorders | 67 |
| Having difficult conversations with confidence | 61 |

CSC Tip line regarding Alleged Harassment, Intimidation and/or Violence

The confidential tip line is an additional mechanism to report any concerns related to workplace misconduct, bullying, harassment or discrimination.

Metrics:

- Number of calls/emails by type and location.



There were 588 submissions (299 through the GEN-NHQ RESPECT address and 289 through the tip line). The Prairie Region reported the most submission with 276 calls/emails over the 2-year period, while the Atlantic Region reported the lowest number of submissions totalling 31.

Employee Grievances

The CSC grievance process is a means of internal dispute resolution by which an employee may have his or her workplace complaints addressed. Procedures for filing and resolving grievances is outlined in collective bargaining agreements.

Metrics:

- Number of grievances and by category.

In 2019-2020, there were 891 grievances filed, which represents a decrease from the 1373 grievances filed in 2018-2019.

Employee Grievance Type

| | 2018-2019 | 2019-2020 |
|-----------------------------------|-----------|-----------|
| Collective agreements | 957 | 522 |
| Policy/Programs | 24 | 26 |
| Discipline | 133 | 149 |
| National Joint Council Directives | 36 | 29 |
| Classification-related | 17 | 5 |
| Administration | 77 | 71 |
| Term Employment | 7 | 2 |
| Discrimination/Harassment | 92 | 77 |
| Staffing-related | 30 | 10 |

Compared to 2018-2019, there were large decreases in filed grievances related to grievances related to collective agreement articles, classification-related grievances, term employment grievances and staffing-related grievances, though low numbers of classification-related grievances, term employment grievances and staffing-related grievances may be the result of normal variation.

Harassment and Violence Complaints

Harassment

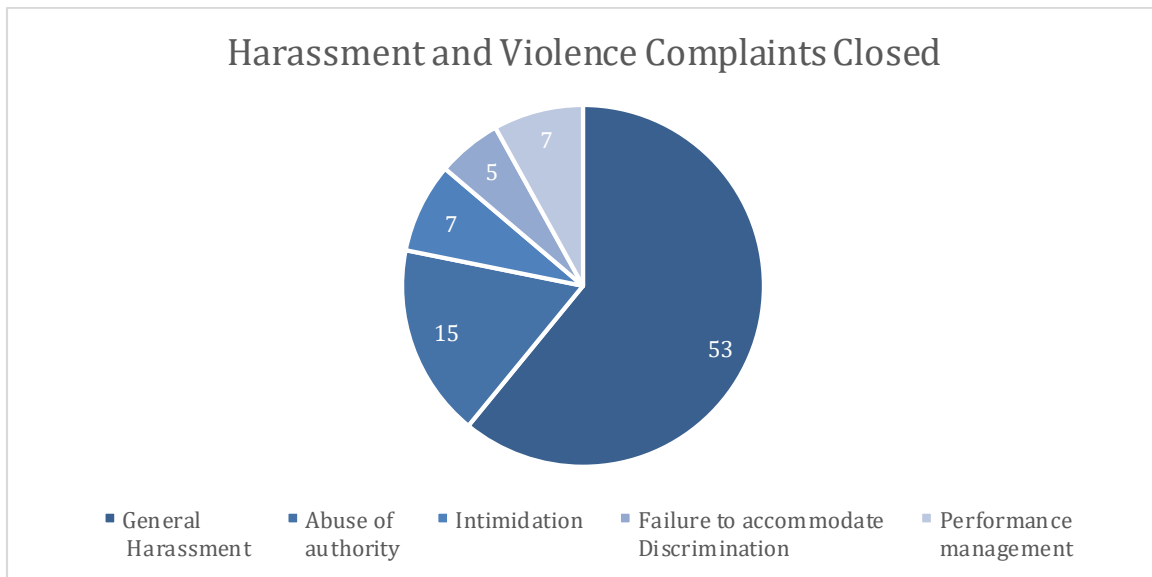
Harassment is any improper conduct by an individual that is directed at and offensive to another individual in the workplace, including at any event or any location related to work, and that the individual knew or ought reasonably to have known would cause offence or harm. It is normally described as a series of incidents, but it can be one severe incident that has a lasting impact on the individual.

Metrics:

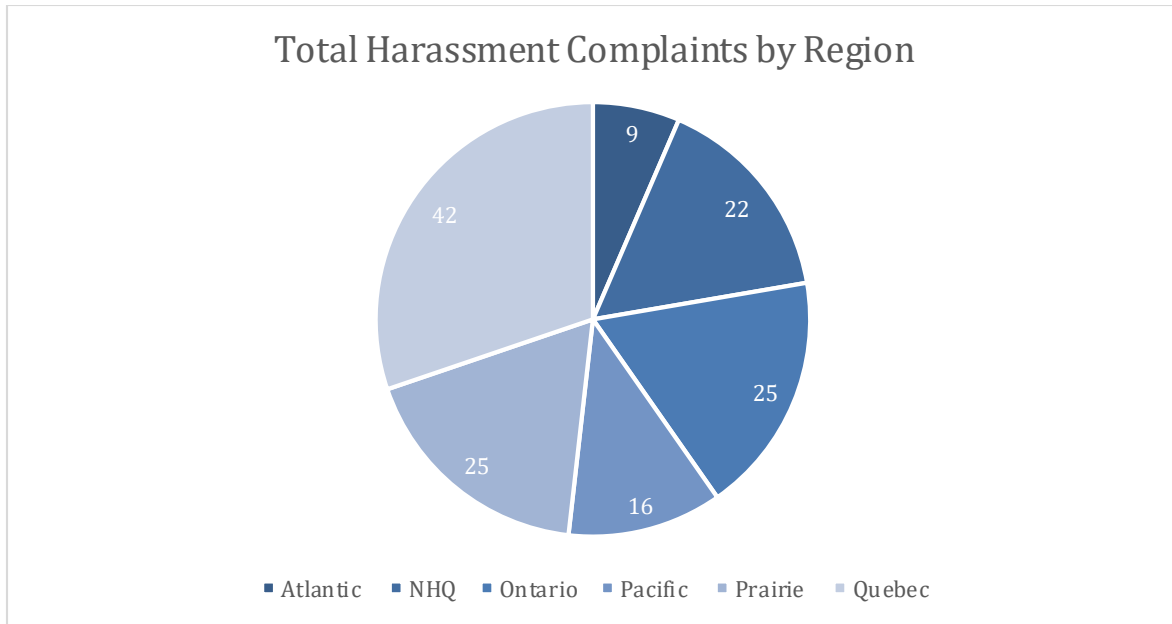
- Number of complaints by type and location;
- Number of admissible/inadmissible complaints; and
- Number resolved and by type.

During the 2019-2020 period, a total of 139 complaints were filed compared to 153 harassment complaints in 2018-2019.

On March 31, 87 complaints were closed while 53 were still active. Of the 139 complaints in 2019-2020, 111 were rejected, withdraw or resolved and 28 were admissible.



Quebec has the highest number of complaints with 42 harassment complaints filed (or 30.2 %) followed by the Ontario and Prairie Regions with 25 harassment complaints (or 18% each). This result also may demonstrate regional preference to use certain recourse mechanisms over others.



Interestingly, this data shows that **0.73%** of staff filed a harassment complaint in 2019-2020, however the 2019 PSES responses indicate that **26%** of the respondent considered they had been the victim of harassment on the job in the past 12 months.

According to the 2019 PSES results in relation to this indicator, of all respondents who responded that they considered they had been the victim of harassment:

- 46% discussed the matter with their supervisor or a senior manager
- 30% discussed the matter with the person(s) from whom they experienced the harassment
- 30% contacted their union representative
- 26% took no action
- 20% resolved the matter informally on their own
- 14% used an informal conflict resolution process
- 12% filed a grievance or formal complaint

It should be noted that the PSES value includes incidences of harassment by inmates, members of the public, and employees in other departments or agencies and, while more investigation is required, additional results from the PSES indicate that the trust in this recourse needs to be strengthened. Specifically, 63% of respondents stated that they did not file a grievance or formal complaint because they did not believe it would make a difference, 52% because they were afraid of reprisal and 37% as they had concerns about the formal process.

Workplace Violence

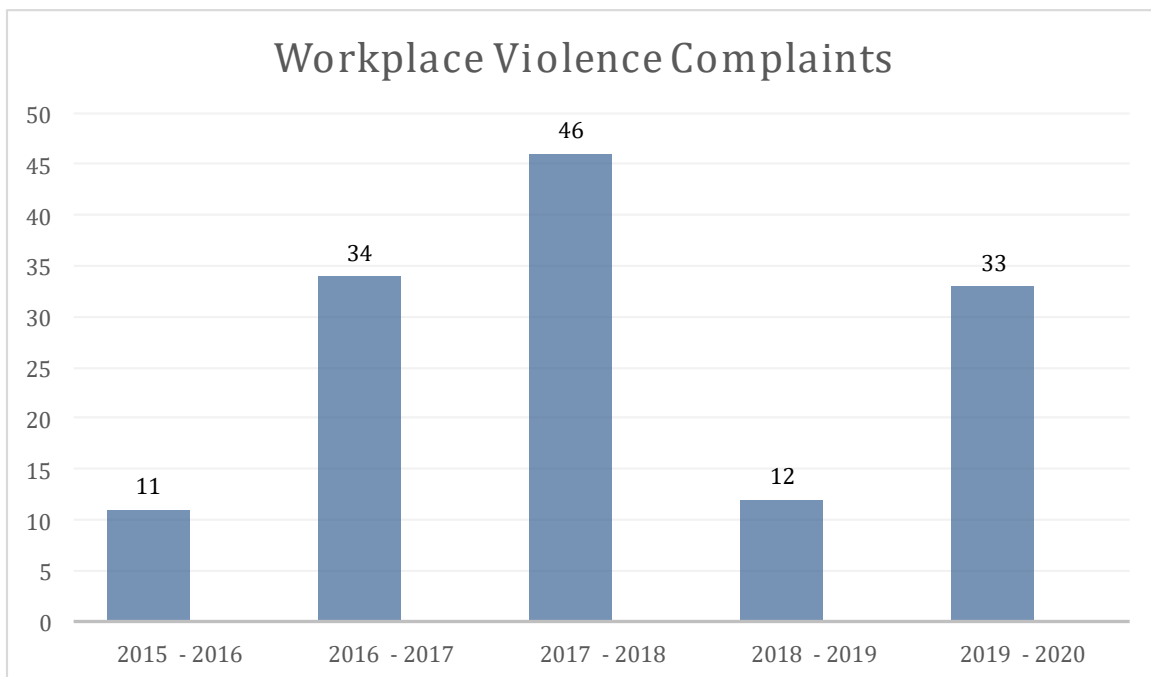
Workplace violence is any action, conduct, threat or gesture towards an employee in their workplace that can reasonably be expected to cause harm, injury or illness. CSC has developed an internal monitoring mechanism for recording violence complaints received.

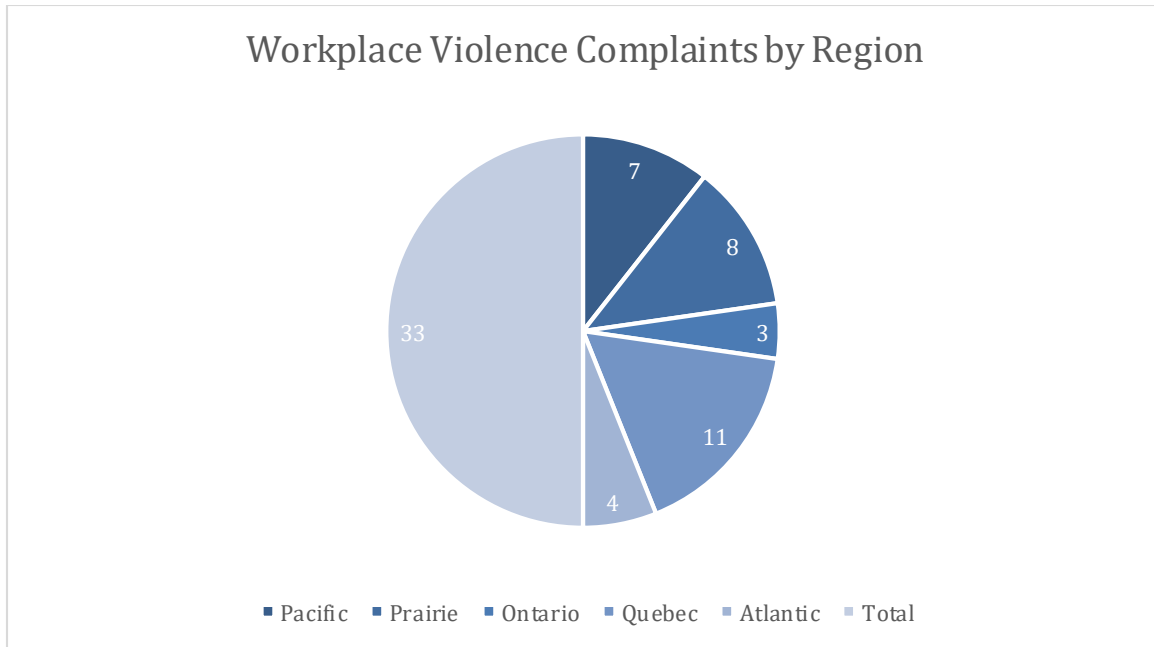
Metrics:

- Number of complaints by type and location; and
- Number resolved and by type.

Violence complaints reported have fluctuated over the last couple of years. This variation can be attributed to increased knowledge of rights in the workplace and more expansive definitions being used to define harassment and violence.

In 2019, 33 complaints were filed, which represents an increase from last year (from 12 to 33) after they had dropped from 2017-2018 to 2018-2019 (from 46 to 12).





In June 2019, there were 14 resolved cases: three were abandoned and 11 were withdrawn. Of the 19 ongoing cases, two were already deemed founded.

Offenders’ complaints and grievances against staff

Metrics:

- Number of offender grievances by type and location; and
- Number of grievances resolved and by type (denied, upheld, upheld in part).

Harassment by Staff, Sexual Harassment, and Staff Performance Grievances Received during fiscal year 2019-2020 by Region

| Region | Harassment by Staff | Sexual Harassment | Staff Performance | Total |
|-----------------------|---------------------|-------------------|-------------------|-------------|
| National Headquarters | 0 | 0 | 7 | 7 |
| Atlantic | 40 | 1 | 223 | 264 |
| Quebec | 306 | 16 | 1143 | 1465 |
| Ontario | 80 | 9 | 853 | 942 |
| Prairie | 139 | 17 | 978 | 1134 |
| Pacific | 291 | 20 | 722 | 1033 |
| TOTAL | 856 | 63 | 3926 | 4845 |

The number of offender complaints decreased by 1%, essentially reflecting data consistent with the number of complaints filed in 2018. 453 (or 9%) of complaints were upheld last year compared to 351 (or 7%) this year, which represents a 2% decrease in upheld complaints.

Employee Departure Questionnaire (EDQ)

Metrics:

- Number of EDQs received; and
- Content analysis of information provided in EDQs.

During 2019-2020, 14% of departing employees responded to the Employee Departure Questionnaire (161 respondents of 1190 departures), which is a 7% drop from the previous year. There was a slight decrease in the employee satisfaction reported compared to the previous years.

Employee Departure Questionnaire

| | 2018-2019 | 2019-2020 |
|---|-----------|-----------|
| Respondents felt that morale was high in their work unit. | 43% | 36% |
| Respondents felt that every individual was accepted as an equal member of the team in their work unit. | 62% | 61% |
| Respondents felt that management in their area acted in an open, fair and transparent manner. | 50% | 45% |
| Respondents felt they could rely on senior management to treat employees with respect and integrity. | 56% | 52% |
| Respondents felt that conflict in the workplace (immediate supervisor/colleagues) was manageable. | 54% | 50% |
| Respondents felt comfortable talking to their supervisor/manager about any issue or situation in their workplace. | 66% | 65% |

Existing Activities & Initiatives

Respectful Workplace Campaign

The second year of the Respectful Workplace Campaign was launched in September 2019 and activities were aligned with four different themes.

As part of this campaign, for the second year in a row on November 20, CSC celebrated CSC Respect Day, which gave employees an opportunity to remember the importance of committing, individually and as an organization, to making our workplace a healthy environment where people want to come to work each day.

As part of this special day, a Self-reflection Guide on Respect and Wellbeing in the Workplace was distributed to help everyone reflect on their role in supporting a respectful workplace.

Moreover, in order to help end the stigma and spread the word about mental illness, the Bell Let's Talk toolkit that includes a conversation guide, helpful tips for the workplace as well as shareable images for us to use to show our support, was distributed to employees.

On January 29, 2020, during Bell Let's Talk Day, the Respectful Workplace Campaign organized a powerful and significant event on stigma reduction in giving a voice to CSC staff and management. Specifically, employees having struggled with mental health challenges either in their personal, familial and/or professional life, were invited to share their written stories. Eight CSC colleagues from all regions and all groups/levels have agreed to share their stories, which were posted on the CSC's intranet site. After a week, the stories had been read by 5,300 employees.

In addition to the above-mentioned activities, the Respectful Workplace Campaign provided:

- A quiz on the power of a sincere apology and another one on the different forms of bullying, how to recognize bullies, prevention tips, etc. including a portion that focussed on gender-related bullying in the LGBTQ community;
- A Pop-up video featuring letters of the word RESPECT and a short description;
- A 2020 calendar featuring the acrostic of the word respect that was placed on the Hub for employees to print their copy on 11x17 sheet; and
- Articles in *This Week at CSC* (TW@CSC) featuring: various myths and realities about stressors and providing self-care strategies; outlining ways to help people with mental health challenges; a top 10 list of the best training tools from the Canada School of Public Service on mental health at work; respect and wellbeing; and promotions of the best LifeSpeak videos related to well-being.

National Comprehensive Strategy on Workplace Wellness and Employee Wellbeing

Over the past 10 years, Canada has seen a significant increase in initiatives, programs, and research focussing on psychological health and safety in the workplace with the creation of the:

- [Mental Health Commission of Canada](#) (2007)
- [National Standard for Psychological Health and Safety in the Workplace](#) (2013)
- [Federal Public Service Workplace Mental Health Strategy](#) (2016)
- [Safe Workplaces: Starting a Dialogue and Taking Action on Harassment in the Public Service](#) (2018)
- [Supporting Canada's Public Safety Personnel: An Action Plan on Post-Traumatic Stress Injuries](#) (2019)
- [Federal Framework on Posttraumatic Stress Disorder: Recognition, collaboration and support](#) (2020)

The National Comprehensive Strategy on Workplace Wellness and Employee Wellbeing, launched in October 2020, is built on each of these initiatives and will serve as our foundation for prioritizing activities essential to the wellness, health and mental health of employees and managers.

The Strategy will allow for the integration of existing employee support programs and initiatives into a single comprehensive corporate framework in order to maximize engagement and reduce work done in silos.

Collaboration and Research

Throughout 2019-2020, Correctional Service Canada continued to be a member of the Public Safety Steering Committee of the Canadian Institute for Public Safety Research and Treatment (CIPSRT). This multi-jurisdictional committee supports the knowledge translation efforts of CIPSRT, and includes leadership from public safety organizations across sectors. In addition, CSC participated in research supported by Catalyst Grants and a Team Grant from the Canadian Institute for Health Research (CIHR). Specifically, CSC has participated in an analysis of its personnel training program, and is involved in a longitudinal study of correctional workers well-being.

Workplace Wellness and Employee Wellbeing through COVID-19

The unprecedented COVID-19 pandemic has affected the normal way of life for everyone at CSC. The impact of this situation has varied from person to person, but everyone has faced numerous new stressors that are likely to have affected their mental health.

Numerous resources were developed to support employee access to the wealth of information available to assist employees and teams so that our workforce can be resilient and productive as we all shape the new normal.

Conclusion

Healthy workplaces is a key priority for the Correctional Service Canada and its staff. Improving the organizational culture is essential for employee wellness.

Some of the statistics quoted in the report indicate that more work needs to be done. However, we can take solace in the knowledge that 78% of employees are proud of the work they do, 74% like their job, 71% believe they are cared for as a person by their immediate supervisor, and 2 out of 3 feel the organization treats them with respect.

More than ever CSC employees recognize the importance of the collective responsibility to take care of ourselves, to take care of each other, and remain guided daily by our values and ethics. More than ever, employees are willing to create workplace environments where everyone can grow, flourish and improve wellbeing while fulfilling the department's mission. CSC will continue to explore why there may be regional differences with respect to recourse mechanism preferences, and will work to strengthen trust in all mechanisms across the Service.

It is only through collective action that we create lasting change.

CSC supports the recommendations of the OAG Report on Respect in the Workplace and the department is already taking steps to address the issues raised. It will continue to build on a series of actions undertaken over the course of the last few years in order to ensure workplaces are free of harassment, discrimination, and violence, as well as to monitor the progress as an organization.

A thriving, a positive work environment is a priority. Together, let's ensure that our workplaces are safe, respectful, and healthy.

ANNEX: Examples of Communications and Outreach Activities

BE MINDFUL
WORDS
MATTER

Prevent discomfort and feelings of exclusion.
Use kind, respectful and neutral language!

Words are **powerful**.

Words can **help**,
but they can also **hurt**.

Choose them
carefully.

To ensure you use **respectful and inclusive terms**, it may be helpful to ask yourself:

- Am I staying **open**, and **encouraging** others to do the same?
- Are my **tone** and **choice** of words **polite**?
- Does the **language** reflect the diversity of the group?
- Does the individual have **preferred terms**?

#respect

Correctional Service Canada / Service correctionnel Canada

The image shows the cover of a self-reflection guide. At the top left, there is the Canadian flag and the text 'Correctional Service Canada' and 'Service correctionnel Canada'. Below this is a dark blue banner with the text 'SELF-REFLECTION GUIDE' in white. The main title 'RESPECT & WELL-BEING IN THE WORKPLACE' is prominently displayed in white and blue. Below the title, there is a paragraph of text, a list of workplace characteristics, and a speech bubble containing the hashtag '#respect'. The bottom right corner features the 'Canada' logo.

Correctional Service Canada / Service correctionnel Canada

SELF-REFLECTION GUIDE

**RESPECT & WELL-BEING
IN THE WORKPLACE**

Every gesture, attitude or action should contribute to a healthy work environment.

This Self-Reflection Guide will help to reflect on the kind of colleague you are or would like to be.

In a respectful workplace:

- ✓ You feel appreciated and acknowledged for the value of your work
- ✓ Diversity is welcomed
- ✓ Problems are discussed and solutions found through open communication
- ✓ Concerns are raised without fear of reprisal
- ✓ Inappropriate and offensive behaviours are not tolerated and are addressed immediately

#respect

Canada

MY SELF-REFLECTION

What can I do to FOSTER AN ENVIRONMENT OF RESPECT in my workplace?

Take a moment to reflect on your answers to the following questions.

If you want, you can share your answers with colleagues as part of a team-building exercise.

1 What would a respectful workplace with a focus on well-being look like?

2 What obstacles could stand in the way?

3 What changes can I help create?

4 What are my strengths in terms of respect in the workplace?



#respect

MY SELF-REFLECTION

How can I INTERVENE MORE EFFICIENTLY in problematic situations?

Take a moment to reflect on your answers to the following questions.

If you want, you can share your answers with colleagues as part of a team-building exercise.

-
- 1 How do I usually react when I feel others lack consideration or respect toward me or others?
 - 2 Have I ever been disrespectful toward a colleague, an employee or a supervisor (e.g. raising my voice, rolling my eyes)? If so, how could I change my reaction to be assertive without offending others and staying respectful?
 - 3 When observing how my work colleagues intervene in a conflict — for instance, the reactions of those who interact negatively and aggressively compared to those who interact positively, assertively and in a way that is focused on solutions:
 - What were the impacts on those involved and on the workplace?
 - What can I learn from this?
 - 4 What's my take-away from this reflection?

#respect

TOGETHER, LET'S TAKE ACTION TO FOSTER A RESPECTFUL WORKPLACE!

I have a dual responsibility:

Report incidents in which
I was a target or a witness

Treat others with respect



Whether a target or a witness, you are encouraged to report any concern regarding workplace misconduct through the **CSC tip line 24/7:**

☎ by telephone: **1-866-780-3784**

✉ by email: respect@csc-scc.gc.ca

Many people have experienced or observed difficult situations in the workplace.

Internal resources available to you:

- [Respectful Workplace Campaign](#)
- [Informal Conflict Management](#)
- [Harassment Prevention](#)
- [Employee Assistance Program](#)
- [Return to Work Program](#)
- [Office of Values and Ethics](#)
- [Employment Equity and Diversity](#)
- [Office of Internal Disclosure](#)
- [Duty to accommodate](#)
- [Occupational Health and Safety](#)

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To learn more about the options available to you, please consult the [Workplace Issues Resolution Tool](#) on the Hub.

2020

**SPEAK UP.
TAKE ACTION.
STOP HARASSMENT.**

#respect

r reflect and respond calmly rather than react
e encourage and appreciate diversity
s show openness to other perspectives
p practice empathy and offer assistance
e eliminate rumours and gossip
c consider the impact, choose our words carefully
t treat everyone with dignity and kindness

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GEN-NHQ Respectful Workplace/Milieu de travail respectueux
 For a variety of tools and resources, visit the Respectful Workplace Campaign page on the Hub

Government pay days
 Government holidays

