



**UPDATE**

**Management Response (MR) and Management Action Plan (MAP)**

<p><b>Recommendation 1:</b></p>	<p><b>Paragraph 28:</b> The Canada Border Services Agency and Correctional Service Canada should develop and implement comprehensive strategies to address harassment, discrimination, and workplace violence. Each strategy should be based on risks and be supported by action plans with clear accountabilities and performance monitoring for continual improvement.</p>				
<p><b>Management Response:</b></p>	<p><b>CSC agrees with the recommendation that a Comprehensive Strategy to address harassment, discrimination and workplace violence is integral to eliminating workplace harassment and ensuring a work environment where employees are treated with respect, dignity and fairness. To that end, and building on a series of activities undertaken over the course of the last few years, the CSC will implement a national Comprehensive Strategy on Workplace Wellness &amp; Employee Well-Being. This strategy will address harassment, discrimination and workplace violence in a holistic manner, based on risks, and supported by action plans with clear accountabilities and performance monitoring. CSC will implement this strategy before the end of fiscal year 2019-2020. It will leverage the work already undertaken as part of its recently published Workplace Climate and Employee Well-Being Annual Report, which established a benchmark of its current workplace climate and included performance indicators that CSC will monitor annually to ensure continual improvement.</b></p>				
<p><b>Action(s)</b></p>	<p><b>Deliverable(s)</b></p>		<p><b>Accountability</b></p>	<p><b>Timeline for Implementation</b></p>	
<p>What <b>SMART</b> action(s) have / will be taken to address this recommendation?</p>	<p>Expected deliverable(s) / indicator(s) to demonstrate the completion of the action(s)</p>		<p>Who is responsible for implementing this action(s)?</p>	<p>When will short, medium and/or long term action(s) be completed to fully address the recommendation?</p>	
<p>CSC is developing a national Comprehensive Strategy on Workplace Wellness &amp; Employee Well-Being intended to address harassment, discrimination and workplace violence in a holistic manner based on risks and supported by action plans with clear accountabilities and</p>		<p>Finalize and publish the national Comprehensive Strategy on Workplace Wellness &amp; Employee Well-Being.</p> <p>Publish the Action Plan in support of the national Comprehensive</p>		<p>Assistant Commissioner, Human Resource Management</p>	<p>2020-03-31 (Completed)</p>



performance monitoring for continual improvement.		Strategy on Workplace Wellness & Employee Well-Being.			2020-03-31 (Completed)
In March 2019, CSC published its first annual report " <i>Workplace Climate and Employee Well-Being, 2018-2019</i> " that established a benchmark and provided valuable insight into our workplace. The intent is to produce the report annually to facilitate tracking of year-to-year results.		Second " <i>Workplace Climate and Employee Well-Being Annual Report – 2019-2020</i> " to be published.		Assistant Commissioner, Human Resource Management	2021-03-31
CSC continues its Respectful Workplace Campaign that has been in place since early 2018. The campaign is divided into themes and each quarter is dedicated to a particular theme around harassment prevention and respect in the workplace. The first year of the Campaign is now completed, and CSC is planning the launch of the second year for Fall 2019.		Creation and launch of respectful Workplace Campaign – Year 2 – Strategic Communications Plan.		Assistant Commissioner, Communication and Engagement  Assistant Commissioner, Human Resource Management	Completed
To support the Respectful Workplace Campaign, CSC produced a toolkit for regional communications and made all launched products available across the country.		<ul style="list-style-type: none"> <li>• <i>Toolkit for Managers</i> including scenarios designed to help managers promote respect in the workplace</li> <li>• <i>Speaking Points for managers</i> that facilitate discussion</li> </ul>		Assistant Commissioner, Communication and Engagement  Assistant Commissioner, Human Resource Management	Completed



		<p>of a respectful workplace at face-to-face meetings with staff</p> <ul style="list-style-type: none"><li>• <i>Workplace Issues Resolution Tool</i> helps to gain a better understanding of certain behaviours, provides possible avenues of resolution and insight and describes the possible consequences of each option</li><li>• <i>Managers' Guide - Leadership Walkabout</i></li><li>• <i>Managers' Guide - Dealing with cynicism</i></li><li>• <i>Managers' Guide - How to respond to an employee reporting misconduct</i></li><li>• <i>Office of Conflict Management guide</i> contains information on the office's role, key messages about conflict, and tips and tools to help prevent and manage conflict</li></ul>			
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		<ul style="list-style-type: none"> <li>“Let’s Talk Express” article about the process for reporting and investigating harassment, as well as disciplinary measures.</li> </ul>			
Workplace Wellness is added as a standing item at all National Labour-Management Consultation Committee meetings with bargaining agents.		Meeting minutes to reflect discussion.		Assistant Commissioner, Human Resource Management	Completed
Creation of a tip line to provide employees with additional avenues to report misconduct.		Tip line is created which operates on a 24/7 basis and generic email account.		Senior Deputy Commissioner and all members of the Executive Committee	Completed
CSC is currently assessing the creation of a separate and independent office, such as an Ombuds-type function.		<p>An Ombuds-type function would manage allegations from the tip line and email account and provide employees with a trusted, safe space to discuss allegations without fear of reprisal and to help navigate existing systems.</p> <p>Decision on creation of the Ombuds office or alternative.</p>			2020-03-31 (under consideration)
The Values, Integrity and Conflict Management branch is implementing the Ethical Risk Assessment		Sessions on Ethical Risk Assessment will be held at each site.		Values, Integrity and Conflict Management Branch	2021-03-31



<p>initiative to promote a respectful workplace at CSC. It will assist operational sites and CSC workplaces to identify ethical risks and impacts and implement mitigation strategies to minimize the impact of the risks.</p>		<p>The Office of Values and Ethics will generate a national picture of the most prevalent and impactful risks to the organization to help CSC in prioritize and address hot spots.</p>			
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<p><b>Recommendation 2:</b></p>	<p><b>Paragraph 34:</b> The Canada Border Services Agency and Correctional Service Canada should always inform employees of informal processes available for resolving complaints of harassment and workplace violence.</p>				
<p><b>Management Response:</b></p>	<p>CSC agrees with the importance of consistently informing employees of informal processes available to resolve complaints. To that end, CSC undertook and continues to implement various activities such as the Respectful Workplace Campaign, launched in 2018, which encourages and promotes options for informal resolution of harassment situations, and awareness sessions and promotional events conducted by the Office of Conflict Management which provide information and promote the resolution of conflicts at the lowest level. Furthermore, CSC continues to promote the Guidelines on Violence Prevention in the Workplace that were posted on its intranet site in 2017 to promote awareness of the reporting process including informal dispute mechanisms, and developed a standardized acknowledgement for workplace violence complaints that informs employees of the informal resolution process. In support of Bill C-65, CSC is currently reviewing its Guidelines and tools regarding harassment and workplace violence, and will develop an approach to ensure consistency in informing employees of informal processes available to resolve harassment and workplace violence. These Guidelines will be finalized when the Regulations come into force.</p>				
<p><b>Action(s)</b></p>		<p><b>Deliverable(s)</b></p>		<p><b>Accountability</b></p>	<p><b>Timeline for Implementation</b></p>
<p>What <b>SMART</b> action(s) have / will be taken to address this recommendation?</p>		<p>Expected deliverable(s) / indicator(s) to demonstrate the completion of the action(s)</p>		<p>Who is responsible for implementing this action(s)?</p>	<p>When will short, medium and/or long term action(s) be completed to fully address the recommendation?</p>
<p>CSC has developed Guidelines on Violence Prevention in the Workplace that promote informal conflict resolution. CSC posted the Guidelines on-line. Managers and employees who avail themselves of the workplace violence complaint process use them. Furthermore, CSC has developed a standardized acknowledgement when</p>		<p>Delegated authorities will use the Guidelines when dealing with workplace violence complaints and offer informal conflict resolution as noted in the guidelines.</p> <p>CSC will provide delegated authorities with standardized responses to meet the specifics of a workplace violence complaint,</p>		<p>Delegated Authority is responsible for offering informal conflict resolution</p>	<p>2019-03-18 (Completed)</p>



responding to workplace violence complaints.		which contains an offer of informal conflict resolution.			
While the policy on harassment prevention resides with the Treasury Board Secretariat, CSC has posted on its intranet site information on the complaint process and informal conflict resolution.		Delegated authorities and harassment prevention coordinators will use this information in conjunction with the TBS website information when dealing with harassment complaints and offer informal conflict resolution.		Assistant Commissioner, Human Resource Management	2019-03-31 (Completed)
Review Harassment and Workplace Violence Complaints processes, guidelines and tools in light of Bill C-65, to develop an approach to ensure consistency in informing employees of informal processes to resolve complaints.		Update Guidelines and tools that inform readers of processes available to resolve complaints informally.		Assistant Commissioner, Human Resource Management	2020-12-31
Improve the harassment process by involving the Office Conflict Management earlier in the process. Harassment prevention coordinators will seek the complainant's permission to provide their contact information to the OCM so the OCM can inform them of informal options and their benefits.		The harassment process will be updated accordingly.		Assistant Commissioner, Human Resource Management & Office of Conflict Management	2019-12-31 (Completed)



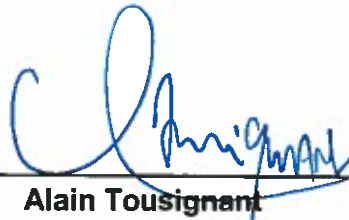
<b>Recommendation 3:</b>	<b>Paragraph 40:</b> The Canada Border Services Agency and Correctional Service Canada should complete and document the results of their analyses to support decisions when handling harassment, discrimination, and workplace violence complaints.			
<b>Management Response:</b>	<b>CSC agrees with the importance of completing and documenting assessments to support decisions when handling harassment, discrimination and workplace violence complaints. CSC has developed and published Guidelines on Violence Prevention in the Workplace that include a standardized assessment form to be used in handling complaints of workplace violence. Additionally, CSC will strengthen compliance monitoring through its existing corporate reporting system. In support of Bill C-65, CSC is currently reviewing its Guidelines and tools regarding harassment and workplace violence, and will develop an approach that ensures standardization of documented assessments in support of decisions. These Guidelines will be finalized when the Regulations come into force.</b>			
<b>Action(s)</b>	<b>Deliverable(s)</b>		<b>Accountability</b>	<b>Timeline for Implementation</b>
What <b>SMART</b> action(s) have / will be taken to address this recommendation?	Expected deliverable(s) / indicator(s) to demonstrate the completion of the action(s)		Who is responsible for implementing this action(s)?	When will short, medium and/or long term action(s) be completed to fully address the recommendation?
CSC has developed Guidelines on Violence Prevention in the Workplace and an assessment form to assess workplace violence complaints. CSC posted the Guidelines and assessment form on-line, and managers and employees avail themselves of the workplace violence complaint process use them.	Delegated authorities will use the Guidelines and assessment form when dealing with workplace violence complaints.		Delegated Authority	2019-03-18 (Completed)
CSC has developed an assessment form to be used when assessing harassment complaints. CSC has shared the form with the delegated authority	Delegated authorities will use the assessment form when dealing with harassment complaints.		Delegated Authority	2019-06-11 (Completed)





when dealing with harassment complaints.					
Review Harassment and Workplace Violence Complaints processes, guidelines and tools in light of Bill C-65, to ensure consistency in informing employees of informal processes available to resolve complaints of harassment and workplace violence.		Updated Guidelines to inform readers of informal processes available to resolve complaints.  Updated Tools, such as template letters that inform readers of informal processes to resolve complaints.		Assistant Commissioner, Human Resource Management	2020-12-31

Approved by A/Commissioner:

  
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 Alain Tousignant

  
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