

**CANADA BORDER SERVICES AGENCY (CBSA) DETAILED ACTION PLAN**  
to the recommendations for the Audit of Respect in the Workplace as part of the reports of Office of the Auditor General of Canada (OAG)

Report Ref. No.	OAG Recommendation	Departmental Response (to be included in the report)	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact (Name, Position, Tel #)	Indicator of Achievement (For Committee Use Only)
28	The Canada Border Services Agency and the Correctional Services of Canada should develop and implement a comprehensive strategy to address harassment, discrimination and workplace violence. Each strategy should be based on risk and supported by action plans with clear accountabilities and performance monitoring for continual improvement.	<p><b>Agreed.</b> The CBSA agrees with the recommendation and will develop and implement a comprehensive strategy by March 2020 and monitor the results by December 2021.</p> <p>The strategy will build on key elements that have already been implemented such as:</p> <p>1) a zero tolerance policy for workplace harassment, discrimination and violence;</p> <p>2) the approved February 2017 Integrity Strategy which enhances Agency-wide training and awareness activities (e.g. Occupational Health and Safety in the Workplace, Violence Prevention in the Workplace, Diversity and Race Relations, Values, Ethics and Disclosure of Wrongdoing at CBSA, Mental Health Awareness and Creating a Respectful Workplace) as well as reinforces management responsibilities, strengthens workplace support and renews its mental health strategy; and</p> <p>3) the National Integrity Centre of Expertise, created in Spring 2019, which brings together the new Harassment Prevention and</p>	<p>The CBSA will put in place a comprehensive strategy that addresses harassment, discrimination and workplace violence.</p> <p>Medium to long term success will result in:</p> <ul style="list-style-type: none"> <li>• Reduction in incidents of harassment / discrimination / workplace violence, following an anticipated short term influx as a result of employees feeling increasingly comfortable in reporting without fear of reprisal. This will serve as the new baseline against which future improvements will be assessed.</li> <li>• Increased employee morale and wellness, thereby boosting productivity and business outcomes;</li> <li>• Improved organizational culture, thereby providing the Agency with a competitive advantage through higher employee</li> </ul>	December 2021	<p>The CBSA has developed a comprehensive risk-based strategy to ensure a respectful workplace free of harassment, discrimination and violence. The strategy will help mitigate the risk that CBSA's workplace culture will negatively impact employee recruitment and retention; employee satisfaction; employee productivity; and workplace conflict.</p> <p>This strategy will build upon action the Agency has already taken to improve employee well-being and workplace culture, such as:</p> <ul style="list-style-type: none"> <li>• Improving the way leaders are selected and developed in the organization using a new, more rigorous, character-based methodology.</li> <li>• Completed a Culture Diagnostique to hear directly from employees about their perceptions and concerns and identify root causes of issues involving workplace culture.</li> <li>• Created the National Integrity Center of Expertise to provide a centralized and integrated approach to addressing harassment and discrimination complaints.</li> <li>• Introduced improved performance monitoring for executives to ensure the strategy will be executed effectively at all levels.</li> </ul> <p>While 2019 Public Service Employee Survey results show positive early signs of progress, CBSA</p>	Louise Youdale Vice-President, Human Resources Branch 613-948-3180	

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		<p>Resolution Office, the Values and Ethics Office, and Informal Conflict Management Office. It provides support, guidance, resources and offers a safe place to discuss disrespectful behaviours. The national centre provides services to employees and managers regarding resolution and reporting and will ensure consistent application of the policies and procedures.</p> <p>The new Strategy also accounts for the implementation of Bill C-65 to ensure that employees better understand their rights and access the appropriate complaint mechanism.</p>	<p>engagement and decreasing turnover and absenteeism rates; and,</p> <ul style="list-style-type: none"> <li>Improved recruitment and retention seeing as the CBSA will be better positioned to recruit and retain top talent.</li> </ul> <p>Together, these outcomes will ultimately allow for the CBSA to more optimally deliver on its mandate to Canadians, thereby moving the Agency further towards its commitment to service excellence, all the while ensuring Canada's safety and security.</p>		<p>recognizes that much more needs to be done, which will be undertaken through this strategy.</p> <p>The strategy is designed to allow flexibility to make surgical interventions in areas requiring immediate attention and will have a 3-pronged approach emphasizing prevention, responsiveness and workplace restoration.</p> <p><b>Pillar 1, prevention</b>, will take proactive action to improve workplace culture and prevent unacceptable behaviour with improved employee onboarding, performance discussions, training and regular feedback from employees.</p> <p>CBSA will monitor performance of efforts by tracking indicators such as number of complaints (with the expectation that number of complaints are likely to increase in the short-term as fear of reprisal decreases), reported claims of harassment and discrimination, qualitative data collected from various sources and usage of training and informal conflict management.</p> <p><b>Pillar 2, responsiveness</b> will focus on improving processes to achieve greater effectiveness, consistency, and timeliness in addressing incidents when they occur. Performance will be monitored against established service standards, measuring timeliness of resolution processes, percentage of claims leading to thirty party investigation and client satisfaction.</p> <p><b>Pillar 3, workplace restoration</b>, will focus on restoring workplaces following resolution of incidents by helping managers and employees move forward positively with greater support and tools. Performance will be monitored by assessing</p>		

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					<p>workplace health following the resolution of incidents.</p> <p><b>Key Recommendation Milestones</b></p> <ul style="list-style-type: none"> <li>• Develop Standard Operating Procedures for the recourse mechanisms (March 2020).</li> <li>• Develop methodology to identify risk areas concerning a respectful workplace (March 2020).</li> <li>• Approve an overarching policy framework dealing with employee recourse mechanisms (March 2020).</li> <li>• Identify risk indicators (Key Performance Indicators – KPI) as required. (June 2020)</li> <li>• Review and update the policy instruments. (December 2020)</li> <li>• Develop training material and training delivery model (NICE). (December 2020)</li> <li>• Complete the implementation and roll out of the strategy (December 2020)</li> <li>• Monitor programs’ strategy results using the established KPIs after it has been in place for a period of 1 year. (December 2021)</li> </ul> <p>CBSA will begin providing regular progress updates on the attainment of key milestones and achievement of results within six months. Performance updates will be reviewed at the ministerial, senior management (Deputy Minister</p>		

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					level and Director General level governance committees) and executive levels.		
34	The Canada Border Services Agency and the Correctional Services of Canada should consistently inform employees of informal processes available for resolving harassment and workplace violence.	<p><b>Agreed.</b> The CBSA agrees with the recommendation and modified its approach in April 2019 to inform employees of their options to access informal conflict resolution processes. Specifically for harassment complaints, the CBSA developed a template letter in September 2019 which included a paragraph recommending the use of the Informal Conflict Management Systems (ICMS) as an option to resolve the complaint informally. This letter is provided to all persons who submit a harassment complaint.</p> <p>The use of alternative dispute resolutions mechanisms are always encouraged when employees makes a workplace violence complaint. In addition, the alternative dispute mechanisms are referenced in many, but not all, complaint acknowledgement letters from the Agency to the employee, based on individual case details and requirements. In most cases, the complainant immediately requests that a competent person be appointed to formally investigate the matter. The Agency also ensures that information related to ICMS is widely accessible to all employees</p>	All parties contacted by an ICMS practitioner to discuss the possibility of resolving the complaint with an informal mechanism.	Completed	<p>2.1 The Agency has taken a proactive approach to all harassment complaint files where both the respondent and the complainant are contacted directly by a trained ICMS practitioner who offers both parties the services available to resolve the complaint informally. While the use of ICMS is voluntary for both parties it has been demonstrated that reaching out directly to the parties has positive results. ICMS provides employees and managers with an open an transparent tool to allow issues to be mitigated. The CBSA is now taking a proactive approach to provide awareness and trust in the system. (Completed April 2019)</p> <p>The acknowledgement letters for violence in the workplace complaints have been amended to ensure complainants are aware that informal resolution remains an option at all times. (Completed September 2019)</p>	Louise Youdale Vice-President, Human Resources Branch 613-948-3180	

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		through the Agency's intranet and the delivery of awareness sessions.					
40	The Canada Border Services Agency and the Correctional Services of Canada should complete and document their assessment to support decisions when handling harassment, discrimination and workplace violence complaints.	<p><b>Agreed.</b> The CBSA agrees with the recommendation and as of April 2019, all harassment files are being processed through the National Integrity Centre of Expertise (NICE). The NICE ensures that all complaints are processed in a standard manner. For example, complaints received by the central unit are processed against a checklist to ensure that all of the documents and key steps required are documented, including a detailed analysis of each allegation.</p> <p>The <i>Canada Labour Code</i>, Part II does not prescribe the process and documentation requirements for workplace violence complaints; however, the Agency is applying a consistent approach for documenting all files.</p>	The processing of complaints is documented in a consistent manner throughout the Agency.	Completed	3.1 All harassment files are now being processed through the NICE. The NICE will ensure that all complaints are processed in a standard manner. (Completed April 2019)	Louise Youdale Vice-President, Human Resources Branch 613-948-3180	