



CANADIAN MUSEUM OF HISTORY

WORKFORCE ASSESSMENT - FINAL

APRIL 2021

EXECUTIVE SUMMARY

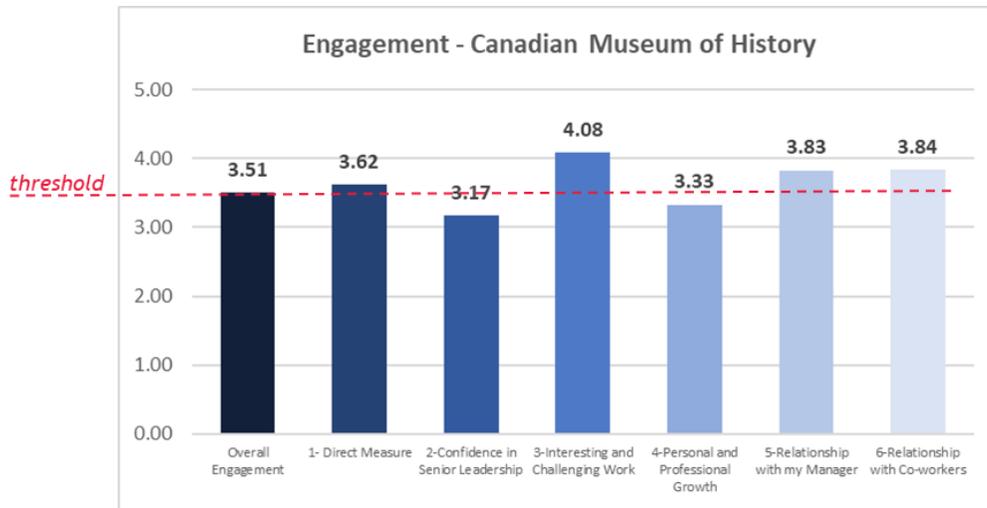
The Canadian Museum of History Corporation (CMH) engaged BDO to conduct a Workforce Assessment (Assessment) to measure CMH’s overall working environment and capture employees’ sentiments and comfort within the culture of the workplace. The Assessment focused on Employee Engagement, Culture, Diveristy and Inclusion (D&I), and Wellness. The Assessment included all CMH employees, and while some organizational levels / units are identified, the anonymity was a key design principle to ensure participation and candour. The Assessment consultation process included:

- Interviews with all levels (49 total)
- A survey open to all (87% response rate)
- Focus groups (four sessions; 40 people total)

Employee Engagement

Employee Engagement provides an indication of employee connection to their work and organization, and employee willingness to give back and go beyond job responsibilities. BDO’s Employee Engagement assessment considers confidence in senior leadership; relationship with manager; interesting and challenging work; professional and personal growth; relationship with co-workers; and a direct measure of engagement.

CMH’s total average Employee Engagement score is 3.5 (i.e. an engaged workforce). As illustrated, two factors fall below the threshold of 3.5 - Confidence in Senior Leadership and Personal / Professional Growth.



0 to 3.49 is indicative of not engaged
 3.5 to 4.49 is indicative of engaged
 4.5 to 5 is indicative of highly engaged

52% of respondents were engaged (43%) or highly engaged (9%). Employees feel a connection to the work and are proud to work for CMH. However, recommending CMH as a great place to work falls below the 3.5 threshold. Employees feel a fairly positive connection with direct People Leaders and teammates; when looking beyond the immediate network to senior leadership, scores decrease.

Culture

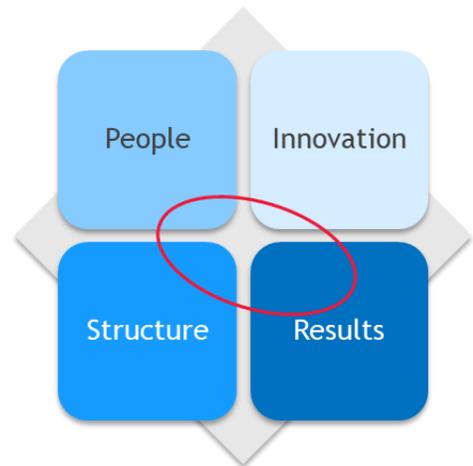
BDO defines organizational culture as the collection of written / unwritten values, beliefs, attitudes and behaviours, driven by leadership and shared by employees. BDO's Culture Assessment:

- Starts with values - assessing two dimensions, resulting in four culture types (People, Innovation, Results, Structure)
- Expands beyond values to consider Behaviour (lived experience) leveraging BDO's Culture Enablers (Leadership, Communication, Collaboration, Encouragement, Reinforcement)

In terms of Culture Orientation (values), results indicate that CMH leans heavily toward RESULTS, followed by STRUCTURE, PEOPLE, and INNOVATION.

Key findings include:

1. CMH has an *overexpressed* RESULTS orientation, which often negatively impacts people and organizational stability.
2. The focus on PEOPLE is limited and requires improvement. Employees feel a connection to the mandate and work, but do not feel a sense of community at the organizational level.
3. The focus on STRUCTURE is narrow; i.e. primarily focused on control.
4. The current culture does not enable INNOVATION given risk aversion; rigidity around "how we do things"; and lack of empowerment / agility in decision-making.



In terms of Culture Enablers (organizational behaviour), CMH is on track in terms of Encouragement and Collaboration. The two lowest scoring Culture Enablers are especially important for CMH:

- Reinforcement (addressing undesirable behaviour; enabling desirable behaviour), which is essential for enabling a culture shift
- Leadership (the most critical Enabler); results include examples of:
 - Micromanagement
 - Lack of inclusion in decision-making
 - Poor behaviour; described as put-downs, blame, suspicion, maliciousness

Diversity and Inclusion

Similar to Employee Engagement, D&I focuses on the *individual* and provides an indication of how employees perceive:

- Acceptance and belonging within their teams and the organization
- People practices in relation to a fair and equitable approach

BDO leverages current best practice on D&I, which aims to build measurable results that indicate the impact diversity and inclusion has on individuals, organizations, teams and society. The ability to attract, retain and advance diverse talent requires inclusive policies, procedures and processes that enable a sense of belonging, safety, and the ability to bring one's "full self" to the workplace.

The total average score for D&I is 3.3 (i.e. requires improvement). People feel more positively about their direct People Leader and teammates, and less positively about the organization as a whole (i.e. HR practices; CMH promotion of a “safe environment”).

Wellness

Five wellness questions were identified by CMH in order to better understand how employees were faring during the COVID-19 pandemic. They are designed to capture feedback on the mental health and wellness efforts undertaken by CMH in response to the pandemic, and determine key sources of stress among staff. The intent was to use the findings to support ongoing and future wellness efforts for employees.

The total average score for Wellness is 3.8, suggesting that CMH is on track for the specific Wellness objectives, although *Confidence in Senior Leadership* falls below the threshold. The three top sources of stress were identified as uncertainty of work priorities; balancing family and work; and change in workload.

Conclusions

Five key takeaways were noted:

1. **Leadership, reinforcement and stability is a recurring theme.** Immediate and long-term efforts must demonstrate progress in these areas.
2. **Circles of trust exist** - in general, there is a sense of comfort / safety within immediate teams.
3. **There is a strong sense of loyalty and commitment** - for the most part, people are not willing to leave given their expertise, career goals and commitment to the mandate.
4. **Progress is underway.** HR has made changes to its policies, programs and services to play a more strategic and effective role in the organization. This includes a complete renewal of the Harassment and Violence in the Workplace Policy; and working towards the implementation of a fully anonymous online platform for employee complaints.
5. **The time to act is now** - there is a strong appetite for change and a reluctant hopefulness given recent effort (including this Assessment).

Recommendations

Based on Workforce Assessment results, BDO formulated six interrelated recommendations addressing employee engagement, culture, and D&I; i.e.:



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1 INTRODUCTION

The Canadian Museum of History Corporation (the CMH) is a federal Crown Corporation responsible for two significant National Museums:

- The Canadian Museum of History (CMH)
- The Canadian War Museum (CWM)

Together, they preserve and promote Canadian history and current life in Canada, in its social, cultural, human, military and political dimensions. Based in the National Capital Region, they operate jointly to expand public knowledge of Canadian issues and experiences. The CMH organizes exhibitions, programs and partnerships across Canada and the world. They also direct two major educational websites which include the Virtual Museum of New France and the Virtual Museum of Canada.

The *Museums Act* states that “The purpose of the Canadian Museum of History is to enhance Canadians’ knowledge, understanding and appreciation of events, experiences, people and objects that reflect and have shaped Canada’s history and identity, and also to enhance their awareness of world history and cultures” In addition to collecting the objects, the corporation may further, “maintain its collection by preservation, conservation and restoration or the establishment of records or documentation.”

1.1 Workforce Assessment

The CMH engaged BDO to conduct a Workforce Assessment (Assessment) to measure CMH’s overall working environment and capture employees’ sentiments and comfort within the culture of the workplace. The Assessment included the following areas:

- Employee engagement factors (i.e. confidence in senior leadership; relationship with manager; interesting and challenging work; professional and personal growth; relationships with co-workers; direct measure of engagement)
- Culture and “culture enablers” (i.e. leadership, communication, collaboration, encouragement, reinforcement)
- Diversity and inclusion (D&I)
- Wellness

The Assessment included all CMH employees, and while some organizational levels / units are identified, the anonymity was a key design principle to ensure participation and candour.

1.2 Context

At the time of this Assessment, two notable events deserve mention due to their overall impact on the CMH - (1) the COVID-19 pandemic, and (2) the CMH workforce harassment investigation. Although the Workforce Assessment was a standalone project separate from each of the events, BDO acknowledges the potential influence they may have had on employee perceptions of the organizational culture. It should also be stated that staff were provided with clear communication on the purpose of the Workforce Assessment and its distinction from the investigation. The

Assessment gauged employee perceptions of the organization in relation to their whole experience rather than a specific point in time.

1.3 Methodology & Approach

The Workforce Assessment is multi-faceted in terms of focus; i.e. includes an assessment of Employee Engagement, Organizational Culture, D&I and Wellness. BDO took a hybrid approach, leveraging key aspects of their Employee Engagement and Culture Assessment methodologies, as well as best practice research in support of D&I. Although the Assessment leverages two distinct methodologies as well as best practice research, we take an integrated approach for a holistic story of CMH. **Key aspects common across all focus areas include:**

- *Leadership* is a critical enabler for all focus areas
- Use of a Likert Scoring method with a threshold of 3.5 for a decisive, positive result

Each Assessment focus area is discussed below in more detail.

Employee Engagement

Employee Engagement focuses on the *individual* and provides an indication of:

- Employee connection to their work and organization
- Employee willingness to give back and go beyond job responsibilities

BDO leverages the Conference Board of Canada Employee Engagement Model, which considers both:

- **Workplace characteristics** - confidence in senior leadership; relationship with manager; interesting and challenging work; professional and personal growth; and relationships with co-workers
- **Direct measures of engagement** - sense of pride; sense of accomplishment; willingness to recommend as a great place to work; current plans to leave



A Global Barometer for Measuring Employee Engagement

A review of the existing research on employee engagement conducted by The Conference Board of Canada found that while some consulting firms tend to focus on employees’ cognitive - or rational - connection to their work, others place the highest value on the emotional attachment to work. The review, which looked at 12 major studies of employee engagement, found that the various consulting firms also offer widely different descriptions of an engaged worker.

The Conference Board, with a study group of 13 multinational corporations, synthesized all of the important measures of engagement to form the basis of a new employee engagement survey, and in 2016 the model was updated¹. The research design incorporated both quantitative and qualitative methodologies. The data was complemented with good practices extracted from case studies of six high-performing organizations that were identified by mining a 10-year longitudinal database of engagement surveys.

Culture

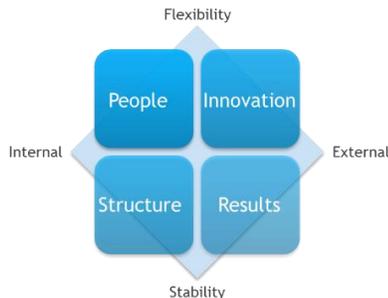
BDO defines organizational culture as the collection of written / unwritten values, beliefs, attitudes and behaviours, driven by leadership and shared by employees. BDO’s Culture Assessment:

Start with VALUES leveraging the Competing Values Framework², which:

- Considers two dimensions:
 - internal versus external focus
 - flexibility versus stability

Resulting in four culture types:

- **People** valuing collaboration, development, commitment, communications
- **Innovation** valuing agility, transformation, creativity, diversity
- **Results** valuing goal achievement, competition, “best-in-industry”
- **Structure** valuing clarity, efficiency, timeliness, stability and control



Expands beyond values to consider BEHAVIOUR (lived experience) leveraging BDO’s Culture Enablers³:

-  **Leadership** considers how people (at all levels) direct or provide guidance, facilitate decision-making, and model exemplary behaviour
-  **Communication** considers written and verbal communications / instructions / reference guides are shared to enable work (tone, form, clarity, frequency, timing)
-  **Collaboration** considers the general work atmosphere and the degree to which people are willing to supply others with time, resources, and knowledge to facilitate work
-  **Encouragement** considers behaviours related to appreciation, recognition, motivation, participation, and empowerment
-  **Reinforcement** considers if and how undesirable behaviour is addressed to enable learning (transparency, confidentiality, accountability, feedback)

¹ Conference Board of Canada. Employee Engagement: Leveraging the Science to Inspire Great Performance. July 2016

² Quinn & Rohrbaugh. Competing Values Framework. 1981; and Kim Cameron and Robert Quinn at the University of Michigan. Organizational Culture Assessment Instrument (OCAI). 2011

³ Dr. Elke van Tiggelen (BDO Netherlands). BDO’s Soft Control Solution. 2016

Diversity & Inclusion

Similar to Employee Engagement, D&I focuses on the *individual* and provides an indication of how employees perceive:

- Acceptance and belonging within their teams and the organization
- People practices in relation to a fair and equitable approach

BDO leverages current best practice on D&I, which aims to build measurable results that indicate the impact diversity and inclusion has on individuals, organizations, teams and society. The ability to attract, retain and advance diverse talent requires inclusive policies, procedures and processes that enable a sense of belonging, safety, and the ability to bring one's "full self" to the workplace. Research indicates that diverse teams result in more innovation and creativity, can enhance decision-making among teams, and even improves an organization's reputation.⁴

Wellness

The questions on wellness were requested by CMH in order to better understand how employees were faring during the COVID-19 pandemic. They are designed to capture feedback on the mental health and wellness efforts undertaken by CMH in response to the pandemic, and determine key sources of stress among staff. The intent was to use the findings to support ongoing and future wellness efforts for employees.

1.4 Assessment Design Overview

The Workforce Assessment for the CMH is designed to explore both engagement and organizational culture. The following guiding principles shaped the Workforce Assessment design:

- Protect the anonymity of participants
- Create a safe space for open dialogue
- Enable inclusion and various viewpoints
- Enable current / past experience and forward-thinking discussion
- Recognize various communication preferences (in-person, one-on-one, group, survey)

The illustration below provides an overview of the Workforce Assessment including objectives, target audience, and focus. Notable Assessment design features include:

- A four-tier approach including lead interviews at the executive level; self-selected interviews with management and employees; an all-staff anonymous survey (i.e. two levels of business units across two museums); and lastly, a self-selected round of focus groups
- A dual focus on present and future allowing participants to speak to their lived experience as well as contributing to a forward-thinking discussion (i.e. ideation for quick-hit improvements and longer-term solutions)
- Anonymity for employees built into the process from start to finish (i.e. scheduling, engagement, note-taking and reporting)

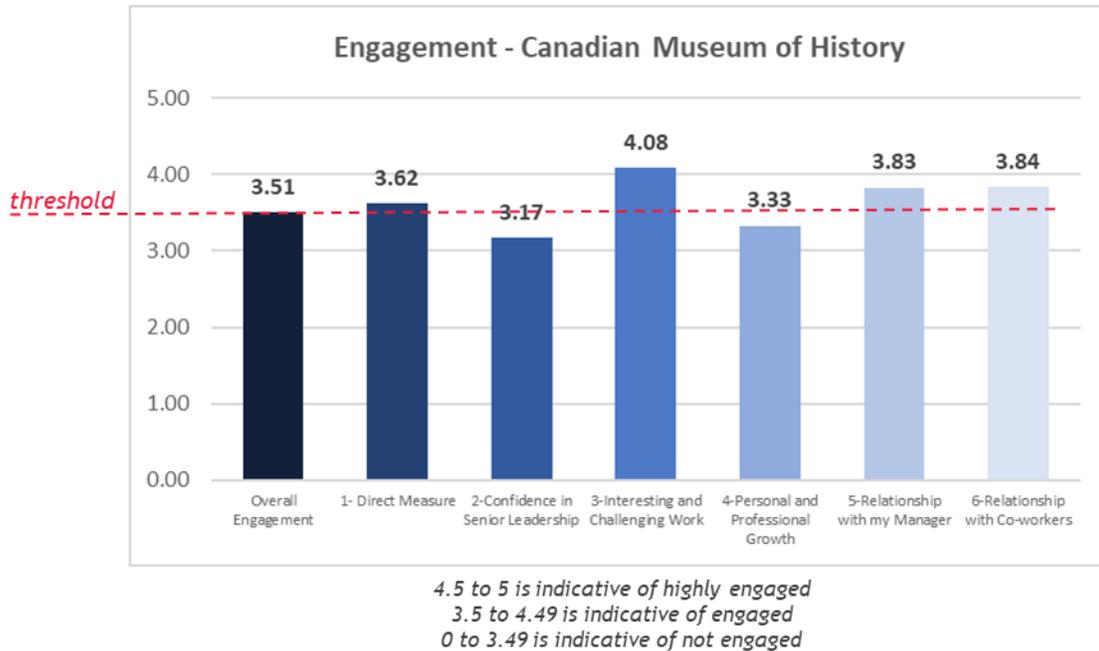
⁴ Catalyst - <https://www.catalyst.org/research/why-diversity-and-inclusion-matter/>
 International Labour Organization - https://www.ilo.org/global/publications/books/WCMS_700953/lang--en/index.htm
 Gallup - <https://www.gallup.com/workplace/242138/requirements-diverse-inclusive-culture.aspx>
 Culture Amp - https://hello.cultureamp.com/hubfs/1703-Belonging/Culture-Amp_6-ways-to-foster-belonging.pdf

	 Objective	 Participants	 Focus
Interviews (49 total)	1. Assess leadership alignment 2. Identify potential hot spots 3. Inform assessment design	All Levels	Culture Engagement Diversity & Inclusion
Survey (322; 87% response rate)	1. Assess employee engagement 2. Assess employee <i>lived experience</i> through behaviours	All Employees	Lived Experience Organizational Behaviour
Focus Group (4 sessions; 40 people)	1. Assess resonance of key findings 2. Identify / explore approaches	Self-selected Employees	Approaches for Advancing Culture, Engagement and Diversity & Inclusion

Experience & Perceptions (Present)
 Approaches (Future)

2 RESULTS & FINDINGS: EMPLOYEE ENGAGEMENT

As discussed in Section 1.0, Employee Engagement focuses on the *individual* and provides an indication of employee *connection* to their work and organization, and employee willingness to *give back* and go beyond job responsibilities. As outlined below, **CMH has a total average Employee Engagement score of 3.5, which is indicative of an *engaged workforce*.**

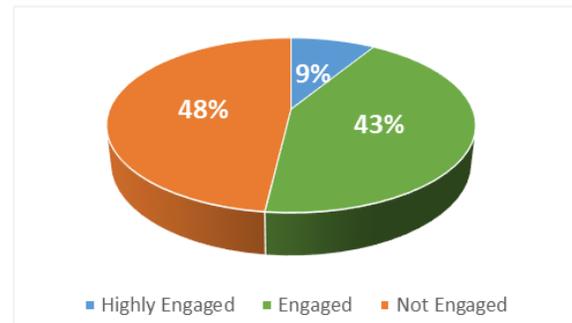


The results suggest that a key aspect of engagement is what the organization stands for (connecting Canadians to their history), its mandate, and the work / opportunities it has to offer. People also feel a connection with their direct manager and co-workers. Employee engagement results are discussed in more detail in Section 2.1 and 2.2 below.

2.1 Engagement by Percent

322 employees responded to the Workforce Assessment survey, representing a response rate of 87%. Results indicate that **52% of CMH respondents are engaged or highly engaged**. This is followed by 48% of respondents that are not engaged.

While there are definite areas for improvement and further exploration, this is a strong result relative to engagement levels in North American workplaces. According to Gallup⁵, employee engagement in North America is low (i.e. 35% on average).



⁵ <https://www.gallup.com/workplace/330017/employee-engagement-rises-following-wild-2020.aspx>

2.2 Engagement Heat Map

The Heat Map below provides more insight on employee engagement by ranking the average score for *engagement statements* from highest level of agreement to lowest level of agreement.

Statement	Rank
The work I do is meaningful.	4.1
I am proud to work for my organization	3.9
My direct people leader values my opinions and ideas	3.9
I derive a sense of accomplishment from my work	3.9
In my team, people work like they are part of a team	3.8
My direct people leader follows through with their commitments	3.8
In my work group, people work like they are part of a team	3.7
At the moment, I do not plan on leaving my organization	3.6
My people leader follows through with their commitments	3.6
My people leader values my opinions and ideas	3.6
<i>threshold</i> I would recommend my organization to a friend as a great place to work	3.2
Our Vice Presidents follow through on their commitments	3.1
My career goals can be achieved within this organization	3.0
I have confidence that our senior people leaders can achieve our goals (CEO, COO, VPs, Senior Directors, Directors)	2.9
I trust our senior people leaders	2.8

4.5 to 5 is indicative of highly engaged
 3.5 to 4.49 is indicative of engaged
 0 to 3.49 is indicative of not engaged

On Track

Direct Measure is comprised of four questions that are indicative of an *engaged workplace*:

- I derive a sense of accomplishment from my work (3.9)
- I am proud to work for my organization (3.9)
- At the moment, I do not plan on leaving my organization (3.6)
- I would recommend my organization to a friend as a great place to work (3.2)

While the *Direct Measure* scores well (3.62), it is important to note that employee willingness to *recommend CMH as a great place to work* falls below the threshold with a score of 3.2.

Interesting and Challenging Work (4.08) was the highest scoring statement. Employees are proud to work for CMH and believe their work is interesting and meaningful. There is a sense of “prestige” and accomplishment given the unique and valuable contributions CMH offers Canadians. Many feel this was / is their “dream job” given their field of interest and specialization, and/or the importance of CMH to the country.

Relationship with my Manager (3.83) and *Relationship with Co-workers* (3.84) also score well. Overall, employees feel a fairly positive connection with direct People Leaders and teammates. As outlined in the Heat Map above, employees feel that opinions are heard / valued and commitments are honoured.

Below the Threshold

Confidence in Senior Leadership (3.17) indicates lower confidence in the CEO, COO, VPs, Senior Directors, and Directors linked to a perceived:

- Lack of transparency
- Lack of effective communications
- Lack of open and honest conduct (in turn, impacting trust)

There seems to be a renewed sense of trust for the current *Interim* CEO, but a sense of instability remains given the high number of acting positions.

Personal / Professional Growth (3.33) indicates that employees do not feel supported in terms of their development. Results suggest that:

- Development opportunities are difficult to secure, and heavily influenced by personal relationships (who you know) rather than merit
- Acting roles do not enable career development given the perceived / real lack of authority

3 RESULTS & FINDINGS: CULTURE

A key objective of this Workforce Assessment was to develop an understanding of the current culture of CMH. Section 3 outlines current culture findings related to values (culture orientation) and behaviours (culture enablers).

3.1 Culture Orientation (Values)

We consider Culture orientation from four different perspectives - PEOPLE, INNOVATION, RESULTS, and STRUCTURE. It is important to note that:

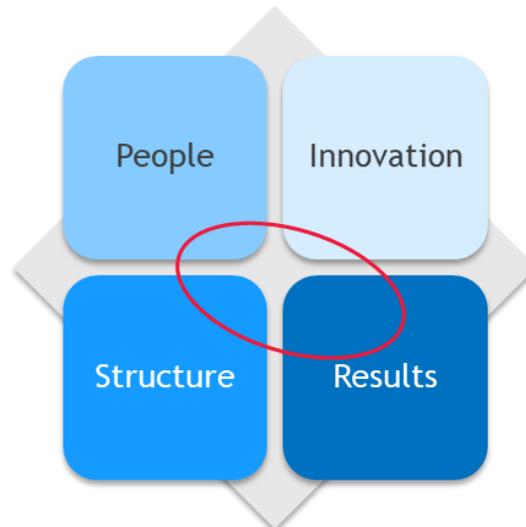
- No one culture orientation is better than the other. An organization should aim for an orientation that aligns with / best enables their mandate, values, vision, industry and strategic direction.
- Although a culture will touch on all four, an organization naturally leans more heavily to one orientation; i.e. you can not focus equally on PEOPLE, INNOVATION, RESULTS, and STRUCTURE.
- Each culture orientation may be expressed in an effective or ineffective (overexpressed) manner.

Key Findings of Culture Orientation

As illustrated, the Assessment found that CMH’s current culture leans toward RESULTS, followed by STRUCTURE, PEOPLE and INNOVATION.

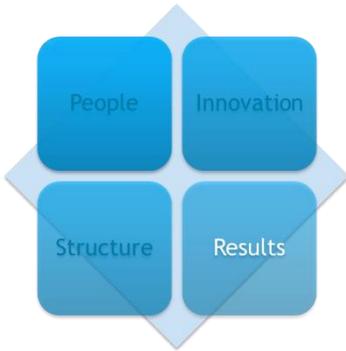
Key findings related to CMH current orientation:

1. CMH has an *overexpressed* RESULTS orientation
2. The focus on STRUCTURE is narrow
3. The focus on PEOPLE is limited and requires improvement
4. The current culture does not enable INNOVATION



The key findings related to Culture Orientation are discussed in more detail below, and highlight both the:

- Areas of strength “To Acknowledge”
- Areas for improvement “To Explore”



1. CMH has an *overexpressed* RESULTS Orientation. CMH has a strong results focus, often negatively impacting people and organizational stability (results at all costs).

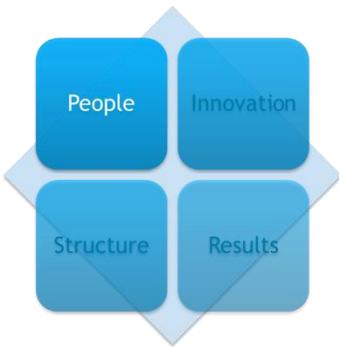
TO ACKNOWLEDGE

CHM has had great success in terms of external results including:

- Attendance and satisfaction levels
- Collections and exhibitions
- Advancing research

TO EXPLORE

- Bad behaviour is common and left unchecked. “Bad behaviour” was described as incidents of bullying, put-downs, demoralizing behaviour, fear-driven leadership. People feel that bad behaviour is allowed to continue or “made to disappear”.
- A feeling that there is not an effective escalation path for bad behaviour (lingering legacy issues).
- There is a lack of trust between levels, described as managers being suspicious of staff and upper management being suspicious of management. CMH is described as a “gotcha work environment” focused on catching people make mistakes, resulting in fear and inaction.



2. The focus on PEOPLE is limited and requires improvement. A PEOPLE Orientation values commitment, participation, collaboration, development, and communications. CMH employees feel a connection to the mandate and work, but do not feel a sense of community at the organizational level.

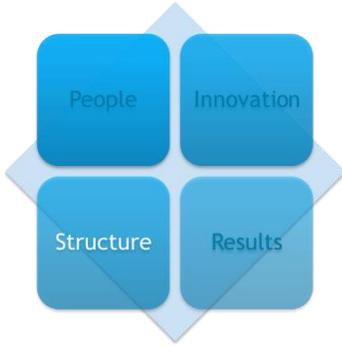
TO ACKNOWLEDGE

Given the nature of CMH (a well respected / prestigious national museum) and the importance of its mandate, the Assessment noted:

- A strong sense of loyalty and pride associated with working there; considered a “dream job” by many.
- A strong commitment to the mandate.
- People are willing to supply others with time, resources, and knowledge to complete work objectives.

TO EXPLORE

- Lack of coaching, teambuilding and development.
- No mechanism for recurring pulse checks such as quarterly surveys, employee engagement, etc.
- Organizational silos between divisions, teams, and the two museums.
- A feeling of under appreciation by employees.
- Perceived lack of safety and support, especially at the organizational level (i.e. people less comfortable outside their respective team).



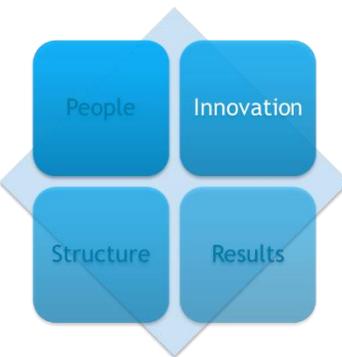
3. The focus on STRUCTURE is narrow. A Structure Orientation values clarity, efficiency, timeliness, stability and control. CMH is narrowly focused on control.

TO ACKNOWLEDGE

- Examples of trust and empowerment within teams.
- Some feel a sense of clarity through a focused mandate.

TO EXPLORE

- Hierarchical and bureaucratic, described as “institutional paralysis”.
- Top-down and directive; “ideas flow down, not up”.
- Lack of empowerment coupled with micromanagement. Decisions are often overturned even when significant work has been completed.
- Lack of clarity and transparency on the strategic direction and milestones. Employees do not understand how they fit in the bigger picture.
- Perceived lack of stability with the high number of acting roles. Some feel a sense of anxiety related to the potential change in leadership, direction and workload. There is also a perceived or real lack of authority for those holding acting positions, which translates to inaction.



4. The current culture does not enable innovation.

TO ACKNOWLEDGE

- Value placed on innovation as a concept. People understand the value proposition for CMH, including connecting with a broader visitor base.
- Innovative thinkers within CMH see opportunity to increase CMH relevance via innovation.

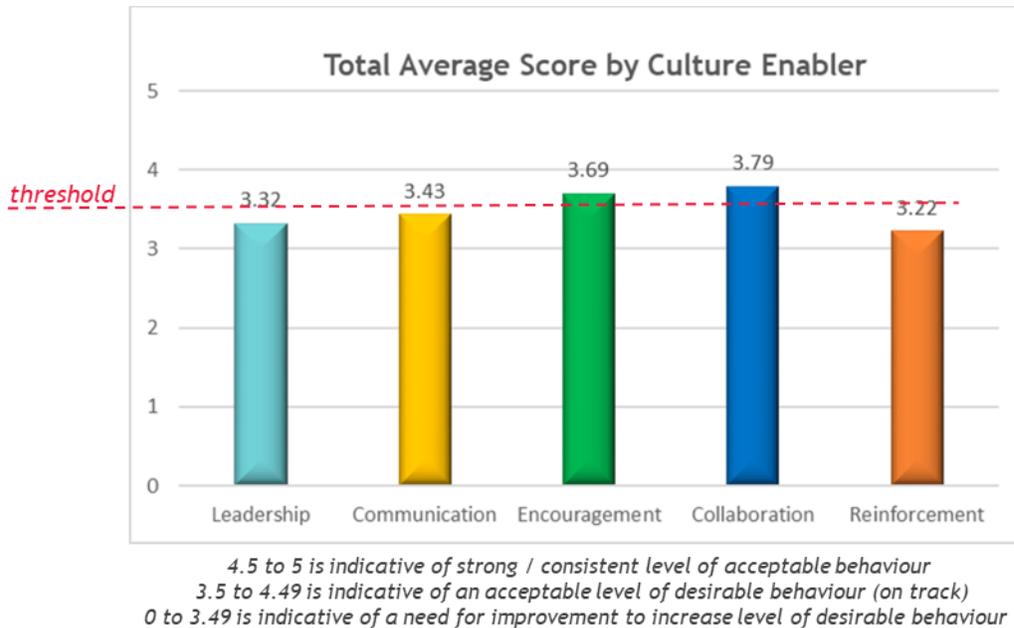
TO EXPLORE

- Risk aversion; “how will this be received in the public or political space?”.
- Conservative or traditional viewpoint; rigidity around “how we do things”.
- Lack of agility and empowerment in decision-making.
- Opportunity loss related to innovative ideas. Some express concern about CMH relevancy if it continues to miss opportunities to innovate and connect with Canadians in new ways.

3.2 Culture Enablers (Behaviours)

BDO’s Culture Enablers© provide insight on organizational behaviour known to positively enable culture. Each Culture Enabler is supported by a list of “desirable behaviours”. Employees were asked to what degree various behaviours exist within their team and the organization as a whole.

The total average Culture Enabler score is 3.6, which is indicative of an acceptable level of desirable behaviour. As illustrated, CMH is *on track* in terms of Encouragement and Collaboration, but requires improvement in Leadership, Communication and Reinforcement.



For detailed results (by behaviour), see Section 3.3 *Behaviour Heat Map* below.

3.3 Behaviour Heat Map

The following table provides more detailed insights on Culture Enablers and their supporting organizational behaviours. Employees were asked to what degree various behaviours exist within their team and the organization as a whole. The Heat Map below ranks the behaviours from highest degree to lowest degree.

Statement	Rank
Colleagues generally follow the rules of conduct and work in accordance with values and norms	3.86
In our team, colleagues support and motivate one another.	3.83
If the resources for completing the work are not (immediately) available, colleagues help each other out.	3.81
Even if time is scarce, colleagues still make time to explain things to each other.	3.76
Colleagues seek one another out and freely share knowledge with one another.	3.71
Colleagues share success stories with one another.	3.64
In our team, forming your own thoughts on matters is encouraged.	3.59
Colleagues enable each other to learn from past mistakes.	3.54
<i>threshold</i> -----	
Internal communication (such as internal newsletters) is comprehensible for all employees within the team.	3.44
Colleagues set a good example so that everyone is clear on the work approach within the team.	3.37
Colleagues invite each other to voice problems and concerns.	3.31
In decision-making, colleagues give everyone involved the opportunity to give their opinion.	3.29
Rules and procedures are explained well by colleagues, so that everyone understands them.	3.08
If colleagues behave badly, other colleagues take measures to stop it.	2.90

4.5 to 5 is indicative of strong / consistent level of desirable behaviour
 3.5 to 4.49 is indicative of an acceptable level of desirable behaviour (on track)
 0 to 3.49 is indicative of a need for improvement to increase level of desirable behaviour

On Track

Collaboration scored the highest (3.79) indicating that people are willing to supply others with time, resources, and knowledge to complete work objectives.

Encouragement (3.69) considers behaviours related to appreciation, recognition, motivation, participation, and empowerment. Results suggest that encouragement is on track within **immediate** teams; key behaviours include:

- Colleagues supporting and motivating each other
- Colleagues sharing success stories

Below the Threshold

Reinforcement is the lowest score (3.22) and particularly important for CMH to address. Reinforcement focuses on how desirable behaviour is enabled and undesirable behaviour is addressed. Reinforcement is essential for enabling a CMH culture shift moving forward.

There is a general sense that *colleagues do not take measures to stop bad behaviour* (2.9), and a feeling that there is not an effective escalation path (lingering legacy issues).

Leadership carries the most weight of all Culture Enablers and also falls below the threshold (3.32). BDO views Leadership from a broad perspective, recognizing the importance of desirable Leadership behaviours from all levels. As highlighted in the next section, areas for improvement include:

- Setting a good example
- Allowing people to voice opinions during decision-making
- Inviting others to voice problems or concerns

Communication falls just slightly below (3.43) and touches on both written and oral communications. While people make time to explain things to one another (oral), rules and procedures are not easy to understand. Lastly, employees desire clear and transparent communication from senior leadership that is consistent between both official languages.

4 RESULTS & FINDINGS: DIVERSITY & INCLUSION

The assessment of D&I explored specific diversity and inclusion objectives. The scoring for D&I indicates the level of alignment between employee lived experience and desirable D&I outcomes. **The total average score for D&I is 3.3 - this is just below the threshold and suggests that work is required to strengthen D&I at CMH.**

4.1 D&I Heat Map

The visual below outlines employee level of agreement toward D&I statements from highest to lowest. In terms of D&I, people feel more positively about their direct People Leader and teammates, than the organization as a whole (i.e. HR practices; CMH promotion of a “safe environment”).

Statement	Rank
Respectful and inclusive language is used within my team.	4.0
My direct people leader handles diversity matters appropriately	3.8
My team provides a safe environment for the free and open expression of ideas, opinions and beliefs.	3.7
My job performance is evaluated fairly.	3.6
All aspects of my identity are accepted.	3.6
The CMH has policies and procedures that discourage discrimination.	3.5
<i>threshold</i>	
People of all backgrounds and lifestyles are respected here.	3.4
I can be successful as my authentic self.	3.3
The CMH promotes a safe environment for the free and open expression of ideas, opinions and beliefs.	3.0
We all have access to equal employment opportunities.	2.9
Hiring decisions are based on fair, equitable, and inclusive criteria.	2.8
I can voice contrary opinions without fear of negative consequences.	2.8
Promotion decisions are fair.	2.6

*4.5 to 5 indicates a strong level of agreement with D&I statements
 3.5 to 4.49 indicates an acceptable level of agreement with D&I statements (on track)
 0 to 3.49 indicates the need for improvement*

On Track

Employees feel D&I within their respective teams is *on track*. The use of respectful and inclusive language within teams garnered the highest score (4.0), closely followed by agreement that direct people leaders handle diversity matters appropriately (3.8). Results also suggests that teams provide a safe space in which co-workers feel comfortable expressing their ideas, opinions and beliefs.

CMH has a *starting point* foundation for D&I. On average, employees believe there are policies and procedures in place to discourage discrimination (3.5), and that performance is fairly evaluated (3.6).

Below the Threshold

Employees feel less confident D&I within the organization as a whole; results suggest that:

- Hiring (2.8) and promotion (2.6) are not perceived to be made in a fair and equitable manner. A common perception it that advancement is primarily based on “who you know” versus merit-based (“if they don’t like you, you are stuck in the same position forever”).
- The view is that credentials / experience in a particular field are not seen as a requirement for leaders; leaders do not always have the experience or education that would position them for leading a team.

Overall CMH *does not* encourage a safe environment for diversity of thought, opinions or beliefs (3.0).

- Perception that interpersonal conflict and discriminatory behaviour goes unchecked or is not visibly resolved in an inclusive or effective manner.
- CMH is also seen as a traditional, risk-adverse organization that is hierarchical with top-down decision-making.

Both English and French-speaking employees feel they are not valued equitably. There is a belief that not being bilingual is a barrier to advancement, especially for those among racialized people. In addition, there is a perception that language training is not widely provided. There is also a perception that internal communications differs between languages.

Senior leadership lacks visible diversity in gender and race. There is a strong common perception that there is a need to increase representation of racialized people and Indigenous peoples within the organization at all levels and roles. The lack of internal diversity does not reflect the broader Canadian population and reduces CMH’s ability to connect with Canadians.

“It’s hard to appeal to the Canadian public when our staff are not representative of the population.”

5 RESULTS & FINDINGS: WELLNESS

The Workplace Assessment explored five specific Wellness objectives, some within the context of the current global pandemic. The scoring for Wellness indicates the level of alignment between employee lived experience and desirable Wellness outcomes.

The total average score for Wellness is 3.8 which suggests that CMH is *on track* in terms of these specific Wellness objectives. The visual below outlines level of employee agreement to wellness statements from highest to lowest.

Statement	Rank
I understand what is expected of me in maintaining a healthy and safe environment at work	4.0
My direct people leader has listened and responded to my concerns during the pandemic	3.9
My direct people leader supports mental health initiatives	3.8
I have access to the support and programs I need to take care of my mental health and that of my family	3.8
<i>threshold</i> I have confidence in our senior people leaders ability to effectively handle the challenges faced by COVID-19	3.3

4.5 to 5 indicates a strong level of agreement with wellness statements
 3.5 to 4.49 indicates an acceptable level of agreement with wellness statements (on track)
 0 to 3.49 indicates the need for improvement

As illustrated, the confidence in senior leadership falls below the threshold, which is consistent with the other Assessment focus areas (engagement, culture, D&I). Similar to D&I, CMH has a *starting point* foundation for Wellness with:

- An understanding of what is expected of individuals for health and safety (4.0)
- A belief that direct people leaders are listening / responding (3.9) and supporting mental health initiatives (3.8)
- Access to support and programs for mental health (3.8)

5.1 Top Sources of Stress

An additional Wellness question asked employees to “Identify your top 3 sources of stress in this pandemic period”. The top sources of stress, identified by at least 30% of respondents, are:

1. Uncertainty of work priorities
2. Change in workload
3. Balancing family and work

The results correlate with the overarching findings that indicate clear communication and direction from leadership is lacking and required.

6 CONCLUSIONS & RECOMMENDATIONS

6.1 Conclusions

There are five key takeaways of the Workforce Assessment that set the stage for recommendations:



Leadership, Reinforcement & Stability is a Recurring Theme

Throughout each focus area of the Workforce Assessment - Employee Engagement, Culture, D&I, Wellness - common themes emerged related to:

- Lack of trust in senior leadership
- Lack of reinforcement to address undesirable behaviour / enable desirable behaviour to establish norms and enable learning
- Lack of stability attributed to high number of acting positions, shifting priorities, and unexpected changes in workload

Immediate (quick hits) and long-term efforts must demonstrate progress in these areas.



Circles of Trust Exist

In general, there is a sense of comfort, trust and safety within immediate teams, including:

- Confidence in direct people managers delivering on commitments, responding to pandemic-related concerns, handling diversity matters appropriately, etc.
- Use of respectful and inclusive language within teams
- Teammates supporting and motivating each other

While there is a connection felt within an immediate network, it does not seem to extend to other groups, other levels, corporate services, or the organization as a whole.



There is a Strong Sense of Loyalty & Commitment

For the most part, employees are not willing to leave given their expertise, career goals and commitment to the mandate. CMH has an engaged workforce that can be largely attributed to what the organization stands for and what it has to offer; e.g.:

- Considered a “dream job” by many
- The work is considered meaningful and interesting
- A feeling of pride and accomplishment associated with working there



Progress is Underway

Over the last 2 years, HR has made significant changes to its policies, programs and services to play a more strategic and effective role in the organization, striving to ensure CMH remains an employer of choice. This includes:

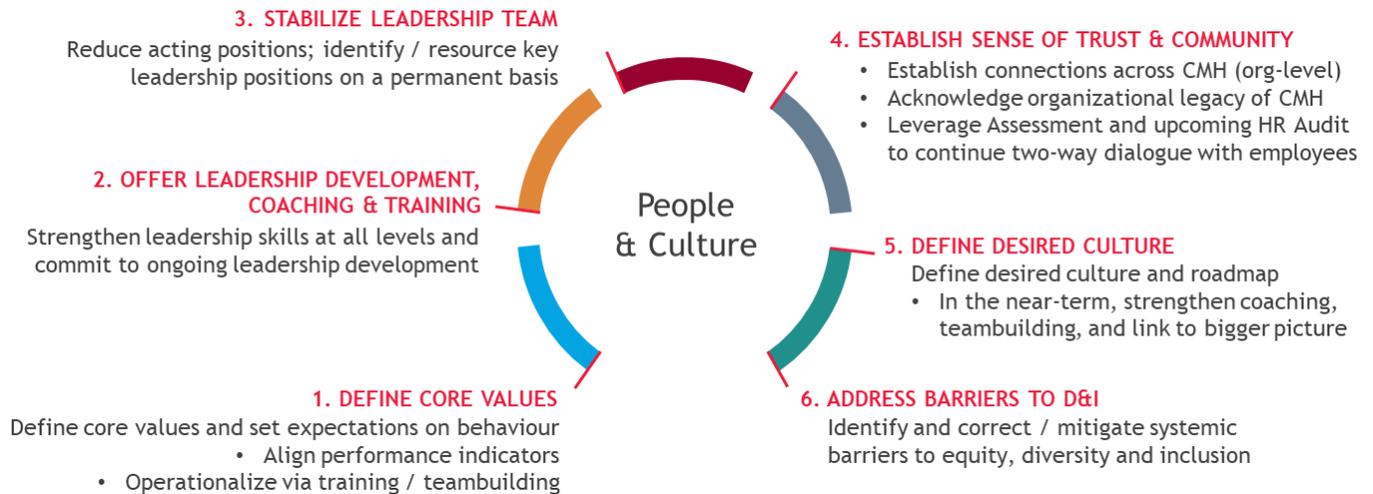
- A complete renewal of the Harassment and Violence in the Workplace Policy, setting clear boundaries for HR to intervene *with independence*. The new policy is now in place and its launch was supported by significant awareness and training efforts.
- Working towards the implementation of a fully anonymous online platform to allow employees to file complaints in a safer environment (if preferred).

**The Time to Act is Now**

There is a strong appetite for change and a reluctant hopefulness given recent efforts including this Workforce Assessment. Given the commitment and loyalty to CMH mandate and work, employees are invested in strengthening its culture. An expectation has been set with this Workforce Assessment; employees want to have a voice and enable positive change.

6.2 Recommendations

Based on Workforce Assessment results, BDO formulated six interrelated recommendations addressing employee engagement, culture, and D&I; i.e.:



Detailed Recommendations

1. Define Core Values

Establish core values and set expectations on acceptable behaviour to level set on “how we do things” at CMH, and hold people accountable. Align performance indicators and leadership competencies with core values and assess on an ongoing basis. To operationalize or embed, offer leadership training / teambuilding sessions designed to:

- Enable healing related to past experiences with negative team dynamics
- Increase awareness and understanding of values and the protocol for working together
- Explore the supporting mindset and behaviours
- Increase alignment and commitment of leaders and teams
- Explore how to address undesirable behaviour and how to encourage desirable behaviour

Lastly, set a clear path for escalation through team leadership, continuing on to corporate HR. The fully anonymous platform for filing complaints (mentioned in Section 6.1) is a positive step in the right direction.

2. Offer Leadership Assessment, Development, Coaching & Training

Leadership was consistently called into question throughout all aspects of the Workforce Assessment. CMH needs to strengthen leadership skills and competencies at all levels and commit to ongoing leadership development. Key activities include:

- Establishing a leadership competency model with behaviours aligned to core values

- Conducting 360 Assessments to understand the starting point and inform a development path
- Providing leadership training aligned with the leadership competency model; may include topics such as emotional intelligence, communications, change leadership, empowerment, etc.
- Offering one-on-one coaching to increase self awareness and provide an objective space for exploring leadership behaviour and mindset

3. Stabilize Leadership Team

Reduce the number of acting positions by identifying and resourcing key leadership positions on a permanent basis. The number of acting positions within CMH, especially at the leadership level, creates a sense of instability within the organization. There is a view that acting leaders are not empowered to make decisions, and a level of anxiety related to the eventual staffing (when, who and how).

4. Establish Trust and Sense of Community

As previously noted, there is a lack of trust in senior people leaders, which represents the lowest engagement score (2.8). In addition, the Assessment found that employees do not feel a connection to the organization as a whole. To address this, progress is needed in the following areas:

- Establishing connections across CMH (org-level) by communicating a clear vision and articulating the link with divisions, teams, roles (how they contribute to the bigger picture)
- Acknowledging the organizational legacy of CMH
- Leveraging the Assessment results to continue a two-way dialogue with employees
- Increasing transparency with goals and progress regarding CMH commitments that impact employees

5. Define Desired Culture and Develop a Roadmap for Transition

Facilitate *Desired Culture Visioning* exercise (with broad consultation) that articulates a new “culture profile” that positions CMH for success in terms of its people and strategic direction. As noted in the culture assessment, the current culture profile is considered an ineffective results orientation with opportunities for improvement related to people, structure, results, and innovation. Once the Desired Culture Vision is set, develop a roadmap to enable the transition (e.g. culture training at all levels).

Regardless of the Desired Culture Vision, there are immediate opportunities to correct on the current ineffective results orientation to enable a sense of safety, clarity and community. Opportunities include:

- Enabling a link to the bigger picture / connection to mandate and strategy
- Prioritizing teambuilding to increase trust among colleagues
- Enabling coaching at all levels

6. Address Barriers to D&I

Identify and correct / mitigate systemic barriers to equity, diversity and inclusion. While CMH has a *starting point* foundation for equity, diversity and inclusion, there are opportunities for improvement. Taking a holistic approach to systemic barriers requires:

- Identifying and mapping systems, policies and practices (e.g. recruitment, hiring, promotion and retention policies) and assessing each to identify gaps in representation
- Assessing each of the related systems, policies, and practices to identify negative impacts and barriers for designated groups
- Reviewing barriers and developing strategies to remove or provide accommodations
- Developing effective channels for sharing information, concepts, and ideas aimed at advancing dialogue on equity, diversity, inclusion and belonging
- Ensuring transparency with approach and progress