

WORKPLACE ASSESSMENT
Northern Health Region

**Workplace Assessment
Northern Health Region**

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for
HQS Consulting Service, Inc,
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Introduction

The VP Human Resources & Chief Human Resources Officer (VPHR) for the Northern Health Region (NHR) recognizing the critical importance of workplace wellness, and the responsibility for ensuring a healthy and safe workplace free not only from physical hazards but also from psychological hazards, determined to conduct a workplace audit focused on ensuring and enhancing the psychosocial well-being of the employees of the NHR. The process began with the NOR-MAN Region prior to the amalgamation and the Burntwood Region was subsequently included in the process, in early February. In this report the NOR-MAN Region is discussed as the West Campus while the former Burntwood Region will be called the East Campus.

With the objective of ensuring a psychologically healthy and safe workplace, the VPHR decided to begin the process by assessing the proverbial state of the state in terms of psychological wellness and, from this assessment, determine the nature of the enhancements required. In an effort to establish an open, honest, and non-threatening process so as to ensure a clear understanding of the current workplace situation, the VPHR determined the need to engage an external consultant. Dr. Leigh Quesnel, from HQS Consulting Services, Inc., was chosen to conduct the assessment process. The VPHR, along with Dr. Quesnel, determined that the process was best conducted under the auspices of a steering committee to which the consultant would be exclusively responsible. The Steering Committee (SC), along with the consultant, then met to determine the protocol for assessment and subsequent action. The protocol designed for the assessment and action consisted of three phases. The phases were as follows:

Phase I - Issue Identification,
Phase II - Action Planning and Implementation, and
Phase III - Monitoring and Follow Up.

This report is a summary of the methodology employed to collect information and proceed to issue identification in Phase I, as well as the results obtained in this phase of the process. As directed by the Steering Committee, the report is being made available to them for their disposition. No other copies, in any format, of the report have been or will be made available.

Background

Why the effort to ensure a psychologically healthy and safe workplace free from disrespectful behaviour, and psychological harassment? There are a number of reasons that have driven the current focus on respectfulness and psychological health and wellness in the workplace. Of these reasons, I believe the following four to be the most critical.

Equality in Our Humanity!

First and foremost, it is expected that contemporary organizations function in the context of a mutual respectfulness. Employees do not expect to be treated in anything less than a respectful way by their employer, their colleagues, or their clients. While this in no way mitigates management's right and obligation to manage, it does require that they do so in a respectful way, recognizing that the mandate for effective management and accountability does not preclude a respectful process and a psychologically healthy and safe workplace. In this context it is understood, though occasionally overlooked, that employees have the same obligation of respectfulness towards managers. Sadly, the adversarial role that sometimes exists between management and employees mitigates how they come together to work together. Employees, it goes without saying, also have an obligation to be respectful towards patients and their families.

In addition, it is understood that while clients must be heard and served effectively and efficiently, employees expect that the context of providing service is not one of servitude. This means that clients have the same obligation to be respectful as do all other individuals in the workplace environment. The old notion that the client is always right, while perhaps applicable to some aspects of the client-employee relationship, does not trump the requirement of mutual respect.

Finally, this increased expectation of respectfulness in the nature of workplace relationships extends to the relationships between employees. While the focus of respectfulness in the workplace is often around the management-employee relationship, it would be shortsighted not to note that employees spend most of their time working together and do so often in the absence of direct management. The frequency of interactions between employees and the increased level of stress prevalent in most organizations suggests that these relationships are at risk and need to be focused upon.

The notion of a hierarchy of humanity, along with its attendant practices while long an accepted part of our social fabric, has evolved to one of a much greater expectation that all our relationships be premised on mutual respect and equality in our humanity. The increased awareness in general, of the right to be treated as equal in their humanity has resulted in the legitimate entitlement to a workplace safe and free from disrespectful and psychologically harassing behaviour on part of anyone and everyone in that workplace.

The focus on a respectful as well as psychologically healthy and safe workplace is perhaps, before all else, the result of a choice in how we come together in the process of make a living and serving our communities. It is, before all else, a choice of how we will be with each other. It is a decision, notwithstanding the need to get the job done, to work together respectfully and in such a fashion as to create a psychologically healthy workplace because that is who we choose to be.

Canadians, as a whole, believe that all are entitled to be treated, in all circumstances, with respect; whether getting a ticket from a police officer, or being directed or corrected in an organization. It is understood that **equality in our humanity is an underlying requirement** of any culture, community, or group if it is to function effectively and without rancor. This commitment to a mutually respectful community and psychologically healthy environment at work and in all aspects of our lives may, more than anything else, reflect a Canadian ethos that we believe to be critical to our quality of life.

Engagement in Our Process!

A second reason for the focus on respectfulness and psychological health and safety in the workplace relates directly to good function of the organization. It speaks to effectiveness and efficiency in our capacity to deliver on the mandate. It speaks directly to quality of care. It also speaks directly to mitigating errors and ensuring the safest and best service possible to patients.

We often speak to the current environment as one of change and to the great challenge of that environment as that of managing change. While this is true, it is also true that this challenge is more complex than it appears on the surface. The environment in which we must currently deliver on our mandate is not simply changing; it is changing in an entirely different way than ever before. It may be argued that change itself has changed and this single observation means that the full intellectual engagement of each of the individuals in our organization is essential. Let me briefly explain this notion. In the process of helping organizations manage change, it became clear to me that the problem was more complex than it appeared. While things were changing this alone did not seem to

explain the difficulty that people appeared to have managing. Change is not, after all, new. In a nut-shell, it seems that three critical characteristics of the change in our environment had, as I noted earlier, changed. These characteristics include the rate of change, the predictability of change, and the complexity of change. I began talking about the need to manage surprise, not just change, as the most critical requirement for good function in our organizations. We are now required to manage change that is surprisingly fast. Some would argue that we have moved from a linear to an exponential increase in the rate of change in our environment. Without speaking to details, this fact alone means that we will have to be exceptionally responsive if we are to maintain effective function. We will have to adapt our practices at a rate that is, at least, in tune with the rate of change in the environment. If this exponential rate of change isn't sufficiently challenging, we can add to it the reality that our ability to see what is coming at us has also been significantly altered. In short, it seems that the lead time we have to prepare for the challenges coming at us is much shorter than it has ever been. This decreased ability to predict means that we will have to react relatively quickly, on short notice, and most importantly, we must react intelligently. Finally, if this isn't enough to get our attention, many would say that the challenges we are now facing have become significantly more complex. These challenges have become more complex, not only in terms of their detail, but also in terms of their synergy or "interconnectedness" to other critical situations of which we may or may not be aware.

If all of this is accurate, even in some degree, it is clear that we are not simply managing change but that we are indeed managing change that is characterized by surprise. If we are to manage that type of change effectively and efficiently, we will require more input from employees than ever before. Many would argue that it is this intellectual engagement that will secure best function, and it is this intellectual engagement that must be at the center of our change management strategies. Not only must people be engaged but they must work within an intellectual process premised on critical thinking and effective argumentation. We will require a process that is data driven and best evidence based; a process that is open to intellectual conflict; a process that is open to dissent and debate. Functioning effectively requires team effort, but more than this, it requires a team process based on deliberation, discourse, dissent and debate. This process will bring solutions to the challenges we face rapidly and effectively by bringing to bear all the intellectual capacity we have and maximizing on all the innovation that capacity can bring.

In order to work in an honest, open, and fully engaged intellectual process, a number of critical factors must be present. Chief among these are:

that each of the participants, each of the individuals in the organization, feel and be valued as an intellectual asset,

that dissent, debate, and discussion be bounded by mutual respect for all the individuals involved,

that the process be evidence based and data driven, and

that the process be open, honest, and mandate focused.

This process of managing surprise and dealing with the challenges we face in the course of getting the job done requires individuals have subject matter expertise (SME) but who are also emotionally intelligent (EI). It requires individuals who have the ability to be aware of their own emotional status; individuals who are able to recognize the impact they have on the emotional status of others, and individuals who can express their emotions in a constructive way.



There are five critical skills at the base of emotional intelligence:

- self-awareness: the ability to self-assess and monitor one's emotions
- social skills: the ability to work effectively in a team
- optimism: the ability to stay positive, optimistic and realistic
- emotional control: the ability to handle stress

flexibility: the ability to problem solve, adapt and change, and to do so in challenging situations; that is, under stress.

Many would argue that the intellectual engagement required to meet the mandate in this challenging workplace, begins with subject matter experts who are emotionally intelligent; that is, people who can work respectfully with others in a psychologically healthy environment. This will, in turn, provide the context for intellectual engagement in an evidence based and data driven process. This process will, in turn, underlie our ability to meet the mandate effectively and efficiently while mitigating errors and securing an unparalleled quality of service. For these reasons, now more than ever, an emotionally intelligent, psychologically healthy and respectful workplace is **required to ensure engagement in our process**.

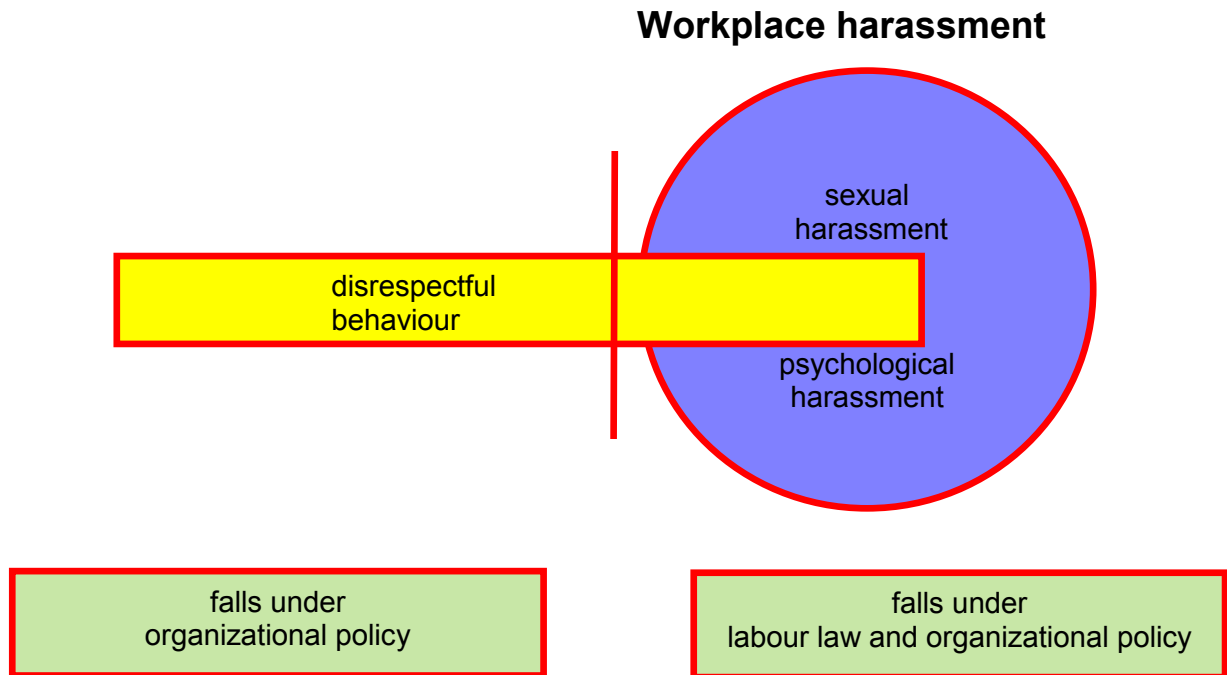
Caring for the People, Taking Care of the People!

A third, and no less compelling, reason for ensuring a respectful and psychologically healthy and safe workplace is the advent of changes in workplace health and safety legislation. The first changes in the legislation addressing respectfulness and psychological health in the workplace came out of Quebec.

The Quebec Department of Labour began examining the issue of psychological hazards and psychological health and safety in the workplace in early 2000, and by December 19, 2002, had passed Bill 143 which entered into force in June of 2004. This legislation states, in essence, that all employees have the right to work in an environment that is free from psychological harassment, an environment that is respectful and psychologically healthy and safe. This early legislation became the basis for efforts to include an explicit statement addressing psychological harassment in the Canada Labour Code. Bill C-276 to amend the Code was tabled and had its first reading in Parliament on January 29, 2009.

In February of 2011, the province of Manitoba amended its workplace safety and health regulations to include psychological harassment, thereby extending the concept of harassment to any behaviour that could reasonably cause a worker to be humiliated or intimidated. This legislation goes a long way to addressing both respectfulness and psychological health in the workplace. (<http://safemanitoba.com>). It also means that much inappropriate behaviour that

previously fell under workplace policy now falls under labour law and must be managed in that context.

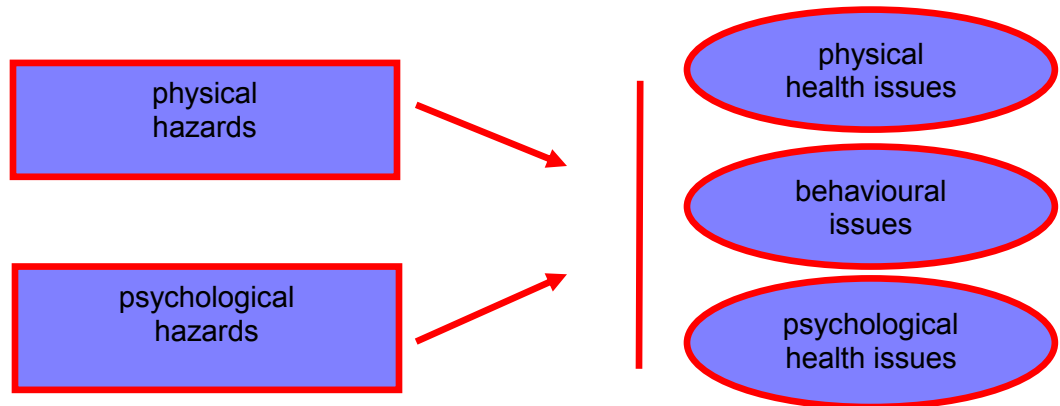


These changes in legislation were driven by the observation that hazards in the workplace come not only in physical form but also in psychological form, and that these psychological hazards or psycho-social stressors have no less damaging effects on the employees than do physical hazards.

It has now become clear that disrespectfulness and psychologically unhealthy workplaces are non-value added stressors and will, over time, be damaging to employee health, both physically and psychologically. In as much as we are committed to taking care of our patients, so it is that we must become equally committed to taking care of the employees who are taking care of the patients.

Without in any way minimizing the impact of sexual harassment, it is worth noting that recent research indicates that the effects of disrespect in the workplace, including bullying, and psychological harassment, have been found to be equally, if not more, destructive than sexual harassment. (Hershcovis and Barling, 2008).

In light of our recent understanding of the importance of a psychologically safe and healthy workplace it is clear that we must become more committed to **taking care of the people taking care of the people** than ever before.



Finders Keepers, Losers Weepers!

Finally, a psychologically healthy and safe workplace will benefit from a greater ease in recruiting and retaining employees. The savings, along this dimension alone, are noteworthy. Although less apparent than the advantageous effects on recruitment and retention, the positive effects of a psychologically healthy and safe workplace in maintaining the engagement of employees is just as important. As noted earlier, intellectual engagement has become critical, and while we have focused on the costs of replacing employees who drop out and leave, we seem to attend less to the much greater **cost of employees who drop out and stay!**

For these reasons, and as a matter of prudence and due diligence, the Northern Health Region has undertaken to not only determine the state of the state vis-a-vis the psychological health and safety in their workplace, but to use this audit process as a basis for improving and enhancing the state of that state.

Methodology

The audit process, as noted earlier, began in the former NOR-MAN RHA with the creation of Steering Committee. In order to do so, the VPHR issued an invitation to staff and management, as well as labour representatives, to consider sitting on the Committee. Members were selected on a first come basis, bearing in mind the representation required from management, labour, and staff, as well as each of the various areas of the Region.

The Steering Committee (SC) consisted of the following representatives:

Gloria Brown	- Staff
Don Gamache	- Staff
Renee Hayes	- Staff
Ainsley Hebert	- Staff
Corinne Knutson	- Staff
Cam Ritzer	- Staff
Rosa Spring	- Staff
Sharon Stubbs	- Staff
Sandra Yaworski	- Staff
Margaret Cherewyk	- Labour (MNU)
Darlene Jackson	- Labour (MNU)
Ernest Muswagon	- Labour (MGEU)
Armand Roy	- Labour (MAHCP)
Lyla Yaremchuk	- Labour (CUPE)
Haleh Azar	- Management
Linda Buchanan	- Management
Nancy Ewing	- Management
Sharon Ferguson	- Management
Wanda Reader	- Management
Laurel Roberts	- Management

The terms of references, and thus the scope of their responsibilities included:

- determining the objectives of the process,
- determining the nature of the process,
- determining the requirements of the final report,
- determining the disposition of the final report, and finally,
- initiating the second phase of the process, (the action planning process) if and as found to be necessary.

The first meeting of the Steering Committee occurred in Flin Flon on January 27th, 2012. A number of members also joined the meeting by way of video conferencing from Snow Lake and The Pas. The Steering Committee, at this meeting, determined that there were two central objectives of this undertaking. The first objective was to determine the state of wellness in the workplace, particularly as it related to psychological health. As such, the process was to focus on the concepts of the respectful workplace, as well as psychological well-being. Bearing this focus in mind, it was also thought critical to audit for the presence of psychological harassment or bullying and mobbing in the workplace. The second objective the committee considered important was to provide participants the opportunity to speak to the strengths of the employees and of their working relationships that might be significant in our journey forward and to offer whatever reflections and recommendations they might have for that journey forward.

The SC determined that the most effective way to meet these objectives recalling that we were at this point working only in the NOR-MAN RHA, would be a two-pronged approach. First, the consultant would interview a number of individuals in the organization. In order to determine the state of the organization, the SC determined that a representative and random sample of adequate size would be required and that this sample would need to include a number of participants from such groups as were determined vulnerable. The second element of the process would be to create a survey directed specifically at the focus of our undertaking. The survey would be made available to all employees, in all areas of the NOR-MAN RHA, both in hard copy and online.

As for the interview process, it was determined that approximately 100 individuals should be interviewed so as to ensure a sound set of results. In an effort to meet this requirement the VPHR randomly selected people from the major sites of the NOR-MAN RHA. These sites included The Pas, Flin Flon, Cranberry Portage, Snow Lake and Sherridon. As noted earlier, it was considered important to ensure, in the process of this audit and within this large random sample of individuals, that any vulnerable groups also be sampled. Vulnerable groups in the context of workplace wellness, and particularly in terms

of psychological harassment or bullying, include two groups. The first vulnerable group includes younger women, who are increasingly vulnerable with increasing education and effective performance. The second vulnerable group includes individuals from the First Nations. Finally, in an effort to be inclusive, a number of interview slots were left open for anyone in the organization that wanted to speak directly to the consultant. Employees were advised that they could either e-mail Dr. Quesnel directly to book an appointment, or do so through the VPHR's office. The results from all of these groups were collected so as to be amenable to independent analysis.

The interviews were conducted in a standardized format beginning with a five minute preamble by Dr. Quesnel, followed by such a period of time, as was required by each participant for their response. The preamble was meant to set the context for the meeting by:

addressing the purpose of the audit,
 explaining the purpose and process of the current meeting,
 reassuring the participant as to the confidential nature of the meeting,
 addressing concerns around the usefulness of the meeting in terms of
 the probability of subsequent follow up action, and finally,
 inviting the participant to speak to three main areas of critical
 input.

The areas of critical input included the participant's sense of:

the challenges or issues currently having impact on the workplace
 in terms of workplace wellness, and psychological health and
 safety,

the degree of impact those issues are having, and

how we might go about, using the strength of the employees in the
 organization, to help resolve those issues and enhance the
 respectfulness and psychological health and safety of the
 workplace.

It was pointed out to the participants that they were also welcome to speak about any other concerns they might have. It was also noted that it was not Dr. Quesnel's job to interpret the participants' responses, nor to paint a picture of the challenges, but rather to gather and integrate the information provided by the participants so as to have a picture of the situation at hand and provide some direction for resolution. It was also explained that Dr. Quesnel would be taking

notes so as to avoid having to rely on memory in the process of integrating the data.

Finally, it was pointed out that all the information from these notes would be entered into a spread sheet so that the interviewer might more effectively assemble his report. Participants were advised that the notes and spread sheet would be destroyed once the report was concluded, and made available to the Steering Committee for its disposition. Pursuant to the preamble, the participants were free to respond.

In addition to the interview process, it was decided to conduct a survey that would assess the psychological health of the organization. A survey was created derivative of the **National Standards Of Canada: Psychological Health in the Workplace**. The questions for the National Standards were themselves, in great part, drawn from the guardingmindsatwork.com website, and are available to the public. The questions assess the organization in terms of 13 characteristics or critical factors known to influence the psychological health of organizations. These 13 critical factors are assessed by 68 questions. The questions from the National Standards were re-worded slightly so as to create a more effective series of questions. To these 68 questions, another 12 questions were added to make up the bullying or psychological harassment factor. The NOR-MAN Regional Health Authority Survey was then made available on line at Dr. Quesnel's web site (www.hqs.ca). The survey could be accessed 24 hours a day, from May 2, to June 22, 2012. Hard copies were also made available in all locations for those individuals who may not have a computer or may have chosen not to fill out the survey on line.

This survey was subsequently made available to the former Burntwood RHA which had, in the interim become amalgamated with the NOR-MAN RHA to become the Northern Health Region. (East campus and West Campus respectively).

From January 28 to February 22, 2013, the survey was available to the East Campus which includes Thompson, Gillam, Ilford, Lynn Lake, Leaf Rapids and Wabowden.

While the survey was anonymous, four identifiers were required to separate responses by groups so as to ensure a sound process of analysis. The four identifiers were:

sex,

age, under 30,
 between 30 and 50,

	and over 50;
status,	staff management supervisor
location,	West Campus, North (including Flin Flon, Cranberry Portage, Sherridon and Snow Lake), West Campus, South (including The Pas, Cormorant, Grand Rapids and Easterville). East Campus, Thompson East Campus outlying areas including: Gillam, Ilford, Lynn Lake, Leaf Rapids and Wabowden.

The number of questions for each of the 13 factors is in parenthesis beside the factor titles and descriptions listed below. The questions were formatted using a five point Likert scale with the answers available as follows: “Not as a rule”, “Not often”, “Occasionally”, “Often” and “Yes as a rule” (See Appendix 1 for the entire questionnaire.)

A number of questions had a simple “yes” or “no” option. For example:

“Our workplace offers services or benefits that address employee psychological and mental health”.

The thirteen factors considered critical to a creating a psychologically safe and healthy workplace and used in our survey included the following:

- 1) **Psychological Support (5)**: This factor addresses the support demonstrated by management and the organization for employees’ psychological well-being. It speaks to valuing, recognising and responding to their psychological and mental health needs.
- 2) **Organizational Culture (8)**: This factor addresses the nature of the organizational culture and the extent to which it is characterised by accountability, respect, action in difficult situations, trust and a sense of community. All are characteristics critical to psychological health.
- 3) **Expectations and Effective Leadership (5)**: This factor addresses the effectiveness of leaders in the organization in terms of their capacity to

adequately give direction, communicate openly and in a timely way on impending change, and finally, provide sound and useful feedback to employees about their performance.

- 4) **Civility and Respect (5)**: This factor assesses the level of mutual respect between all present in the workplace as well as how effectively inappropriate behaviour is managed.
- 5) **Psychological Job Fit (5)**: This factor addresses the nature of the efforts made to ensure that employees are suitably matched to their jobs, not only in terms of technical skills but perhaps more particularly, in terms of emotional intelligence, psychological capacity, and respectful workplace practices.
- 6) **Growth and Development (4)**: This factor addresses the efforts made, including performance feedback, to ensure that employees have the opportunity, and are encouraged to, develop their competence in terms of interpersonal, emotional, and job skills so as to be in a position to consider new opportunities.
- 7) **Reward and Recognition (5)**: This factor addresses employees' perception of the appreciation of the organization for their commitment and efforts in their work, both in terms of pay and the celebration of success.
- 8) **Involvement and Influence (5)**: This factor assesses how effectively the intellectual capacity of the employees is used in the process of decision making, and determining how work is done.
- 9) **Workload Management (5)**: This factor addresses the nature of work distribution and managements' openness to discussions relating to work distribution. Most critically, this factor addresses the adequacy of resource allocation in terms of task demand. This factor also queries control over interruptions and prioritization of tasks.
- 10) **Engagement (5)**: This factor addresses the degree of physical, emotional, and intellectual engagement of employees, as well as job satisfaction.
- 11) **Balance (5)**: This factor addresses the extent of commitment in the organization to work-life balance and the effectiveness of that commitment. It also queries the capacity to discuss work-life balance with management and to ensure that balance by taking appropriate breaks from work.
- 12) **Psychological Protection (5)**: This factor addresses the extent to which the organization is committed to ensuring that employees have an open, honest, and intellectually engaging work experience without unnecessary stressors,

disrespect, harassment, violence, or discrimination. It also questions whether appropriate action is taken where necessary.

13) Supportive Physical Environment (6): This factor addresses the extent to which the organization is committed to ensuring that employees are protected from physical health hazards, are free to focus on getting the job done and that hazards are responded to appropriately when discovered.

The end of each section had a comment option was available to ensure that whatever thoughts participants may have had on a particular theme were captured immediately rather than risking the loss of this information by waiting for the end of the survey to comment.

Bullying in Your Workplace (12)

To the 68 questions derived from the National Standards, we added a series of 12 questions that probed directly for psychological harassment or bullying in the workplace. This section of the survey was preceded by a description of bullying to help participants frame their answers around a common definition of the term. At the end of these questions an option for comments was again available to the participants. This bullying section of the questionnaire sought to capture the frequency, nature, duration, and source of bullying in the workplace, as well as the impact of bullying and the recourse available.

The complete Northern Health Region Survey 2013, as noted earlier, can be found in Appendix #1.

Results

This section of the report is divided into three components. The first component speaks to the results from the West Campus audit. These results were presented in November, 2012 and have changed little from that presentation. The second component speaks to the results from the Survey conducted in the East Campus while the third component speaks to an aggregation of the results reflecting the entire Northern Health Region.

Results for the West Campus

The results for the West Campus are presented in three elements.

First, a brief series of observations regarding the interview and survey processes is presented. This is followed by the results proper, which have been divided into two further elements: the results drawn from the interview process and the results drawn from the responses to the survey.

Observations From the Interview and Survey Process

My first observation from the interview process was of a general level of good will on the participants' part and the ever present hope that this audit would result in some action and the changes needed to enhance the psychological health of the current workplace. Having said this, there was a certain degree of skepticism as to the impact an audit would have, given that such processes had previously been undertaken and no significant change had, in their view, occurred. Notwithstanding this somewhat skeptical attitude, all participants were enthusiastic and engaged.

My second observation, and one of significant importance, is that the participants took the process very seriously and had given substantial thought to what they were about to share. Some participants brought notes to ensure that they spoke to all the items they wanted to address and few, if any, appeared to see the session as simply an opportunity to vent. As noted earlier, most of the participants hoped that they would be part of contributing to a "fix."

In this same vein, I observed that the participants were cautious and concerned about having to say things that might have an impact on other members of the community and possibly result in consequences for themselves. In short, there

was no sense of complaining about or criticizing others in a frivolous or malicious way, but rather a great sense of responsibility for their comments and perhaps a little fear of retaliation should confidentiality not be maintained.

As a final observation, and one significant to an understanding of the overall state of the workplace in the West Campus, I observed an enormous degree of tension and stress in many, if not most, of the participants. Of the participants I spoke with, many noted that the issues they were addressing as they spoke in the interview process were becoming of progressively greater concern and frustration. This suggests that the difficult nature of the workplace is of some intensity and has been so for some time. These comments underscore the degree of urgency in dealing with the concerns expressed.

As to my observations regarding the survey, the most noteworthy observation from the survey is, without doubt, the number and extent of the comments made. In the process of answering the questions in the survey, as noted, there was an opportunity to comment on each factor and again at the end of the survey. A total of 1,558 comments were made, generating 120 pages of text from the West Campus. This suggests that people took the process seriously and had a significant need to be heard.

A second observation from the survey and one of some significance is that it was filled out by 330 individuals. This was a substantial survey with 82 questions and many opportunities to leave comments. The average time taken to fill out the survey out was 21 minutes. These data again suggests to me that this process, like the interview process, was taken very seriously by the participants. Again, in the survey comments, many individuals spoke of their hope that the audit would result in some very clear actions being taken.

Results Proper From the West Campus Interviews

A total of 86 interviews were conducted during the months of May, June and July, 2012. Of these interviews, 41 were conducted in The Pas, 38 in Flin Flon, 5 in Snow Lake, and 2 in Cranberry Portage. As might be imagined the amount of information derived from 86 individuals across a three month period of interviewing was substantial. In an effort to manage that information without relying solely on memory, the information was entered into a spread sheet. As comments were repeated by different participants, note was taken and as such the results speak not only to the comments made, but also to the frequency of any one comment. It is also clear that the comments could best be understood by grouping them into categories of related themes. Given the 13 factors already laid out in the survey process it seemed reasonable to integrate the comments

from the interviews, as much as possible, into those factors for subsequent comparison to the survey results.

The interview process generated the following groups:

Random Group (consisting of individuals picked at random for the interview),

Women Under 30 Group (drawn from the Random Group),

First Nations Group (drawn again from the Random Group), and a

Walk In Group (consisting of anyone who asked to join the process).

The Random Group is the group that most clearly gives us a sense of the state of the state; as such it is a particularly critical group. Each of the other groups gives us a select (i.e. not random) representation of an element of the organization. For that reason, I will present the results from the Random Group first. The Random Group was made up of 54 individuals: 26 from the Pas, 23 from Flin Flon, 3 from Snow Lake and 2 from Cranberry Portage.

The themes that emerged most clearly from the Random Group were as follows:

- a) First, and of greatest concerns to, the participants of the Random Group were the issues of respectfulness and bullying in the workplace. In this group 69% of participants noted that they had been treated disrespectfully, while 76% stated that they had seen others being treated disrespectfully, and 15% said they had seen clients treated disrespectfully. This was the single solicited answer in the interview and must be understood in that context. Notwithstanding the form in which the question had been posed, the numbers remain quite startling. It was also noted, with some frequency, that patients and their family members were often disrespectful towards the staff.
- b) Of particular interest is the observation that 35% of respondents in the Random Group stated that the disrespectful behaviour was perpetrated by the same people and that this group of people constituted about 30% of the individuals in the workplace.
- c) In a similar vein, 40% of the members of the Random Group noted that the professions were not working together well and that a distinct hierarchy of professions existed. This hierarchy was at the root of the difficult relationship amongst them. While accepting that a hierarchy of

authority and decision making may be necessary, most noted that this should not entail disrespect for others.

- d) It was also noted that comments and reports of issues related to disrespect and/or bullying in the workplace, including Occurrence Reports were often discouraged and when such reports were completed they seemed to get lost and all too often, went without action or response (16%) until there was an escalation of events (9%). This lack of action when things were reported was said to account for a great many people simply not reporting inappropriate behaviour (24%).
- e) Participants in the Random Group (13%) suggested that the disrespectfulness in the workplace had resulted in a negative and angry culture which was having a significant effect on function.
- f) In terms of the impact on function, 33% of participants suggested that the negative culture resulted in mitigated team function, and the loss of good employees (9%). Most importantly, this culture resulted in significant negative impact on their service mandate (18%) and, finally, that this culture impacted on the comfort of patients.
- g) While recognizing the efforts being made to deal with disrespect and bullying in the workplace, 24% of respondents suggested that this behaviour was not improving and that whatever action was being taken was not effective in resolving the issue. A number of respondents suggested that the poster campaign was nothing more than a poster campaign to give the appearance of diligence around this issue and that there was no serious intent to take action.

These issues speak to the organizational culture and psychological support factors of the survey and, as will be noted when these are reviewed, lend support to the survey results observed.

- h) The second focus of significance noted by the Random Group addressed management. There was a clear sense that management needed to be far more present in the workplace (26%) and spend more time talking to and hearing employees (18%). The participants spoke of a substantial disconnect between employees and management. Of equal concern were the comments made by a number of managers voicing concerns of a similar disconnect within management and, most notably, between middle management and senior management.

- i) There was also a sense (11%) that by reason of the disconnect mentioned above, senior management might be unaware of the scope of the challenge that the negative workplace was having and needed to be apprised both of the scope of the issues and the risk to quality service and general good function.
- j) There was a sense that management was inexperienced and needed both management and leadership training in order to do the job effectively (33%). It was also noted by a number of participants and in support of management that the management group was overtaxed and that this may account for some of the issues observed with the management process.
- k) One of the most concerning observations regarding management performance was that managers were not dealing effectively with the disrespectful individuals in the workplace, and 18% of participants noted that performance management in general was poorly handled. Many participants noted that they had never been involved with, or given any form of, performance evaluation.
- l) Lastly, a notable concern voiced by the participants was that poor morale was becoming a problem and required a specific focus (26%).

As to the Women Under 30 Group (which was drawn from the Random Group): first, we had a very small sample (7), and second, this group corroborated the findings already observed in the main group and did so with similar frequencies. The Women Under 30 Group provided no distinct observations and was thereby not different from the Random Group. It would however, be injudicious to presume from this small a sample that individuals in this group were no more vulnerable than the main group. As will be seen from the survey results, there were some differences and this group may simply have been too small in numbers to see any effect.

The First Nations Group (which was drawn from the Random Group) was also very small in number. As with the Women Under 30 Group, this group does not distinguish itself in any way from the main group. Again, it would be unwise to draw any firm conclusions from the 11 participants in this group. At best, a cautious observation can be drawn that there appears to be no particular issues in this group.

The last results from the interview process to be considered are those from the Walk In Group, which consisted of 32 individuals. It is important to bear in mind that this is not a random group of individuals. Each of these individuals asked to

be involved in the process. It is equally important not to assume that this group of individuals represents a group of angry, disenchanted, or unhappy employees. This assumption is erroneous and risks leading to the conclusion that this set of results can simply be dismissed. The results from this group should be viewed as relevant unto themselves without assuming that they represent any other population.

The most interesting observation about this group is how little it differed from the Random Group. Here are the significant observations and, where pertinent, their relationship to the Random Group.

- a) As to the disrespect-bullying issue, 71% of the participants in this group noted they been treated disrespectfully, 68% had seen others treated disrespectfully, and 16% had seen patients treated disrespectfully. These numbers are virtually identical to those of the Random Group and corroborate those findings.
- b) As to the source of the disrespectfulness, 25% of the Walk In Group suggested that the disrespectful and bullying behaviour was perpetrated by a small group of individuals just as was reported in the Random Group.
- c) As to the professions not working well together, 8% of this group saw this as an issue. These results are slightly lower than the Random Group.
- d) In the Walk In Group, it was noted that comments and reports of issues related to disrespect and/- or bullying in the workplace, including Occurrence Reports, were also discouraged, and seemed to get lost or go without response (21%) until there was an escalation of events (18%), and lastly that this fact resulted in people simply not reporting incidents or issues (32%). The results from the Walk In Group are slightly higher than in the Random Group but not, on the whole, dissimilar.
- e) In the Walk In Group, 21% of individuals believed that the organizational culture was an angry and negative one. This is somewhat higher than in the Random Group.
- f) Of significant concern was the comment by 34% of these participants that the negative culture resulted in mitigated team function, and the loss of good employees (31%). A full 28% stated that this culture had resulted in a significant negative impact on the service mandate. These results are all higher than those in the Random Group.
- g) As to the effectiveness of action being taken to manage disrespectful behaviour and bullying, 50% of this group noted that whatever action was

taken, it had not resolved the issues in the workplace. These results are substantially higher than the Random Group's results on this issue.

Again, a second central issue emerged from this group that was not dissimilar to the Random Group. This concern spoke to the role of management in the context of the issues at hand.

- h) Within this group there was also a clear sense that management needed to be far more present in the workplace (31% vs.. 26% in the Random Group) and spend more time talking to and hearing employees (31% vs..18% in the Random Group).
- i) There was also a sense (16% of participants) that senior management might be unaware of the scope of the challenges that the negative workplace was creating and needed to be apprised both of the scope of the issues and the risk to quality service and general good function.
- j) This group also suggested in somewhat greater numbers than the Random Group that managers were not as experienced as they needed to be and that management and leadership training was required (47%). With a slightly greater emphasis, this group suggested that the lack of performance management was a critical element in the disrespectfulness observed in the workplace (28%).
- k) Finally, as with the Random Group, 28% of the Walk In Group noted that poor morale was becoming an issue.

These are the most notable results from the interviews and may best be understood in the context of the 13 factors that underlie psychological health and are the basis of the Standards. In this context we can see that these observations are elements of the following factors: Organizational Culture, Civility and Respect, as well as Psychological Protection.

Results Proper From the West Campus Survey

The survey was made available online and in hard copy in May and June, 2012. A copy of the survey can be found in Appendix #1. A total of 330 surveys were completed. Of these, 194 (59%) were from the North (Flin Flon, Cranberry Portage Sherridon and Snow Lake) and 136 (41%) were from the South (The

Pas, Cormorant, Grand Rapids, and Easterville).

Of the 330 surveys completed 297 (90%) were completed by women and 33 (10%) by men. In terms of organizational distribution, 32 (9.6%) were managers, 14 (4.2%) were supervisors, and 284 (86%) were staff. Finally, 33 (10%) were women under 30 and 96 (29%) were women over 50. The younger women were considered a vulnerable group and were monitored for this reason. Women over 50 were monitored at the request of the members of the Steering Committee, who suggested that this group may be distinct along a number of interesting dimensions. The survey results were grouped as follows:

- WC Group, all participants from the WC
- Women Under 30 Group, from the WC
- Women Over 50 Group, from the WC
- North Group, from the WC
- South Group, from the WC
- Staff Group, from the WC
- Management Group, from the WC.

The survey results will be discussed first by each of the 13 factors (from the National Standards referenced earlier) for each individual group. This overall analysis will be followed with a more detailed analysis by question within each factor across groups. It should be recalled that the bullying factor was added to the 13 factors of the Standards.

In an effort to handle the survey results in a cogent way, the number of individuals responding to each question in the **Often** and **Yes as a rule** conditions were added together and a percent value calculated. This percentage then served as a basis for comparisons between questions, factors, and groups. A difference of 10 percentage points or more was chosen arbitrarily by the analyst as significant. This is not to suggest that smaller differences are not worth consideration but simply that a 10% difference is of greater significance.

The overall results for the West Campus (WC) by group and factor can be found in Appendix #2. Some noteworthy comparisons can be noted between the WC Group and the Women Under 30 Group and some are highlighted in blue between the Management and Staff Groups. As shown the best result across all factors and in all groups is the result for the Engagement factor (64%). Having said this, it is important to note that the Women Under 30 Group is substantially less engaged than is the Full Group (48% to 64%). The observation that this group is distinct from the overall group will be replicated across a number of factors.

Following the Engagement factor, the highest scoring factors for the West Campus (WC) were Balance and Physical Environment, which were both at 52%. While these three were the highest of all the factors, they are less than optimal.

The lowest scoring factors for the Full Group were:

Organizational Culture 29%
 Psychological Support 32%
 Rewards and Recognition 32%

These factors mirror observations found in the interviews in both the Random and Walk-In Groups. In particular, Organizational Culture and Psychological Support speak to issues of mutual respect, individual accountability, harassment, concern for employee wellbeing and trust. In the Rewards and Recognition factor, we also see a corroboration of the interview results which address the issues around the perception of appreciation for commitment and efforts.

No notable differences were found between the North and South areas. Nor were there differences between the Women Over 50 Group and the WC Group. It is important to note that we have chosen to speak to differences of 10% or more and that small differences between these groups exist and will be noted when the results are reviewed in greater detail. For the Women Under 30 Group however, some significant differences were noted in comparison to the WC Group. In the Women Under 30 Group we observe substantially lower scores than the WC Group on:

Workload Management	(36% vs.. 47%)
Engagement	(48% vs.. 64%)
Balance	(39% vs.. 52%)
Psychological Protection	(26% vs.. 35%)

These results suggest that, while not noted in the Interview process, the Women Under 30 Group were more negatively impacted by the workplace environment.

A noteworthy observation across all factors is that the Management Group scores higher on all factors than the Staff Group. This corroborates the suggestion in the interviews that there is something of a “disconnect” between Staff and Management or, at best, a distinctly different perception of the state of the workplace.

In general, the results for all factors are modest and suggest that efforts will be required to enhance function in each of these areas.

In terms of the Bullying factor, three questions were integrated to yield the results calculated. The three questions were:

Have you ever been bullied?
 Have you ever seen other employees being bullied?
 Have you avoided filing a grievance or respectful workplace
 complaint out of fear?

The scores on these three questions were all between 60% and 67% with both women's groups scoring slightly higher than the WC Group. Overall, the results for the bullying factor are high and corroborate the interview results collected in terms of disrespectful behaviour in the environment. While the Management Group scored lower (53%) than the Staff Group (63%) on this dimension, it is still quite a high score.

We will now proceed to a more detailed analysis of each factor. As a matter of interest, we have added the number of comments made for each factor in brackets beside the corresponding title. Comparisons will be drawn, where significant, between the two women's groups and the WC Group, the North and the South groups, as well as the Management and Staff groups. The responses by question across each factor and all groups can be found in Appendix #3. The most noteworthy observations from this analysis are listed below.

Psychological Support (111): This factor speaks to the support demonstrated by management and the organization for employees' psychological well-being. It speaks to the responsiveness of the organization to the employees' psychological and mental health needs. The results for this factor were uniformly low across questions and groups in the WC. The Women Under 30 Group did, however, score higher than the WC Group on feeling supported around family issues and the process of returning to work. The Management Group scored higher on every question for this factor than all other groups and significantly higher than the Staff Group on questions relating to:

- supervisors supporting employees in distress,
- employees experiencing personal or family issues,
- employees returning to work pursuant to mental health issues.

This continues to corroborate a difference in perceptions between the Management Group and the Staff Group.

Organizational Culture (89): This factor addresses the nature of the organizational culture and the extent to which it is characterised by accountability, respect, action in difficult situations, as well as trust and community, all characteristics which are critical to psychological health. Once again, these scores are uniformly modest. It is worth noting that the Women Under 30 Group reported a much lower sense of people being held accountable

for their actions than the WC Group as a whole. The North Group, in comparison to the South Group, also reported less accountability on part of people for their actions and less trust between management and employees. This is the first of a number of differences noted between the North and South groups. The Management Group scored somewhat higher than all other groups, and on all questions save the question relating to corporate culture being evident in the organization. The Management Group scored significantly higher than the Staff Group on the first six of the eight questions in this factor. Those questions related to the perception of accountability, respect for other people's ideas, management of difficult situations (including harassment), as well as employees feeling part of the community and trusting management.

Expectations and Effective Leadership (110): This factor addresses the effectiveness of leaders in the organization in terms of their capacity to adequately give direction, communicate openly and in a timely fashion about impending changes, and finally, provide sound and useful feedback to employees as to their performance. The question regarding clarity of expectations scores very high for all groups and suggests that leadership is very effective in this dimension of its function. Overall, the remaining results are modest with the North scoring lower than the South on the question about being informed about change. The Management Group again scored higher on all questions than the other groups and notably higher than the Staff Group. The results from three questions, in particular are worth noting. First, the results for providing feedback are very low and corroborate the observations collected in the interviews around the lack of performance evaluation and provision of feedback. Second, the results around effective communication and keeping staff informed about change corroborate the observation in the interviews that management is not sufficiently present and open to discussion.

Civility and Respect (103): This factor assessed the level of mutual respect between all present in the workplace and how effectively inappropriate behaviour is managed. The Women Under 30 Group scored lower than the WC Group on two questions in this factor. They scored slightly lower on the question relating to problems being handled effectively and significantly lower on the question of having effective ways of dealing with inappropriate behaviour on the part of patients, families and clients. These two questions speak to an accountability concern voiced earlier by this group. The North Group scored lower than the South Group in terms of conflict being kept to a minimum and, again, corroborates a slightly lower sense of accountability in the North Group. On this factor the Management Group is not notably distinct from the Staff Group except in terms of the following two questions: First, people problems are effectively handled (Management Group 32% vs.. Staff Group 16%) and second, all people

are treated well (Management 72% vs.. Staff Group 60%). The modest results on the two questions regarding taking action when inappropriate behaviour occurs on part of employees, patients, families, or clients corroborate the observations made in the interviews on this issue.

Psychological Job Fit (64): This factor addresses the efforts made to ensure that employees are suitably matched to their jobs, not only in terms of technical skills, but perhaps more particularly, in terms of emotional intelligence, psychological capacity, and respectful workplace practices. The performance on this factor was also modest. The North Group scored lower on the question asking whether the organization hires people who fit well within a respectful workplace culture. This difference again flags the slight but consistent difference between the North and South Groups. The Management Group again scored higher than the Staff Group on all questions save the question querying whether employees have the social skills to do their jobs well. On this question all groups agreed. On the remaining four questions the Management Group scored higher than all other groups and significantly higher than the Staff Group.

Growth and Development (72): This factor addresses the efforts made, including performance feedback, to ensure that employees have the opportunity, and are encouraged to develop their competence in terms of interpersonal, emotional, and job skills so as to be in a position to consider new opportunities. The results for this factor are somewhat low. It is interesting to note that the Women Over 50 Group scored the lowest (19%) on the question related to the opportunity to advance in the organization and that this is significantly lower than the WC Group as a whole (28%). The North Group scored significantly lower than the South Group on the questions relating to receiving feedback (18% vs.. 28%) and the opportunity to develop their people skills (40% vs.. 55%). The difference between the Management Group and the Staff group on three of the four questions is quite substantial. Most noteworthy is the difference in terms of receiving feedback (Management Group 51% vs.. the Staff Group at 18%), which corroborates the lack of performance evaluation and feedback addressed during the interviews. This difference is also, as noted, more pronounced in the North Group than the South Group. The difference in the question relating to openness to employee ideas (Management Group at 63% vs.. Staff Group at 31%) is also significant and important to note.

Reward and Recognition (72): This factor addresses the perception by employees of the appreciation for their commitment and efforts in their work, both in terms of pay and the celebration of success. The results for this factor are modest and the Women Under 30 Group responded somewhat lower on their

sense of the organization appreciating extra effort on their part than the WC Group (13% vs.. 22%) and the Women Over 50 Group scored somewhat lower on the question relating to celebrating successes than the WC Group (16% vs.. 24%). Further, and of concern, the North Group is lower than the South Group on all questions and in an important degree. Again, the Management Group is notably distinct and higher than the Staff Group on all questions in this factor.

Involvement and Influence (58): This factor attempts to determine how effectively the intellectual capacity of the employees is used in the process of decision making and determining how work is done. The Women Under 30 Group scored somewhat lower than the WC Group on the question relating to control of their work (53% vs.. 62%). The only significance difference between the North and South groups was found on the question related to the willingness of management to hear opinions and suggestion from the employees. Here the North Group scored significantly lower than the South Group (33% vs.. 44%). On this factor, the Management Group was substantially higher than the Staff Group (63 vs.. 43%) and was so on all questions, save for the question of control over how the employee organizes his/her work.

Workload Management (72): This factor addresses the nature of work distribution and the openness to discussions about work distribution. Most critically, this factor addressed the adequacy or resource allocation in terms of task demand. This factor also queries control over interruptions and prioritization of tasks. The Women Under 30 Group scored lower than the WC Group on all questions in this factor and significantly so on the questions regarding control over prioritizing their work and access to equipment and resources to get the job done. The results for this factor show the Management Group scoring higher on all questions and significantly so on four of the five questions. Again, management's perception is quite different from that of employees and particularly so around the openness to discussion regarding work load.

Engagement (68): This factor addresses the degree of physical, emotional and intellectual engagement of employees, as well as job satisfaction. It is important to note that on every one of the five questions in this factor the Women Under 30 Group scored notably lower than the WC Group. The vulnerability of this group is most apparent here. Of the five questions on this factor, the Management Group is notably higher than the Staff group on three. The Management Group is higher than the Staff Group in assuming that employees enjoy their work (76% vs.. 59%), in assuming that employees describe work as an important part of who they are (76% vs.. 60%) and in assuming that employees are proud of what they do (83% vs.. 73%). This difference may reflect a degree of progressive

disengagement that managers are not noting or an important difference in perception. However understood, the differences in these results are significant.

Balance (57): This factor addresses the extent of commitment in the organization to work-life balance and the effectiveness of that commitment. It also queries the capacity to discuss work-life balance with management and to ensure that balance by taking appropriate breaks from the workplace. The Women Under 30 Group is significantly lower than the WC Group on every one of these questions except the question regarding having energy left at the end of day although they did score lower even on this. As such, the Women Under 30 Group scored significantly lower on the entire factor. It is interesting to note that the Women Over 50 Group scored notably higher than the WC Group and significantly higher than Women Under 30 Group on the question relating to the capacity to balance work-life demands. The Management Group scored higher than the Staff Group on all questions save one which is the capacity of employees to balance the demands of work and personal life (72% vs.. 68%). A noteworthy disconnect occurs in the perception between management and staff in terms of being encouraged to take entitled breaks (Management- 80% vs.. Staff- 63%), and the capacity to talk with management about balance issue (Management- 68% and the Staff- 41%).

Psychological Protection (66): This factor addresses the extent to which the organization is committed to ensuring that employees have an open, honest, and intellectually engaging working experience without unnecessary stressors, disrespect, harassment, violence, or discrimination. It also queries whether appropriate action is taken, when and where necessary. The Women Under 30 Group scored significantly lower than the WC Group in terms of their perception of concern demonstrated for employee well-being (28% vs.. 41%), the psychological health of the workplace (17% vs.. 27%), and the effectiveness in dealing with inappropriate behaviour (28 vs.. 38%). The Management Group scored higher than the Staff Group on all questions in this factor save one of critical significance. There was agreement on how employees would describe the psychological health of the workplace, with both groups scoring equally low (27%). This suggests that, notwithstanding the possible “disconnect” between management and employees, management is aware of the concern on part of employees as to the state of the workplace.

Supportive Physical Environment (51): This factor addresses the extent to which the organization is committed to ensuring that employees are protected from physical health hazards, are free to focus on getting the job done, and that hazards are responded to appropriately when discovered. The Women Under 30 Group scored lower than the WC Group on the questions relating to their

capacity to complete their task undisturbed (51% vs.. 64%), and their confidence that every effort to prevent harm was taken by the organization (39% vs.. 51%). The Management Group scored significantly higher than the Staff Group on all the questions in this factor save, the question of distraction being kept to a minimum.

Bullying in the Workplace (462): All groups reported being bullied at about the same level (62%), except the Management Group who reported a rate of only 55%. These numbers are all quite high and corroborate the observations made in the interview process. What was particularly surprising was that all groups reported that 80% of the time the perpetrator of bullying behaviour was a colleague and not a person with greater formal authority. The bullying was reported as occurring for over a year by 48% of the WC Group. Not surprisingly, only 18% of the Women Under 30 Group reported the bullying to have endured over a year. These lower results may be an artifact of the duration of their employment. In the Women Over 50 Group a full 69% reported that the bullying had lasted over a year. In the North Group 53% reported bullying lasted over a year, while in the South only 41% reported that it lasted over a year. In the Staff Group 73% noted that they had seen employees being bullied while 67% of the Management Group noted this same observation.

As to the question of lodging a complaint upon being bullied or seeing someone being bullied, only 12% of the WC Group noted they had lodged a complaint. It is interesting to observe that no one in the Women Under 30 Group had lodged a complaint while experiencing bullying at the same rate as other groups and seeing others bullied more often than other groups. The Women Over 50 Group had the highest rate of lodging complaints of bullying (19%) although they did not have a particularly higher rate of being bullied or seeing others bullied. On this question, there were no differences between the Management and Staff Group and no difference between the North and South Groups. As to filing a grievance or a respectful workplace complaint, 51% of the WC Group stated they would not do so out of fear. In the Management Group 38% stated that they would not file a grievance or complaint out of fear of reprisals. These results corroborate the information collected in the interview process.

The results note that the greatest impacts of the bullying behaviour on the targets were:

to cause them to worry on the way to work	(63%)
to cause them to get angry on the way to work	(53%)
to diminish their confidence on the job	(63%)
to diminish self-esteem	(56%)
to affect sleep	(58%)

to cause them to become depressed	(31%)
to cause them to become anxious	(45%)
to cause them to become irritable	(53%)
to affect their mental health	(49%)
to affect their physical health	(32%)
to affect the quality of their my work	(37%)

The bullying behaviours most often experienced and observed included:

	experienced	observed
intimidating behaviour	(73%)	(79%)
unfair criticism	(67%)	(74%)
ignored opinion	(52%)	(54%)
humiliation and ridicule	(45%)	(60%)
verbal abuse	(39%)	(44%)
malicious lies and accusations	(32%)	(39%)

Results Proper From the East Campus Survey

The East Campus survey was made available online and in hard copy in January and February, 2013. A total of 184 surveys were completed. Of these, 156 (85%) were from the Thompson and 28 (15%) were from the Outlying Areas around Thompson including: Gillam, Ilford, Lynn Lake, Leaf Rapids, and Wabowden.

Of the 184 surveys completed 166 (90%) were completed by women and 18 (10%) by men. In terms of organizational distribution, 17 (9%) were managers, 11 (6%) were supervisors, and 156 (84.7%) were staff. Finally, 43 (23.3%) were women under 30 and 44 (23.4%) were women over 50. The survey results were grouped as follows:

- EC Group, all participants from the EC
- Women Under 30 Group, from the EC
- Women Over 50 Group, from the EC
- Management Group, from the EC
- Staff Group, from the EC
- Thompson Group, all participants from the Thomson area
- Outlying Area Group, participants from the outlying areas only

The survey results from the EC will be discussed in the same format as the results from the WC.

The overall results for the East Campus (EC) by group and factor can be found in Appendix #4. As shown the best results across all factors and all groups, were for the Engagement factor (63%), followed by the Involvement and Influence (55%) and Psychological Job Fit factors (53%). While these three were the highest of all the factors, they are less than optimal.

The lowest scoring factors for the EC Group were:

Organizational Culture at 41%
 Psychological Support at 43%
 Psychological Protection at 45%

In particular, Organizational Culture and Psychological Support speak to issues of mutual respect, individual accountability, harassment, concern for employee wellbeing and trust.

No notable differences were found between the EC Group and the EC Women Under 30 Group save a higher sense of Psychological Job Fit (59% for Women Under 30 as opposed to 53% for the EC Group). In terms of the EC Women Over 50 Group they responded more positively than the EC Group on two factors:

Psychological Job Fit (62% vs.. 53%)
 Engagement (72% vs.. 63%).

The EC Management Group responded significantly more positively than the EC Staff Group on five factors. They were:

Psychological Support , (52% vs.. 42%)
 Rewards and Recognition, (55% vs.. 44%)
 Workload Management, (63% vs.. 49%)
 Psychological Protection, (54% vs.. 43%)
 Bullying Factor, (72% vs.. 60%).

This suggests that there is a slight disconnect between management and staff in the EC. Of greater concern is the higher response on the bullying factor by the EC Management Group and this will need attending to.

Lastly, in terms of the overall results, the Outlying Area Group performed notable better than did the Thompson Group on the following factors:

Organizational Culture, (56% vs.. 39%)
 Expectation and Leadership, (60% vs.. 50%)
 Balance, (65% vs.. 49%)
 Psychological Protection, (58% vs.. 42%)
 Physical Environment, (60% vs.. 50%)
 Bullying, (54% vs.. 63%).

These results suggest that the EC Outlying Area Group is doing better than the EC Thompson Group.

In general, the results for all factors are modest and suggest that efforts will be required to enhance function in each of these areas.

We will now proceed to a more detailed analysis of each factor. As a matter of interest, we have added the number of comments made for each factor beside the corresponding title. Comparisons will be drawn, where significant, between the two women's groups and the EC Group, the Management and Staff Groups and the Thompson and Outlying Areas Groups. This part of the analysis will also include some summary statements from the comments made for each factor. The responses by question across each factor and all groups can be found in Appendix #5. The most noteworthy observations from this analysis are listed below.

Psychological Support (33): This factor speaks to the support demonstrated by management and the organization for employees' psychological well-being. It speaks to the responsiveness of the organization to the employees' psychological and mental health needs.

The results for this factor were uniformly low across questions and groups in the EC (43%).

The EC Women Under 30 and the EC Women Over 50 groups did not differ significantly from the EC Group (45%, 39% and 43% respectively).

The EC Management Group however, did score significantly higher than the EC Staff Groups (52% vs.. 42%). This continues to corroborate a difference in perceptions between the Management Group and the Staff Group in general.

Lastly, the EC Outlying Areas Group scored notably higher than the EC Thompson Group on this factor (51% vs.. 42%) supporting the notion of somewhat better function there.

The comments for this section corroborate the results from the survey suggesting that staff do not have a strong sense of psychological support.

Organizational Culture (29): This factor addresses the nature of the organizational culture and the extent to which it is characterised by accountability, respect, action in difficult situations, as well as trust and community, all characteristics which are critical to psychological health.

Once again, these scores were modest for the EC (41%).

It is worth noting however, that the Women Under 30 Group had notably more positive responses on this factor on all but one question than the EC Group, and scored higher on this factor overall (50% vs.. 41%).

The EC Management Group scored higher on two questions

sense of community	(54% vs.. 43%)
trust between management and staff	(44% vs.. 33%)

These were not distinctly different on the factor overall.

Lastly, the EC Outlying Areas Group scored substantially higher than the EC Thompson Group on all questions and significantly so on this factor overall (65% vs.. 39%).

Comments from this section suggest that there is a significant need for accountability and action around inappropriate behaviour.

Expectations and Effective Leadership (32): This factor addresses the effectiveness of leaders in the organization in terms of their capacity to adequately give direction, communicate openly and in a timely fashion about impending changes, and finally, provide sound and useful feedback to employees as to their performance.

The results for this factor were modest (52%).

The EC Women Under 30 Group scored higher than the EC Group on the questions querying effectiveness of leaders (62% vs.. 49%) and being informed about change (57% vs.. 47%). On the factor overall there was no significant difference. The Women Over 50 Group scored lower than the EC Group on the question related to feedback (22% vs.. 37%), but did not differ on the factor overall (50% vs.. 56%).

The EC Management Group did not differ from the EC Staff Group on this factor (54% vs.. 52%).

Lastly, the EC Outlying Area Group scored significantly higher than the EC Thompson Group (60% vs.. 50%) on this factor.

Comments for this factor reflect three significant concerns:

first communication needs to be improved, particularly since the amalgamation,

second, decision-making needs to be shared more, and

third, performance evaluations need to be conducted to ensure accountability.

Civility and Respect (27): This factor assesses the level of mutual respect between all present in the workplace and how effectively inappropriate behaviour is managed.

The results on this factor for the EC were modest (51%).

Neither the EC Women Under 30 nor the EC Women Over 50 groups differed from the EC Group on this factor (53%, and 56% respectively vs.. 51%).

The EC Management Group scored lower than the Staff Group on the following two questions:

people are treated well	(56% vs.. 69%)
people problems are handled well,	(16% vs.. 31%)

while scoring higher on the question relating to
having ways of managing inappropriate behaviour (72% vs.. 62%).

These responses seem to conflict but may reflect having a process for managing problem behaviour which has not been implemented or the implementation has not being effective.

Comments from this section suggest that accountability is lacking and note that the relationship between professional is not always good.

Psychological Job Fit (21): This factor addresses the efforts made to ensure that employees are suitably matched to their jobs, not only in terms of technical skills, but perhaps more particularly, in terms of emotional intelligence, psychological capacity, and respectful workplace practices.

The performance on this factor was also modest (53%).

The EC Women Under 30 and the EC Women Over 50 groups scored notably better on most questions than the EC Group corroborating the notion that these two groups are doing well.

The EC Management Group scored notably higher than the EC Staff Group only on the question related to valuing social skills (64% vs.. 52%) and showed no difference on the factor overall. This suggests a commonness in perception between these groups.

The EC Outlying Area Group scored better than the EC Thompson Group on four of the five questions for this factor and notably better on this factor overall. This suggests that this group is also doing well.

Comments from this factor suggest that staffing is a challenge and positions are under filled due to lack of applicants and positions are often filled with seniority considerations superseding qualifications.

Growth and Development (21): This factor addresses the efforts made, including performance feedback, to ensure that employees have the opportunity and are encouraged to develop their competence in terms of interpersonal, emotional, and job skills so as to be in a position to consider new opportunities.

The results for the EC Group for this factor are modest (50%).

No significant differences between the EC Group and the EC Women Under 30 were noted (50% vs.. 54%). The EC Women Over 50 Group scored essentially the same as the EC Group (48% vs.. 50%).

The EC Management Group scored higher than the EC Staff Group on all questions of this factor and notably higher on the factor overall.

The EC Outlying Areas Group scored essentially the same on this factor as did the EC Thompson Group (53% vs.. 50%)

Comments for this factor note that performance evaluations are not done nor are learning plans developed.

Reward and Recognition (72): This factor addresses the perception by employees of the appreciation for their commitment and efforts in their work, both in terms of pay and the celebration of success.

The results for the EC Group on this factor are also modest (46%).

There were no significant differences between the EC Group and the Women Under 30 Group on this factor (46% vs.. 48%). The EC Women Over 50 Group scored significantly higher than the EC Group on the appreciation of extra effort

question (50% vs.. 38%) but did not score significantly higher on this factor overall.

The EC Management Group scored higher the EC Staff Group on all the questions of this factor and significantly so on the following two questions:

Management appreciating employees (68% vs.. 41%)

Organization appreciating extra efforts (52% vs.. 36%).

The EC Management Group also scored significantly higher than the EC Staff Group on this factor overall (55% vs.. 44%).

The EC Outlying Area Group scored the same or higher on all questions of this factor than did the EC Thompson Group and notably higher on the factor overall (53% vs.. 45%).

Comments from the EC Group as a whole on this factor stated that a stronger commitment to rewards and recognition would go a long way to improving morale.

Involvement and Influence (21): This factor attempts to determine how effectively the intellectual capacity of the employees is used in the process of decision making and determining how work is done.

The results for the EC Group again are modest (55).

There is no notable difference between the EC Group and the Women Under 30 or Over 50 save on the question related to being informed about change. On this question the EC Women Over 50 Group scored significantly higher than the EC Group (60% vs.. 50%). There were no significant differences on this factor between the EC Group and the EC Women Under 30 or the EC Women Over 50 groups (55%, 57% and %54%, respectively).

The EC Management Group scored higher than the EC Staff Group on all questions for this factor but significantly so on the following two questions;

Employees have adequate control (84% vs.. 73%)

Opinions and suggestions are considered (72% vs.. 45%),

and the factor overall (66% vs.. 53%) suggesting as noteworthy difference in perception between these two groups.

The EC Outlying Area Group again scored higher on all questions than the EC Thompson Group but significantly so on questions related to:

employees having adequate control	(83% vs.. 73%)
being informed of changes	(61% vs.. 49%).

Again the EC Outlying Area Group scored notably higher than the EC Thompson Group (62% vs.. 54%).

Comments from this factor speak to concern about communication and having voice and involvement in decision making. These comments reflect the data.

Workload Management (30): This factor addresses the nature of work distribution and the openness to discussions about work distribution. Most critically, this factor addressed the adequacy or resource allocation in terms of task demand. This factor also queries control over interruptions and prioritization of tasks.

The results for all groups were modest (51%).

Both women's groups scored at or above the EC Group on all questions but one for this factor and notably higher on the factor overall (51% for the EC Group vs.. 57% for the EC Women Under 30 Group and 59% for the EC Women Over 50 Group).

The EC Management Group scored above the EC Staff Group on all questions in this factor and significantly so on three of the five questions as well as significantly higher on this factor overall (63% vs.. 49%). This suggests that, on this factor, the perception of management is distinctly different from that of the employees.

The Outlying Area Group scored better on all questions in this factor than the Thompson Group save one. On the question regarding unnecessary interruption, the Outlying Area Group score significantly lower than the Thompson Group (18% vs.. 28%) and notably lower than all other groups. Note withstanding this, the EC Outlying Area Group scored higher on the factor overall than the EC Thompson Group.

Comments for this factor included concerns around being short staffed and not being heard as to the impact of staffing issues on workload.

Engagement (12): This factor addresses the degree of physical, emotional and intellectual engagement of employees, as well as job satisfaction.

The EC Group scored 63% on this factor which is higher than all other factors and, while not optimal, is certainly a fair performance.

The EC Women Under 30 Group scored the same as the EC Group (64% vs.. 63%) and the EC Women Over 50 scored notably stronger than the EC Group on this factor (72% vs.. 63%).

The EC Management Group scored significantly distinct from the EC Staff Group on only two questions:

Employees enjoy their work	64% vs.. 56% respectively.
Employees describe their work as important	56% vs.. 66% respectively.

On the other three questions the EC Management Group was notably higher than the EC Staff Group, suggesting a difference in perception that should be reconciled.

The EC Outlying Area Group scored significantly differently from the EC Thompson Group on the following two questions:

Employees would make extra efforts	57% vs. 68% respectively.
Employees are committed	77% vs. 59% respectively.

The results on these two questions for these two groups are interesting and warrant some exploration.

The comments for this factor note that while engagement is still positive morale is low and maintaining the engagement is a challenge.

Balance (21): This factor addresses the extent of commitment in the organization to work-life balance and the effectiveness of that commitment. It also queries the capacity to discuss work-life balance with management and to ensure that balance by taking appropriate breaks from the workplace.

The results for this factor for the EC Group are modest 51%.

Once again the two women's groups are slightly higher than the EC Group overall.

The EC Management Group is notably more positive than the EC Staff Group on the following two questions:

Take breaks	79% vs. 54% respectively,
Talk to supervisor about balance	58% vs. 48% respectively.

On this factor overall the EC Management Group scored higher than the EC Staff Group and suggests a difference in perception that should be noted.

The EC Outlying Area Group is significantly more positive than the EC Thompson Group on all questions in this factor and thereby significantly higher on the factor overall (65% vs. 49%).

Comment elicited on this factor address concerns around staff shortages and excessive overtime with little option to refuse.

Psychological Protection (21): This factor addresses the extent to which the organization is committed to ensuring that employees have an open, honest, and intellectually engaging working experience without unnecessary stressors, disrespect, harassment, violence or discrimination. It also queries whether appropriate action is taken, when and where necessary.

The EC Group scored very modestly on this factor (45%).

The EC Women Under 30 and the EC Women Over 50 groups both scored higher than the EC Group (47% and 49% respectively).

The EC Management Group scored above the EC Staff Group on all questions and significantly so on the following questions:

Efforts are made to minimize stress (54% vs. 28%),
 Managers care about employees (67% vs. 49%),
 and on the factor overall (54% vs. 43%). Again we observe a difference in perspective that should be noted.

Lastly, EC Outlying Area Group scored higher than the EC Thompson Group on all questions and on this factor overall (58% vs. 42% respectively).

Concerns from the comment section spoke to the issue of accountability for inappropriate behaviour and the general level of stress in the organization. These comments reflect the results from the survey.

Supportive Physical Environment (21): This factor addresses the extent to which the organization is committed to ensuring that employees are protected from physical health hazards, are free to focus on getting the job done, and that hazards are responded to appropriately when discovered.

The results were modest for the EC Group were modest on this factor (51%).

Once again the two women's groups scored at or higher than did the other groups on all the questions of this factor and notably so on the factor overall.

The EC Management Group scored significantly higher than the EC Staff Group on the following two questions:

Completion of work tasks	(79% vs. 64%),
Environment does not cause stress	(55% vs. 40%),

and notably higher on this factor overall (57% vs. 50%).

Finally, the EC Outlying Area Group once again scored at or higher than the EC Thompson Group on all questions and significantly higher on this factor overall (60% vs. 50%).

Comments for this group addressed concerns around noise levels and distractions as well as quality of air in the building.

Bullying in the Workplace (214):

In terms of the bullying factor, the EC Group scored 62%. This factor is assessed using question 1, 5, and 6.

The EC Women Under 30 Group and the Women Over 50 Group scored 58% and 65% respectively which is not notably distinct from the EC Group.

The Women Over 50 Group however, experienced more bullying (question 1) than the EC Group (69% vs. 59%) and of longer duration (47% vs. 40%).

The EC Management Group scored notably higher on this factor than the EC Staff Group and the EC Group itself (72% vs. 60% and 62% respectively). This is an important observation and will require some exploration.

It is also important to note that the EC Management Group was bullied significantly more than the EC Staff Group and the EC Group (71% vs. 57% and 59% respectively).

The EC Outlying Area Group scored notably lower than the EC Thompson Group and the EC Group on this factor overall (54% vs. 63% and 62% respectively).

These numbers are quite high for all groups.

What was particularly surprising was that the EC Group reported that 73% of the time the perpetrator of bullying behaviour was a colleague and not a person with

greater formal authority. However, in the Outlying Area Group the perpetrator was a colleague 90% of the time.

The EC Management Group reported that bullying was endured over a year 65% of the time versus only 34% in the EC Staff Group. It was also noted in the EC Management Group, that no one had lodged a formal complaint and 58% would be afraid to do so while in the EC Staff Group 16% had lodged a complaint and only 50% would be afraid to file a grievance.

In the Outlying Area Group only 45 % had been bullied and 90% of the time it was a colleague. In the EC Thompson Group 62% had been bullied and 71% of the time the perpetrator was a colleague. In the EC Outlying Area Group no one had lodged a complaint but only 37% said they would be afraid to do so while in the EC Thompson Group 14% had lodged a complaint and 53% said they would be afraid to do so.

Comments from this factor note most particularly that, while concern is expressed by management around the issue of psychological harassment, no effective action appears to have been taken and the perpetrators remain in the workplace.

The results note that the greatest impacts of bullying behaviour on the targets were:

to cause them to worry on the way to work	(61%)
to cause them to get angry on the way to work	(53%)
to diminish their confidence on the job	(61%)
to diminish self-esteem	(51%)
to affect sleep	(44%)
to cause them to become depressed	(22%)
to cause them to become anxious	(46%)
to cause them to become irritable	(43%)
to affect their mental health	(38%)
to affect their physical health	(26%)
to affect the quality of their my work	(39%)

The bullying behaviours most often experienced and observed included:

	experienced	observed
intimidating behaviour	(80%)	(78%)
unfair criticism	(63%)	(73%)
ignored opinion	(39%)	(45%)

humiliation and ridicule	(51%)	(53%)
verbal abuse	(42%)	(53%)
malicious lies and accusations	(33%)	(29%)

Results Proper From the Northern Health Region Survey

Of the 514 surveys completed 464 (90%) were completed by women and 50 (10%) by men. In terms of organizational distribution, 48 (9.6%) were managers, 25 (5%) were supervisors, and 441 (86%) were staff. Finally, 75 (15%) were women under 30 and 135 (26%) were women over 50. As noted earlier, the younger women were considered a vulnerable group and were monitored for this reason. Women over 50 were monitored at the request of the members of the Steering Committee, who suggested that this group may be distinct along a number of interesting dimensions. The survey results for the Northern Health Region as a whole were grouped as follows:

- NHR Group, all participants from the NHR
- Women Under 30 Group, from the NHR
- Women Over 50 Group, from the NHR
- Management Group, from the NHR
- Staff Group, from the NHR
- EC Group, all participants from the East Campus
- WC Group, all participants from the West Campus.

Given that the results have been presented in detail for the WC and EC section, the cumulative results presented here will be an overview of the major points of note. The survey results will once again be discussed first by each of the 13 factors for each of the groups, followed by a more detailed analysis by question within each factor across groups.

The overall results for the Northern Health Region (NHR) by group and factor can be found in Appendix #6. As expected the Engagement factor is the highest (64%), and is consistently so in all groups, though slightly lower in the Women Under 30 Group (57%). On this factor there is no notable difference between the WC and EC Groups (64% vs. 63%).

Following the Engagement factor, the highest scoring factors for the NHR Group were Balance and Physical Environment, which were both at 52%. On these two factors there was no notable difference between the WC and EC Groups (52% vs. 51%). However, the NHR Management Group did score higher on both Balance and Physical Environment than the NHR Staff Group (Balance

62 vs. 51% and Physical Environment 63% vs. 50% respectively). This effect is essentially the result of the WC Management Group scoring notably higher on both these two factors than the WC Staff Group. While these three were the highest of all the factors for the NHR, they were, as noted earlier, less than optimal.

The lowest scoring factors for the NHR Group were:

Organizational Culture at 33%
Psychological Support at 36%
Rewards and Recognition at 37%.

These scores are low and will need attention. It is interesting to note that the NHR Management Group scored substantially higher on these factors and suggests a need to attend to this disparity in perception. It is also important to note that the WC Group is lower on all three factors than the EC Group and will require somewhat closer attention.

The NHR Women Under 30 and the NHR Women over 50 groups scored at or better on most factors than the NHR Group on most factors. These results are reflected in both the WC Groups and the EC Groups. This suggests that limited remediation is required.

The NHR Management Group scored higher than the NHR Staff Group on all factors and significantly so on 10 of the 13 factors. This effect is essentially the results of the WC Management Group being significantly higher than the WC Staff Group although the EC Management Group does score higher on a number of factors than its comparative EC Staff Group. This again demonstrates the disparity in perception between management and staff. While it is significantly more pronounced in the WC is also present in the EC and will require some attention.

In general, the results for all factors are modest and suggest that efforts will be required to enhance function in each of these areas.

In terms of the Bullying factor, specifically, three questions were integrated to yield the results calculated. The three questions were:

Have you ever been bullied?
Have you ever seen other employees being bullied?
Have you avoided filing a grievance or respectful workplace complaint out of fear?

The scores on these three questions for the NHR were all between 61% and 65% with both women's groups scoring slightly higher than the NHR Group. It is

important to note that while the NHR Management Group scored 61% in terms of bullying nested inside that result is the EC Management Group which scored 72%. This result in the EC Management Group must be explored.

Overall, the results for the bullying factor are high and corroborate the interview results in the original NOR-MAN survey and comments collected in terms of disrespectful behavior for the entire NHR.

We will now proceed to a more detailed analysis of each factor. As a matter of interest, we have added the number of comments made for each factor in brackets beside the corresponding title. Comparisons will be drawn, where significant, between the two women's groups and the Management and Staff groups as well as the WC and EC Groups. The responses by question across each factor and all groups can be found in Appendix #7. The most noteworthy observations from this analysis are listed below.

Psychological Support (144): This factor speaks to the support demonstrated by management and the organization for employees' psychological well-being. It speaks to the responsiveness of the organization to the employees' psychological and mental health needs.

The result for the NHR Group on this factor was low (36%).

The results for the NHR Women Under 30 (39%) and the NHR Women Over 50 groups (33%) did not differ notably from the NHR Group.

The NHR Management Group scored higher on every question and significantly so on the factor overall (47%), than the Staff Group (34%).

The EC Group scored higher than the WC Group on all questions and significantly so on the factor overall (43% vs. 32%).

This continues to corroborate a difference in perceptions between the Management Group and the Staff Group and a notable difference between the EC and the WC groups.

Organizational Culture (118): This factor addresses the nature of the organizational culture and the extent to which it is characterised by accountability, respect, action in difficult situations, as well as trust and community, all characteristics which are critical to psychological health.

Once again, these scores are uniformly low (33%).

The NHR Women Under 30 scored notably higher (40%) than the NHR Group on this factor while the NHR Women Over 50 scored essentially the same (29%).

The NHR Management Group scored higher on seven of the eight questions for this factor and significantly so on four of those questions than the NHR Staff Group and as such scored notably higher on the factor overall (41% vs. 32%). This effect however, is essentially due to the WC Management Group scoring higher than the WC Staff Group.

The EC Group scored higher and significantly so on all questions than the WC Group and as such significantly so on the factor overall (41% vs. 29%). This observation corroborates once more a notable difference between the EC and the WC Groups.

Expectations and Effective Leadership (142): This factor addresses the effectiveness of leaders in the organization in terms of their capacity to adequately give direction, communicate openly and in a timely fashion about impending changes, and finally, provide sound and useful feedback to employees as to their performance.

These scores are modest (48%).

The Women Under 30 and the Women Over 50 groups did not score notably differently on this factor than the NHR Group (50% and 45% respectively).

The NHR Management Group scored significantly higher on four of the questions in this factor than the NHR Staff Group and significantly higher on the factor overall. This effect is again due to the WC Management Group scoring higher than the WC Staff Group.

The EC Group scored somewhat higher on all questions than the WC Group and as well as on the factor overall (52% vs. 46%). This observation corroborates once more a difference between the EC and the WC Groups.

Civility and Respect (130): This factor assesses the level of mutual respect between all present in the workplace and how effectively inappropriate behaviour is managed.

These scores are modest (46%).

The Women Under 30 and Women Over 50 groups did not score notably differently on this factor than the NHR Group (46%% and 45% respectively).

The NHR Management Group scored somewhat higher than the NHR Staff Group on all questions and notably so on the factor overall (50% and 45%). In this case the effect is shared between both the WC and EC Groups.

The EC Group scored somewhat higher on all questions but one than the WC Group and did so as well as on the factor overall (51% vs. 44%). This observation continues to corroborate a difference between the EC and the WC Groups.

Psychological Job Fit (85): This factor addresses the efforts made to ensure that employees are suitably matched to their jobs, not only in terms of technical skills, but perhaps more particularly, in terms of emotional intelligence, psychological capacity, and respectful workplace practices.

The performance on this factor was also modest (45%).

The Women Under 30 Group scored notably higher than the NHR Group (51% vs. 45%) on this factor while Women Over 50 Groups did not score notably differently than the NHR Group (42%).

Once again the NHR Management Group scored significantly higher than the NHR Staff Group (54% vs. 43%) and this is again essentially due to the WC Management Group scoring higher than the WC Staff Group.

Lastly the EC Group scored higher on all questions than the WC group and significantly so on the factor overall (53% vs. 41%).

Growth and Development (93): This factor addresses the efforts made, including performance feedback, to ensure that employees have the opportunity to and are encouraged to develop their competence in terms of interpersonal, emotional, and job skills so as to be in a position to consider new opportunities.

The results for this factor are somewhat low (39%).

The Women Under 30 and the Women Over 50 groups did not score notably differently on this factor than the NHR Group (44% and 35% respectively).

The NHR Management Group scored higher on all questions than the NHR Staff Group, and significantly so, on the factor over all (54% vs. 37%). This effect is

again due essentially to the WC Management Group scoring significantly higher than the WC Staff Group on this factor.

Once again, the EC Group scored higher on all questions in this factor and significantly higher on the factor overall than the WC Group (50% vs. 33%).

Reward and Recognition (99): This factor addresses the perception by employees of the appreciation for their commitment and efforts in their work, both in terms of pay and the celebration of success.

The results for this factor are low with the NHR Group scoring 37% on the factor overall.

The Women Under 30 and Women Over 50 groups did not score notably differently on this factor than the NHR Group (39% and 35% respectively).

Again, the NHR Management Group scored higher on all questions than the NHR Staff Group, and significantly so, on the factor overall (55% vs. 34%). However, on this occasion the effect is shared between the WC and EC Groups

Lastly, the EC Group once again scored notably higher on all questions than the WC Group, and significantly so on the factor overall (46% vs. 32%)

Involvement and Influence (79): This factor attempts to determine how effectively the intellectual capacity of the employees is used in the process of decision making and determining how work is done.

The results for this factor are modest with the NHR Group scoring 49% on the factor overall.

The Women Under 30 and Women Over 50 groups did not score notably differently on this factor than the NHR Group (50% and 47% respectively).

Again, the NHR Management Group scored higher on all questions than the NHR Staff Group and higher on the factor overall (65% vs. 47%). Once again the effect is shared between the WC and EC Groups.

Lastly, the EC Group once again scored notably higher on all questions than the WC Group and notably so on the factor overall (55% vs. 46%).

Workload Management (32): This factor addresses the nature of work distribution and the openness to discussions about work distribution. Most critically, this factor addressed the adequacy or resource allocation in terms of task demand. This factor also queries control over interruptions and prioritization of tasks.

The results for this factor are modest with the NHR Group scoring 49% on the factor overall.

The Women Under 30 and Women Over 50 groups did not score notably differently on this factor than the NHR Group (48% and 51% respectively).

Again, the NHR Management Group scored higher on all questions than the NHR Staff Group and significantly higher on the factor overall (62% vs. 46%)
Once again the effect is shared between the WC and EC Groups

Lastly, the EC Group once again scored higher on all questions but one than the WC Group and somewhat higher on the factor overall (51% vs. 47%)

Engagement (68): This factor addresses the degree of physical, emotional and intellectual engagement of employees, as well as job satisfaction.

The results for this factor are satisfactory, though not yet where we might like them to be, they certainly are closer than any other factor. The NHR Group scored 64% on the factor overall.

The NHR Women Under 30 Group scored somewhat lower than the NHR Group (57% vs. 64%) and that effect is accounted for by the WC Women Under 30 Group's lower score (48%).

The NHR Women Over 50 scored better than the NHR Group and that was essentially the result of the EC Women Over 50 scoring 72%.

Again, the NHR Management Group scored higher on all questions save one than the NHR Staff Group and somewhat higher on the factor overall (69% vs. 63%)
Once again the effect is shared between the WC and EC Groups.

Lastly, the EC Group once scored essentially the same on all questions but one than the WC Group and essentially the same on the factor overall (63% vs. 64%). It is interesting to note that the WC Group scored 74% on the question related to employees being proud of their work while the EC Group only scored 67%.

Balance (81): This factor addresses the extent of commitment in the organization to work-life balance and the effectiveness of that commitment. It also queries the capacity to discuss work-life balance with management and to ensure that balance by taking appropriate breaks from the workplace.

The results for this factor are modest but as noted earlier among our strongest results. The NHR Group scored 52% on the factor overall.

The NHR Women Under 30 Group scored somewhat lower than the NHR Group (47% vs. 52%) and that effect is accounted for by the WC Women Under 30 Group's score (39%).

The NHR women Over 50 scored the same as the NHR Group (56% vs. 52%) and that was essentially representative of scores for this group in the WC and EC (55% and 56%)

Again, the NHR Management Group scored higher on all questions than the NHR Staff Group and somewhat higher on the factor overall (62% vs. 51%). Once again the effect is shared between the WC and EC Management Groups but is more pronounced in the WC Management Group.

Lastly, the EC Group scored essentially the same on all questions as the WC Group and essentially the same on the factor overall (51% vs. 52%).

Psychological Protection (87): This factor addresses the extent to which the organization is committed to ensuring that employees have an open, honest, and intellectually engaging working experience without unnecessary stressors, disrespect, harassment, violence or discrimination. It also queries whether appropriate action is taken, when and where necessary.

The results for this factor are low. The NHR Group scored 38% on the factor overall.

The NHR Women Under 30 Group scored essentially the same as the NHR Group (37% vs. 38%) however, the WC Women Under 30 Group's scored (26%) while the EC Group scored 47%. It will be important to explore this difference.

The NHR women Over 50 scored the same as the NHR Group (38% and 38%) however, these groups differed by Campus with the WC Women Over 50 Group scoring 32% and the EC women Over 50 scoring 49%.

Again, the NHR Management Group scored higher on all questions, save one, than the NHR Staff Group and significantly higher on the factor overall (56% vs. 35%). Once again the effect is shared between the WC and EC Management Groups but significantly more pronounced in the WC Management Group.

Lastly, the EC Group once again scored higher on all questions than the WC Group, and significantly so, on the factor overall (45% vs. 35%).

Supportive Physical Environment (72): This factor addresses the extent to which the organization is committed to ensuring that employees are protected from physical health hazards, are free to focus on getting the job done, and are responded to effectively if a hazard is discovered.

The results for this factor are fair. The NHR Group scored 52% on the factor overall.

The NHR Women Under 30 and the NHR Women Over 50 groups scored essentially the same as the NHR Group on this factor (53%, 54% and 52% respectively).

Again, the NHR Management Group Scored higher on all questions than the NHR Staff Group and significantly higher on the factor overall (63% vs. 50%). Once again the effect is shared between the WC and EC Management Groups but significantly more pronounced in the WC Management Group.

Lastly, the EC Group scored essentially the same on the factor overall compared to the WC Group (51% vs. 52%).

Bullying in the Workplace (676):

In terms of the bullying factor, the NHR Group reported 61% having been bullied. It is important to remember that this factor is calculated on the results of question 1,5 and 6.

The Women Under 30 and Women Over 50 groups did not score notably differently on this factor than the NHR Group (62% and 65% respectively).

The NHR Management and the NHR Staff Groups also reported similar results on this factor (61% vs. 62%).

The EC Group and The WC Group also reported similar results on this factor (62% vs. 61%).

These results are quite high and corroborate the observations made in the interview process from the original NOR-MAN interviews and in the comment sections from both survey processes.

The NHR group reported that 78% of the time the perpetrator of bullying behaviour was a colleague and not a person with greater formal authority. There were no significant differences between the groups in the NHR on this question (range of responses was 72% to 81%)

In the NHR Group the bullying was reported as occurring for over a year by 45% of participants who had been bullied. The range of responses was somewhat greater on this question and likely reflects the duration of employment of the two diverging groups. The NHR Women Under 30 Group scored 21% and the NHR Women Over 50 Group scored 63%.

Only 12% of the NHR Group that had been bullied reported that they lodged a formal complaint. The NHR Women Under 30 Group reported only lodging a complaint 3% of the time. The NHR Management Group also scored low on this response at only 8%.

Of the NHR Group a full 51% said they would be afraid to file a grievance if bullying or disrespectful behaviour occurred, and this was essentially the same across all groups in the NHR.

Lastly, 73% of the NHR Group reported seeing other employees bullied. In the NHR Women Under 30 Group this rate was notably higher at 82%, otherwise the groups were similar.

The results note that the greatest impact of bullying behaviour on the targets were:

to cause them to worry on the way to work	(62%)
to cause them to get angry on the way to work	(54%)
to diminish their confidence on the job	(62%)
to diminish self-esteem	(54%)
to affect sleep	(53%)
to cause them to become depressed	(28%)
to cause them to become anxious	(45%)
to cause them to become irritable	(52%)
to affect their mental health	(45%)
to affect their physical health	(30%)
to affect the quality of their my work	(38%)

The bullying behaviours most often experienced and observed included:

	experienced	observed
intimidating behavior	(75%)	(79%)
unfair criticism	(66%)	(74%)
ignored opinion	(48%)	(50%)
humiliation and ridicule	(47%)	(57%)
verbal abuse	(40%)	(47%)
malicious lies and accusations	(32%)	(36%)

Reflections and Recommendations

The integration of the results from the interviews, the surveys and comments yielded a number of critical concerns for the NHR to deal with. The reflections and recommendations will include both the West and East Campus with specific distinguishing references for each campus where necessary. The reflections and recommendations are as follows:

A) Concern for respectfulness, psychological harassment and the psychological health and safety of the workplace

The issues of respectfulness, psychological harassment and, thereby, the psychological health and safety of the workplace are critical, not only to the well-being of the employees but, to the good function of the organization along a number of dimensions.

These include increasing numbers of errors, decreasing quality of care, increased absenteeism, and presenteeism (i.e. people at work when they should be away ill), as well as increased turn-over and difficulties in recruiting. The data collected in the interviews, surveys and comments suggests that disrespectfulness and psychological harassment occur in sufficient frequency to be considered the most significant observation from of this audit. The problem appears to be present across both Campuses and employees are clear in their opinion that those individuals who are behaving inappropriately are commonly known to be doing so, and known to have been doing so for extended periods of time. There is also a generally held perception that the perpetrators are known, not only to employees but, to managers. While it is recognised that the damage done to the target of disrespectful and bullying behaviour is substantial and the damage done to others who observe this is also significant, what is less recognised is the damage done by not dealing with the perpetrator. It must be understood that ignoring the perpetrator, moving the target, or treating the target as though they are being a nuisance or not capable of functioning in the environment, makes the tacit statement that the situation and the inappropriate behaviour are normal and acceptable and risks treating the target as the problem. This approach to the problem further traumatizes the target and has a significant impacts upon all bystanders and other employees. This approach to the problem also leaves the target and all others with the impression that things will not change. Indeed, a number of respondents had the unfortunate impression that things would not change, for one or another of the following reasons:

management does not accept that there is an issue,

management does not believe it is creating a serious problem, management believes it is a low priority, and/or managers are themselves afraid of becoming the target of bullying behaviour.

Given the accepted damage done by individuals behaving inappropriately in the work-place, and the sense that the perpetrators are not being held responsible for their actions, the employees draw the conclusion that management does not value them, and that their well-being are not of concern. Perhaps more importantly, management risks having employees conclude that quality of care, patient safety, and the good function of the organization in general, is not of concern. Finally, not dealing with disrespectful and bullying behaviour results in a poisoned or toxic environment for all individuals in that environment, including the direct target, other employees, managers, and patients, as well as their families. There is some concern that this organization is experiencing this effect.

All organizational culture change moves through essentially three stages:

The observation that a problem, challenge, or opportunity exists which, if dealt with effectively, would make a significant improvement in some function. In short, the observation is made that how we do things needs to change.

Policies, procedures, rules and/ or regulations are put in place to inform and guide the behaviour change required.

Consequences are put in place and enforced to support appropriate behaviour and deter inappropriate behaviour. This speaks to positive consequences for appropriate behaviour and a progressive disciplinary procedure to manage inappropriate behaviour.

As in the case for all behaviour change efforts, if the consequences in the environment do not support new behaviour but rather continue to support the old inappropriate behaviour, no culture change will ensue. Upon observing, as we do in this instance, that the old inappropriate behaviour is ongoing, it must be recognized that effective consequences have not been brought to bear. This organization has done a very effective job of managing the first and second stages of organizational culture change in terms of disrespectful and psychologically harassing behaviour. Now it must move forward to manage the third stage as effectively. The issue of disrespectfulness and psychological harassment in the workplace is of concern and must be managed with some urgency. In this context, I recommend the following actions for your consideration:

- 1) While managers (including supervisors) were not found to be the most frequent perpetrators of inappropriate behaviour, as managers they remain responsible for ensuring a respectful, psychologically safe and healthy as well as an effectively functioning workplace. Given the complexity of this task they must be provided training to help them meet their responsibilities. I believe that, at a minimum, this training must include:
 - a. distinguishing disrespectful behaviour that breaches organizational policy from psychological harassment that breaches not only organizational policy but law;
 - b. helping managers become familiar with the policies related to disrespectful behaviour, as well as the policies and laws related to psychological harassment;
 - c. understanding that disrespectful behaviour and psychological harassment are not merely “personality conflicts” but instances of behaviour on the part of an individual which breach organizational policies and/or the law, and must be treated as such;
 - d. helping managers become familiar with their organizational and legal responsibilities to ensure a respectful and psychologically safe and healthy workplace;
 - e. ensuring that all managers are fully aware of the results of this audit and, most specifically, the scope of the concerns observed, and the extent of the harmful effects of disrespectful behaviour and psychological harassment;
 - f. helping managers become aware of the organizational and legal consequences for themselves in not demonstrating prudence and due diligence in managing their workplace;
 - g. helping managers in this process become comfortable managing their departments, (including performance management) without fear of the new policies, laws, and practices surrounding respectful workplace and psychological harassment;
 - h. an invitation to labour representatives to join the effort to manage this issue effectively and, perhaps, spend time in this training process.

- 2) Recognizing that disrespectful behaviour and bullying is not only perpetrated by managers but also by colleagues, it is important to ensure that employees have training that includes the following elements as a minimum:
- a. distinguishing between disrespectful behaviour that breaches organizational policy and psychological harassment that breaches not only organizational policy but law;
 - b. helping employees become familiar with policies related to disrespectful behaviour as well as policies and laws related to psychological harassment;
 - c. helping employees understand that disrespectfulness and psychological harassment are not merely “personality conflicts” but instances of behaviour on the part of an individual which breach organizational policies and law, and will be treated as such;
 - d. helping employees become aware of their professional, organizational, and legal responsibilities to behave in such a fashion as is required to be part of a respectful and psychologically safe and healthy workplace;
 - e. ensuring that all employees are fully aware of the results of this audit and, most specifically the scope of the concern and the extent of the harmful effects of disrespectful behaviour and psychological harassment;
 - f. helping employees become aware of the organizational and legal consequences of not behaving in a respectful and psychologically safe and healthy fashion;
 - g. helping employees recognise that managers have the right to manage (including managing performance), but must do so in a respectful and psychologically healthy and safe way.

This training process could be delivered in short modules by managers in the context of staff meetings.

- 3) The organization must ensure that the process for reporting incidents of disrespectfulness and/or psychological harassment:
 - a. is well understood by all persons in the organization;
 - b. can be undertaken in such a fashion as to avoid being vetted by persons who may have any vested interest in not seeing the issue go forward. This will address concerns around reports being discouraged;
 - c. results in reports that are copied to Human Resource Management, the site Manager, and the Health and Safety Committee at a minimum. This process will mitigate reports being lost, as well as delays in action;
 - d. results in a timely audit or investigation, so as to determine if a breach of policy or law has occurred;
 - e. results in a determination and is acted upon such that,
 - i. on finding that a breach has occurred, a process of progressive discipline is undertaken, followed by an offer, of a process of conciliation to both the perpetrator and the target. Conciliation, a process akin to mediation, is premised in the recognition that a wrong doing has occurred, and that an apology will be extended and, hopefully, accepted. This is an important part of the process of moving forward;
 - ii. if no breach has occurred, a process of mediation may be undertaken between individuals;
 - iii. if the report is found to be malicious or frivolous, the complainant is advised that there is a risk of disciplinary action and/or legal proceedings against them.
- 4) Given the challenges of this process it may be that, for a time, the HR function will require support, in the form of an external clearly non-partisan person, to help conduct audits. This person will not only contribute resources to the effort but a degree of impartiality that will restore confidence to the process.

- 5) In the spirit of developing and supporting appropriate behaviour in the NHR I believe it would be very effective for the Region to undertake a project aimed at teaching, developing, and promoting emotional intelligence. In this spirit I would recommend a half day course for all the staff and a process of recognising emotionally intelligent people in the Region. I would suggest making emotional intelligence an integral part of your organizational culture and the Journey Forward. In doing so I would suggest developing an annual EI Award. I suggest the creation of a committee further along in my recommendations and I believe that this committee could follow up on this notion.

- 6) The professional groups in the organization have, as in many organizations, a degree of difficulty working together. It would seem critical, in the context of the complexity of the challenges faced by these teams that the professional groups in this organization work together seamlessly with mutual respect, both in terms of their humanity and their expertise. This approach to working in teams, I would argue, is a professional and ethical requirement. In order to facilitate a renewal in their working relationship it would be useful to bring together a small group of these professionals to discuss this issue and consider the best strategies to meet this objective. Having said this, it must be made clear that appropriate, professional behaviour and good team function is part of their job description, a requirement in this organization, and that nothing short of this behaviour is acceptable.

B) Concerns around management and leadership capacity

The most prevalent concern regarding management was that they are simply not available to employees and as a result a “disconnect” between these groups has developed. This observation was common to both the West and East Campus although notably more of an issue on the West Campus. Many reasons were suggested for this “disconnect” but the most common was the assumption that managers were simply overtasked. Whatever the reason, the limited presence of management on their working units most clearly effects communication, it also appears to have had a substantial impact upon the tone of the organization. As for communications, there is a “disconnect” between management and staff as repeatedly observed in the results from the interviews, surveys, and comments. This disconnect seems more substantial in the West Campus than the East Campus but remains an issue for both. It was noted by a number of individuals,

however, that this disconnect had diminished to some degree in recent months. Having said this, the disconnect remains significant and should be dealt with. On this issue I suggest:

- 1) The most effective way to reconnect with staff is to make a valiant effort to be present in the workplace for a given number of hours a week and to touch bases with employees. It is critical that there are opportunities to chat and for staff to be heard and listened to. Further, it might serve well to ensure that management find the time, on a regular basis (weekly or bi-monthly), to meet with staff. At the outset these meetings may be longer than preferred as the backlog of issues is managed. Over time, they may become briefer in duration however, they should continue to occur at regular intervals. Part of making time for this type of management/leadership practice may require some efforts in task delegation by management. Having said this, it is recognized that there are limited resources available.

It also appears that, in the absence of management, a disrespectful and psychologically harassing environment has developed with the concomitant impact upon the general tone of the workplace and morale. As repeatedly noted, the inappropriate behaviour is engaged in by a limited number of employees but on a far too frequent and enduring basis. Employees have, as a result of the ongoing nature of the problem, lost confidence in management's capacity to call these employees to account. In exploring this issue, it is clear that employees are variously unsure whether the problem of managing this inappropriate behaviour is one of managers not knowing how to, not being willing to or, as many employees have suggested, the managers themselves being so bullied that they fear dealing with these individuals. It might be argued that action has been taken but it is clear that this action has been ineffective. Given this situation, I would suggest:

- 2) Management must take control of their workplace environment in terms of its respectfulness and psychological health and safety and, by doing so, demonstrate the prudence and due diligence required of them. Anything short of a significant effort to deal with this situation leaves the organization, managers, employees, and patients all at risk. In this light, I believe managers must be sufficiently present in the workplace to set the tone and model appropriate behaviour. The training suggested earlier for managers should contribute to their capacity to take action with respect to this issue.
- 3) Managers must be willing to take disciplinary action as and when required. I suspect a number of managers may require some support in learning how to manage this and I believe that the training

recommended below could serve that purpose. I also believe that the managers will have to work closely with labour representatives in order to get this done effectively, ethically, appropriately and in a timely fashion.

- 4) While focusing on accountability in terms of managing disrespectful and psychologically harassing behaviour, it is also important to note that few, if any, formal performance evaluations are being undertaken by management. Performance evaluation is a critical element in the process of human resource management and fiduciary responsibility on management's part. This issue was noted with essentially the same level of concern in both the West and East Campus. I would recommend that a commitment to regular and effective performance evaluation be made and the training suggested below would ensure that all managers are familiar with the evaluation process.

The "disconnect" observed between staff and management, while substantially less pronounced, was also noted by managers to exist between middle and senior management. While it was clearly noted that this "disconnect" was decreasing, it was also noted that it was not decreasing quickly enough. In light of these observations, I suggest:

- 5) Senior management may find it effective to create a forum in which the entire management group meets on a regular basis. Often a semi-annual meeting is all that is required and usually for no more than a half day. This provides time to meet and discuss operational and administrative issues while recognizing the need to simply spend some time discussing leadership and emerging issues. These occasions also present important opportunities for informal coaching and mentoring, and developing the cohesiveness and trust required by this team to make the complex decisions that will ensure excellence in function.

There is also a sense that management would benefit from some training in both the management and leadership spheres. Contemporary management is a complex process, particularly when managing diverse groups of professionals. It would serve your management group well to have a tailored developmental process to help them work more effectively, not only with employees but, with colleagues.

In that context, I suggest some of the following content:

- 6) **The Leaders' Curriculum** might include the following one day working sessions as a minimum:

Managing Surprise:

The Evolution of Management.

Effective Team Process:
Deliberation, Discourse, Dissent and Debate.

The Leadership Challenge:
When Making A Difference Is Vital.

Motivation and Performance Management:
The Keys to Employee Engagement.

Creating a Thinking Organization:
Ensuring Workplace Wellness.

- 7) Finally, I believe that a small working group of managers should be struck and be responsible for tackling each of these management issues. This working group should be tasked with carefully detailing the issues related to management function and suggesting strategies for resolution. As noted earlier I also believe that this committee should spearhead the Emotional Intelligence Project.

C) Concerns for the WC Women Under 30 Group

In the process of this audit it became evident that, for the West Campus Women Under 30 Group, the environment was less positive than it was for other groups. Recognising this concern and acting upon it is important. A number of areas in this element of the audit require consideration. These include:

workload management,
engagement,
balance,
psychological protection, and
bullying.

- 1) These issues may be best explored, and solutions most effectively determined, by meeting with individuals from this group and conducting a focus group. These individuals are not numerous in the organization but they form a cohort who will have increasing influence over time and help shape the organizational culture over the coming years. Further, in as much as they represent a vulnerable group, it would be injudicious not to ensure that supportive efforts are made.

D) Concerns regarding the WC North Group

The WC North Group comprises Flin Flon, Cranberry Portage, Sherridon and Snow Lake. This group, as noted in the interview process and corroborated in the survey, appear to be working in a slightly more challenging environment. While not significantly lower than the South Group on any of the 13 factors, they are, lower on ten of them and slightly higher on the bullying factor. These concerns will be well responded to within the recommendations already made however, it may be of value to explore the differences in discussion with management in the North and by meeting with a small group of individuals to address possible additional action.

E) Concern with the action plan coming out of the audit and its implications in the Journey Forward.

I believe that the results from this audit and the recommendations made in this report will be no small challenge with which to contend. I also believe that many of the undertakings that the results of this audit suggest may well already be underway. It is important to ensure that whatever actions ensue from this audit be seen as a part of the Journey Forward and that the audit itself be understood as an aligned and integrated element of the Journey Forward. It is important that the undertakings be seen and understood as a process of evolution in how we work together and that this evolution will, by definition, be ongoing. In this context, I think the organization would be well served to make regular use of the survey to gauge progress, maintain focus, and ensure accountability. I would suggest that it would be interesting to see the results from the survey in a year from now.

Summary

In summary, this document is respectfully submitted to the Steering Committee with the hope that it faithfully represents the issues addressed by the participants and that it will contribute to the enhancement of their workplace. I want to thank each of the participants for their contribution. Their time, effort and good thoughts are the essence of this work.

A number of significant challenges have been addressed in this report. Having said this, it is vital to recognize that none of these are insurmountable obstacles. Successfully managing these challenges is, however, premised on the willingness of management, labour, and employees to do so.

That willingness to act is clearly evident in the very undertaking of this workplace audit which is a substantial step in the direction of resolution. The management, labour representatives, and employees that came together to form the Steering Committee should be commended for having the foresight and commitment to take this action, and be encouraged to move forward with an action plan to resolve the concerns that have been presented. The declining morale of the employees underscores the need to act and to do so with some urgency.

This document once vetted by the Steering Committee, can serve as the basis for Phase II, the action planning and implementation phase of this process. Phase II will ensure the enhanced function that will sustain the Regional Health Authority in its Journey Forward.

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Appendix #1

The Northern Health Region's Survey 2013

Thank you for taking the time to fill out the Northern Health Region's Survey 2013. We believe the results will make a significant contribution to the future direction of our efforts to enhance the workplace we are all a part of.

Please put your name where indicated and send the results directly to me, Dr. Leigh, in the addressed envelope you found with the survey. Some Folks are concerned about confidentiality so just to be as clear as I can, no one but no one will see your survey results but me.

Thank you

Dr. Leigh

Please enter your name here: _____

Gender

- Male
- Female

Age

- Under 30 years old
- Between 30 and 50 years old
- Over 50

Status

- Staff
- Management
- Supervisor

Location

- The North, including: Flin Flon, Cranberry Portage, Sherridon and Snow Lake.
- The South, including: The Pas, Cormorant, Grand Rapids and Easterville.
- Thompson.
- Areas outlying Thompson including: Gillam, Ilford, Lynn Lake, Leaf Rapids, and Wabowden.

PSYCHOLOGICAL SUPPORT

Our workplace offers services or benefits that adequately address employee psychological and mental health.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Our supervisors would say or do something helpful if an employee looked distressed while at work.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees feel supported in our workplace when they are dealing with personal or family issues.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Do you believe employees returning to work pursuant to mental health issues are

effectively supported by your employer.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

People in our workplace have a good understanding of the importance of employee mental health.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the psychological support theme, please note them here.

—

ORGANIZATIONAL CULTURE

People in our workplace are held accountable for their actions.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

People at work show sincere respect for other people's ideas, values, and beliefs.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Difficult situations at work are addressed in a timely and effective manner.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Psychological harassment is recognized and addressed as a breach of workplace policy.

- Not as a rule

- Not often
- Occasionally
- Often
- Yes as a rule

Employees feel that they are part of a community at work.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees and management trust each other.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Our organizational culture, that is the way we believe it is best to behave and think as we work together, is evident to all.

- Yes
- No

Our organizational culture, the way we behave and think as we work together, reflects our statement of ethics and values as well as our respectful workplace policy.

- Yes
- No

If you have any other thoughts or comments on the organizational culture theme, please note them here.

CLEAR EXPECTATION AND EFFECTIVE LEADERSHIP

In my job, I know what is expected of me.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Leadership in our workplace is effective.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Staff are informed about important changes at work in a timely manner.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Supervisors provide helpful feedback to employees on their performance.

- Not as a rule
- Not often

- Occasionally
- Often
- Yes as a rule

Our organization provides clear and effective communication.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the clear expectation and effective leadership theme, please note them here.

CIVILITY AND RESPECT

People treat each other with respect and consideration in our workplace.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Our workplace effectively handles “people problems” that exist between staff.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

People from all backgrounds are treated respectfully and fairly in our workplace.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Unnecessary personal conflict is kept to a minimum.

- Not as a rule
- Not often

- Occasionally
- Often
- Yes as a rule

Our workplace has effective ways for addressing inappropriate behaviour by patients, families and client.

- Yes
- No

If you have any other thoughts or comments on the civility and respect theme, please note them here.

PSYCHOLOGICAL JOB FIT

Hiring and promotion decisions consider the “people skills” necessary for a specific position.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Our organization hires people who fit well within a respectful workplace corporate culture.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Our employees have the social and emotional skills to do their job well.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Supervisors believe that social skills are as valuable as other skills.

- Not as a rule

- Not often
- Occasionally
- Often
- Yes as a rule

Positions make good use of employees' social skills and personal strengths.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the psychological job fit theme, please note them here.

GROWTH AND DEVELOPMENT

Employees receive feedback at work that helps them grow and develop.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Supervisors are open to employees' ideas for taking on new opportunities and challenges.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees have opportunities to advance within this organization.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees have the opportunity to develop their “people skills” at work.

- Not as a rule
- Not often

- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the growth and development theme, please note them here.

REWARD AND RECOGNITION

Immediate supervisors demonstrate appreciation of employees' work.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees are paid fairly for the work they do.

- Yes
- No

Our organization appreciates extra efforts made by employees.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Our organization celebrates shared accomplishments.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Our workplace values employees' commitment and passion for their work.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the reward and recognition theme, please note them here.

INVOLVEMENT AND INFLUENCE

Employees are able to talk to their immediate supervisors about how they do their work.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees have adequate control over how they organize their work.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees' opinions and suggestions are considered at work.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees are informed of important changes that may impact how their work is done.

- Not as a rule
- Not often

- Occasionally
- Often
- Yes as a rule

Our workplace encourages input from all staff on important decisions related to their work.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the involvement and influence theme, please note them here.

WORKLOAD MANAGEMENT

The amount of work employees are expected to do is reasonable for their position.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees can talk to their supervisors about the amount of work they have to do.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees have the equipment and resources needed to do the jobs well.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees' work is free from unnecessary interruptions and disruptions.

- Not as a rule
- Not often

- Occasionally
- Often
- Yes as a rule

Employees have control over prioritizing tasks and responsibilities when facing multiple demands.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the workload management theme, please note them here.

ENGAGEMENT**Employees enjoy their work.**

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees are willing to give extra effort at work if needed.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees describe work as an important part of who they are.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees are committed to the success of our organization.

- Not as a rule
- Not often

- Occasionally
- Often
- Yes as a rule

Employees are proud of the work they do.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the engagement theme, please note them here.

BALANCE

Our workplace encourages employees to take their entitled breaks including lunch and coffee breaks as well as vacation time, earned days off, and parental leave.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees are able to reasonably balance the demands of work and personal life.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Our workplace promotes work-life balance.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees can talk to their supervisor when they are having trouble maintaining work-life balance.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees have energy left at the end of most working days for their personal life.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the balance theme, please note them here.

PSYCHOLOGICAL PROTECTION

Our workplace makes efforts to minimize unnecessary workplace stress.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Immediate supervisors care about employees' emotional well-being.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Our organization makes efforts to prevent harm to employees from harassment, discrimination or violence.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Employees would describe our workplace as being psychologically healthy.

- Not as a rule

- Not often
- Occasionally
- Often
- Yes as a rule

Our workplace deals effectively with situations such as harassment, discrimination or violence that may threaten or harm employees.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the psychological protection theme, please note them here.

SUPPORTIVE PHYSICAL ENVIRONMENT

Our workplace is conducive to the completion of work tasks.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Unnecessary distractions are kept to a minimum in our workplace.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

The physical environment in my workplace does not cause undue stress.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Job task analysis takes into account psychological health and safety requirements as well as the potential psychological impacts of hazards in the physical workplace such as chemicals, biological, radiation, noise and vibration.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

Our organization makes every effort to prevent harm when making decisions around work organization, activities and practices (shift work, operating procedures and staffing).

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

My supervisor listens and takes action when I raise health and safety concerns.

- Not as a rule
- Not often
- Occasionally
- Often
- Yes as a rule

If you have any other thoughts or comments on the physical environment theme, please note them here.

BULLYING IN YOUR WORKPLACE

In this section you will be asked a number of questions about bullying. While we all have a fairly accurate sense of what bullying is, here is a definition to help ensure that we are all working with the same concept. Bullying is any behaviour that is harmful towards others in the workplace. It includes aggressive acts aimed at isolating, humiliating, trivializing or degrading others, for example shouting, temper tantrums, name calling, gossiping, as well as body language meant to intimidate or trivialize such as rolling one's eyes when others are talking, aggressive physical posturing, including staring, crossed arms, pointing at or wagging your finger at others, banging on the table, or slamming doors with the intent to intimidate. In short, any behaviour that is considered to create an unhealthy workplace and could reasonably be expected to result in negative psychological and physical consequences for others. This is not an all inclusive definition but it helps give us a sense of what psychological harassment or bullying is. When many people are involved in this behaviour it is called mobbing.

Have you ever been bullied in this organization?

- Yes
- No

Who did the bullying? You may have more than one answer.

- your immediate supervisor
- colleague
- other manager
- a member of senior management
- a direct report

How long did the bullying last?

- 1-3 months

- 4-6 months
- 7-12 months
- over a year

How did the bullying affect you? You may have more than one answer.

- made me worry about coming to work
- made me angry on the way to work
- affected my confidence on the job
- affected my self-esteem in general
- affected my sleep
- I became depressed
- I became anxious
- I became irritable
- affected my mental health
- affected my physical health
- affected the quality of my work
- increased my use of alcohol
- increased my use of tobacco
- I had to take time off work
- Other, please specify: _____

What form did the bullying take? You may have more than one answer.

- unfair criticism
- intimidating behavior
- ignored opinion
- humiliation or ridicule
- verbal abuse
- malicious lies and accusations
- excessive monitoring
- information withholding
- responsibility removed
- unreasonable workload or goals
- decisions arbitrarily overruled
- exclusion from meetings
- exclusion from social events at work
- physical abuse
- Other, please specify: _____

What action did you take to try and manage the bullying? You may have more than one answer.

- talked to family
- talked to friends
- talked to colleagues
- started looking for another job
- saw my physician
- got some counseling
- spoke to HR

- spoke to my Union
- made a formal complaint to breach of policy
- spoke to my manager
- got legal advise
- spoke to the perpetrator or bully
- Other, please specify: _____

Did the actions you took improve the situation?

- Yes
- No
- to some degree
- they made the situation worse

Have you or would you avoid filing a grievance or a respectful workplace complaint in this organization because you were afraid of reprisals?

- Yes
- No

Have you ever witnessed an employee being bullied in this organization?

- Yes
- No

What form did the bullying you witnessed take? You may have more than one answer.

- unfair criticism
- intimidating behavior
- ignored opinion
- humiliation or ridicule
- verbal abuse
- malicious lies and accusations
- excessive monitoring
- information withholding
- responsibility removed
- unreasonable workload or goals
- decisions arbitrarily overruled
- exclusion from meetings
- exclusion from social events at work
- physical abuse
- Other, please specify... _____

What actions are you considering taking to stop bullying in your workplace?

What action do you think your organization should take to stop workplace bullying?

If you have any other thoughts or comments on the bullying theme, please note them here.

We want to thank you for taking the time to fill out the survey. The results will be carefully studied and integrated to the interview results we are also collecting. Together these results will be the basis for the development of an action plan that will help us enhance the psychological health of our workplace. Thank you, thank you! Dr. Leigh

If you have any other thoughts or comments on the survey as a whole we would be delighted to hear from you so please note them here.

Appendix #2

		West Campus with North and South Areas						
Results by Factor								
		WC	Women		WC	WC	N	S
			U-30	O-50	Man.	Staff		
Count		330	33	96	46	284	194	136
1	Psychological Support	32%	33%	31%	44%	31%	31%	34%
2	Organizational Culture	29%	27%	25%	39%	28%	28%	30%
3	Expectations & Leadership	46%	44%	43%	61%	44%	45%	49%
4	Civility & Respect	44%	38%	41%	51%	43%	42%	46%
5	Psychological Job Fit	41%	40%	36%	55%	39%	38%	45%
6	Growth and Development	34%	29%	30%	53%	30%	30%	38%
7	Rewards and Recognition	32%	30%	30%	55%	29%	29%	37%
8	Involvement & Influence	46%	42%	43%	63%	43%	45%	49%
9	Workload Management	47%	36%	48%	62%	45%	47%	47%
10	Engagement	64%	48%	65%	71%	63%	62%	66%
11	Balance	52%	39%	55%	65%	51%	53%	52%
12	Psychological Protection	35%	26%	32%	58%	31%	33%	37%
13	Physical Environment	52%	49%	53%	66%	50%	52%	51%
14	Bullying	61%	67%	66%	53%	63%	63%	60%

Appendix #3

West Campus								
with								
North and South Areas								
Response by question for								
Psychological Support		WC	Women		WC	WC	N	S
Comments 111			U-30	O-50	Man.	Staff		
Count		330	33	96	46	284	194	136
address mental health	1	34%	29%	33%	38%	34%	34%	34%
employee distressed	2	32%	23%	31%	52%	29%	31%	33%
employees family issues	3	38%	45%	33%	55%	36%	38%	39%
supported returning to work	4	28%	45%	26%	39%	27%	26%	32%
importance of mental health	5	28%	22%	31%	36%	27%	26%	31%
SCORES		32%	33%	31%	44%	31%	31%	34%

Response by question for								
Organizational Culture								
		WC	Women		WC	WC	N	S
Comments	89		U-30	O-50	Man.	Staff		
Count		330	33	96	46	284	194	136
people held accountable	1	23%	10%	22%	33%	22%	19%	29%
respect for other's ideas	2	28%	20%	30%	40%	28%	29%	28%
situations addressed	3	20%	13%	22%	42%	18%	22%	20%
harassment is recognised	4	23%	23%	14%	38%	20%	20%	26%
part of a community	5	31%	37%	27%	45%	30%	32%	31%
empl./man. trust each other	6	21%	27%	19%	32%	19%	17%	25%
culture is evident	7	35%	40%	26%	30%	37%	35%	36%
culture reflects our values	8	44%	43%	40%	48%	44%	47%	42%
SCORES		29%	27%	25%	39%	28%	28%	30%

Response by question for								
Civility & Respect		WC	Women		WC	WC	N	S
Comments 103			U-30	O-50	Man.	Staff		
Count		330	33	96	46	284	194	136
people treat each other	1	48%	46%	49%	48%	49%	48%	48%
people problems handled	2	19%	13%	15%	32%	16%	18%	21%
all are are treated well	3	61%	60%	57%	72%	60%	60%	62%
conflict to a minimum	4	39%	33%	36%	46%	37%	35%	44%
ways of dealing with things	5	49%	37%	48%	55%	49%	47%	52%
SCORES		44%	38%	41%	51%	43%	42%	46%

Response by question for								
Psychological Job Fit		WC	Women		WC	WC	N	S
Comments	64		U-30	O-50	Man.	Staff		
Count		330	33	96	46	284	194	136
people skills required	1	33%	33%	30%	49%	31%	29%	37%
org. hires for our culture	2	39%	40%	34%	56%	37%	34%	47%
social skill to do the job	3	50%	46%	47%	52%	50%	50%	51%
social skills are valuable	4	46%	40%	42%	70%	42%	44%	49%
use of skills and strengths	5	33%	40%	25%	44%	31%	30%	38%
SCORES		41%	40%	36%	55%	39%	38%	45%

Response by question for								
Growth and Development		WC	Women		WC	WC	N	S
Comments 72			U-30	O-50	Man.	Staff		
Count		330	33	96	46	284	194	136
empl. receive feedback	1	23%	17%	25%	51%	18%	18%	28%
open to employees ideas	2	37%	30%	34%	63%	31%	35%	38%
opportunity to advance	3	28%	30%	19%	47%	25%	26%	32%
to develop people skill	4	46%	40%	40%	49%	46%	40%	55%
SCORES		34%	29%	30%	53%	30%	30%	38%

Response by question for								
Rewards and Recognition		WC	Women		WC	WC	N	S
Comments 72			U-30	O-50	Man.	Staff		
Count		330	33	96	46	284	194	136
mans. appreciate emp. work	1	30%	27%	31%	51%	25%	27%	32%
empl. paid fairly	2	60%	60%	57%	91%	55%	57%	65%
org. appreciates extra effort	3	22%	13%	21%	49%	18%	19%	27%
org. celebrates accomp.	4	24%	30%	16%	38%	23%	21%	30%
org. values commitment	5	24%	20%	21%	44%	21%	20%	30%
SCORES		32%	30%	30%	55%	29%	29%	37%

Response by question for								
Involvement & Influence		WC	Women		WC	WC	N	S
Comments	58		U-30	O-50	Man.	Staff		
Count		330	33	96	46	284	194	136
empl. talk to supervisor	1	49%	40%	45%	76%	45%	49%	50%
empl. have adequate control	2	62%	53%	64%	68%	62%	64%	62%
opinions/ suggestions cons.	3	38%	30%	33%	66%	33%	33%	44%
informed of change	4	48%	46%	48%	60%	46%	46%	51%
input on import. decisions	5	34%	40%	27%	56%	31%	31%	38%
	SCORES	46%	42%	43%	63%	43%	45%	49%

Response by question for								
Workload Management		WC	Women		WC	WC	N	S
Comments	72		U-30	O-50	Man.	Staff		
	Count	330	33	96	46	284	194	136
workload is reasonable	1	46%	37%	50%	58%	44%	47%	45%
talk about amount of work	2	48%	40%	48%	73%	44%	45%	53%
equip. and res. needed	3	47%	37%	52%	66%	45%	46%	50%
unnecessary interruptions	4	32%	23%	31%	39%	30%	33%	27%
control over prioritizing	5	61%	43%	60%	73%	60%	64%	58%
	SCORES	47%	36%	48%	62%	45%	47%	47%

Response by question for								
Engagement		WC	Women		WC	WC	N	S
Comments 68			U-30	O-50	Man.	Staff		
Count		330	33	96	46	284	194	136
empl. enjoy work	1	61%	46%	58%	76%	59%	59%	64%
empl. make extra effort	2	64%	44%	68%	66%	64%	65%	62%
empl. Desc.work as impt.	3	62%	50%	56%	76%	60%	60%	65%
empl are committed	4	59%	46%	63%	54%	59%	56%	61%
empl. proud of what they do	5	74%	56%	79%	83%	73%	72%	77%
SCORES		64%	48%	65%	71%	63%	62%	66%

Response by question for								
Balance		WC	Women		WC	WC	N	S
Comments	57		U-30	O-50	Man.	Staff		
	Count	330	33	96	46	284	194	136
take breaks	1	65%	49%	70%	80%	63%	67%	63%
able to balance demands	2	69%	51%	78%	72%	68%	69%	69%
promote work life balance	3	47%	34%	52%	60%	45%	45%	49%
talk to sups about balance	4	44%	31%	37%	68%	41%	44%	44%
energy left at end of day	5	37%	31%	36%	46%	36%	38%	35%
	SCORES	52%	39%	55%	65%	51%	53%	52%

Response by question for								
Psychological Protection		WC	Women		WC	WC	N	S
Comments 66			U-30	O-50	Man.	Staff		
Count		330	33	96	46	284	194	136
min. unnecessary stress	1	23%	17%	24%	44%	20%	24%	21%
care employee well-being	2	41%	28%	42%	83%	34%	38%	44%
prevents harassment / disc.	3	44%	38%	38%	76%	39%	42%	47%
empl. psych healthy	4	27%	17%	24%	27%	27%	26%	29%
deals with harassment	5	38%	28%	34%	58%	35%	35%	42%
SCORES		35%	26%	32%	58%	31%	33%	37%

Response by question for								
Physical Environment		WC	Women		WC	WC	N	S
Comments 51			U-30	O-50	Man.	Staff		
Count		330	33	96	46	284	194	136
completion of work tasks	1	64%	51%	72%	77%	63%	65%	63%
distractions at a minimum	2	40%	35%	38%	42%	40%	42%	37%
does not cause stress	3	45%	51%	39%	62%	42%	44%	46%
job anal. takes into account	4	56%	58%	59%	71%	54%	56%	57%
harm in decision making	5	51%	39%	55%	70%	48%	51%	51%
listen re: health and safety	6	54%	62%	53%	74%	50%	56%	50%
SCORES		52%	49%	53%	66%	50%	52%	51%

Response by question for								
Bullying		WC	Women		WC	WC	N	S
Comments	462		U-30	O-50	Man.	Staff		
	Count	330	33	96	46	284	194	136
Been Bullied?	*1	61%	62%	67%	55%	62%	61%	62%
by who-- colleagues	2	81%	78%	79%	82%	81%	80%	82%
over a year	3	48%	18%	69%	45%	48%	53%	41%
lodge a formal complaint?	4	12%	0%	19%	14%	11%	13%	10%
afraid to file a grievance	*5	51%	54%	53%	38%	54%	52%	51%
an employee be bullied	*6	72%	86%	77%	67%	73%	75%	68%
	SCORES	61%	67%	66%	53%	63%	63%	60%

Appendix #4

East Campus with Thompson and Outlying Areas								
Results by Factor								
		EC	Women		EC	EC	Thom.	Out.
			U- 30	O-50	Man.	Staff		Areas
	Count	184	43	44	28	156	156	28
1	Psychological Support	43%	45%	39%	52%	42%	42%	51%
2	Organizational Culture	41%	50%	39%	42%	41%	39%	56%
3	Expectations & Leadership	52%	56%	50%	54%	52%	50%	60%
4	Civility & Respect	51%	53%	56%	48%	51%	50%	56%
5	Psychological Job Fit	53%	59%	62%	55%	52%	52%	57%
6	Growth and Development	50%	54%	48%	55%	49%	50%	53%
7	Rewards and Recognition	46%	48%	50%	55%	44%	45%	53%
8	Involvement & Influence	55%	57%	54%	66%	53%	54%	62%
9	Workload Management	51%	57%	59%	63%	49%	50%	56%
10	Engagement	63%	64%	72%	66%	62%	63%	65%
11	Balance	51%	52%	56%	55%	50%	49%	65%
12	Psychological Protection	45%	47%	49%	54%	43%	42%	58%
13	Physical Environment	51%	55%	56%	57%	50%	50%	60%
14	Bullying	62%	58%	65%	72%	60%	63%	54%

Appendix #5

East Campus								
with								
Thompson - Outlying Areas								
Response by question for								
Psychological Support		EC	Women		EC	EC	Thom.	Out.
Comments	33		U-30	O- 50	Man.	Staff		Areas
	Count	184	43	44	28	156	156	28
address mental health	1	46%	57%	41%	59%	45%	44%	56%
employee distressed	2	46%	46%	42%	56%	45%	45%	53%
employees family issues	3	48%	49%	42%	67%	45%	47%	50%
supported returning to work	4	44%	45%	40%	50%	42%	42%	54%
importance of mental health	5	32%	27%	31%	27%	33%	30%	43%
	SCORES	43%	45%	39%	52%	42%	42%	51%

Response by question for								
Organizational Culture		EC	Women		EC	EC	Thom.	Out.
Comments	29		U-30	O- 50	Man.	Staff		Areas
Count		184	43	44	28	156	156	28
people held accountable	1	42%	44%	50%	40%	41%	40%	52%
respect for other's ideas	2	42%	36%	39%	36%	43%	41%	48%
situations addressed	3	30%	35%	22%	32%	30%	27%	48%
harassment is recognised	4	33%	44%	28%	28%	34%	30%	56%
part of a community	5	44%	60%	40%	54%	43%	41%	63%
empl./man. trust each other	6	34%	45%	31%	44%	33%	31%	52%
culture is evident	7	49%	62%	50%	48%	50%	48%	61%
culture reflects our values	8	55%	72%	54%	52%	56%	53%	64%
	SCORES	41%	50%	39%	42%	41%	39%	56%

Response by question for								
Expectations & Leadership		EC	Women		EC	EC	Thom.	Out.
Comments	32		U-30	O- 50	Man.	Staff		Areas
Count		184	43	44	28	156	156	28
			54					
I know what is expected	1	91%	90%	89%	84%	91%	91%	92%
leadership is effective	2	49%	62%	47%	56%	48%	48%	56%
staff informed about change	3	47%	57%	53%	48%	48%	47%	54%
provide helpful feedback	4	37%	43%	22%	40%	36%	34%	52%
effective communication	5	34%	28%	39%	40%	33%	31%	48%
	SCORES	52%	56%	50%	54%	52%	50%	60%

Response by question for								
Civility & Respect		EC	Women		EC	EC	Thom.	Out.
Comments	27		U-30	O- 50	Man.	Staff		Areas
	Count	184	43	44	28	156	156	28
people treat each other	1	48%	43%	60%	54%	47%	48%	42%
people problems handled	2	28%	33%	24%	16%	31%	25%	46%
all are are treated well	3	67%	74%	64%	56%	69%	67%	71%
conflict to a minimum	4	47%	51%	56%	44%	48%	45%	59%
ways of dealing with things	5	63%	62%	76%	72%	62%	63%	62%
	SCORES	51%	53%	56%	48%	51%	50%	56%

Response by question for								
Psychological Job Fit		EC	Women		EC	EC	Thom.	Out.
Comments	21		U-30	O- 50	Man.	Staff		Areas
	Count	184	43	44	28	156	156	28
people skills required	1	44%	50%	51%	44%	43%	42%	50%
org. hires for our culture	2	52%	57%	71%	52%	53%	50%	66%
social skill to do the job	3	62%	72%	69%	60%	62%	63%	54%
social skills are valuable	4	54%	62%	67%	64%	52%	53%	63%
use of skills and strengths	5	52%	56%	50%	56%	50%	51%	54%
	SCORES	53%	59%	62%	55%	52%	52%	57%

Response by question for								
Growth and Development		EC	Women		EC	EC	Thom.	Out.
Comments	21		U-30	O- 50	Man.	Staff		Areas
	Count	184	43	44	28	156	156	28
empl. receive feedback	1	34%	38%	27%	40%	33%	32%	46%
open to employees ideas	2	50%	51%	51%	56%	49%	51%	45%
opportunity to advance	3	51%	56%	45%	56%	50%	53%	41%
to develop people skill	4	65%	72%	72%	68%	64%	62%	79%
	SCORES	50%	54%	48%	55%	49%	50%	53%

Response by question for								
Rewards and Recognition		EC	Women		EC	EC	Thom.	Out.
Comments	27		U-30	O-50	Man.	Staff		Areas
Count		184	43	44	28	156	156	28
mans. appreciate emp. work	1	45%	46%	42%	68%	41%	44%	54%
empl. paid fairly	2	66%	72%	68%	72%	64%	64%	75%
org. appreciates extra effort	3	38%	36%	50%	52%	36%	38%	38%
org. celebrates accomp.	4	42%	47%	48%	44%	41%	41%	50%
org. values commitment	5	39%	40%	42%	40%	39%	37%	46%
SCORES		46%	48%	50%	55%	44%	45%	53%

Response by question for								
Involvement & Influence		EC	Women		EC	EC	Thom.	Out.
Comments	21		U-30	O- 50	Man.	Staff		Areas
	Count	184	43	44	28	156	156	28
empl. talk to supervisor	1	60%	68%	53%	68%	59%	60%	65%
empl. have adequate control	2	75%	79%	72%	84%	73%	73%	83%
opinions/ suggestions cons.	3	49%	45%	51%	72%	45%	49%	52%
informed of change	4	50%	50%	60%	56%	50%	49%	61%
input on import. decisions	5	42%	42%	36%	48%	40%	41%	48%
	SCORES	55%	57%	54%	66%	53%	54%	62%

Response by question for								
Workload Management		EC	Women		EC	EC	Thom.	Out.
Comments	30		U-30	O- 50	Man.	Staff		Areas
	Count	184	43	44	28	156	156	28
workload is reasonable	1	44%	52%	44%	52%	42%	43%	52%
talk about amount of work	2	49%	42%	53%	76%	44%	47%	60%
equip. and res. needed	3	68%	76%	85%	79%	66%	66%	78%
unecessary interruptions	4	26%	34%	39%	32%	26%	28%	18%
control over prioritizing	5	69%	81%	72%	76%	67%	68%	70%
	SCORES	51%	57%	59%	63%	49%	50%	56%

Response by question for								
Engagement		EC	Women		EC	EC	Thom.	Out.
Comments	12		U-30	O- 50	Man.	Staff		Areas
	Count	184	43	44	28	156	156	28
empl. enjoy work	1	58%	62%	66%	64%	56%	58%	56%
empl. make extra effort	2	65%	63%	69%	72%	64%	68%	57%
empl. desc. work as impt.	3	64%	69%	75%	56%	66%	65%	63%
empl are committed	4	61%	65%	72%	68%	60%	59%	77%
empl. proud of what they do	5	67%	61%	76%	72%	66%	66%	73%
	SCORES	63%	64%	72%	66%	62%	63%	65%

Response by question for								
Balance		EC	Women		EC	EC	Thom.	Out.
Comments	24		U-30	O- 50	Man.	Staff		Areas
	Count	184	43	44	28	156	156	28
take breaks	1	58%	58%	66%	79%	54%	56%	73%
able to balance demands	2	63%	66%	66%	58%	64%	61%	78%
promote work life balance	3	49%	52%	56%	42%	50%	47%	59%
talk to sups about balance	4	50%	50%	48%	58%	48%	49%	54%
energy left at end of day	5	36%	34%	42%	37%	36%	32%	60%
	SCORES	51%	52%	56%	55%	50%	49%	65%

Response by question for								
Psychological Protection		EC	Women		EC	EC	Thom.	Out.
Comments	21		U-30	O- 50	Man.	Staff		Areas
	Count	184	43	44	28	156	156	28
min. unnecessary stress	1	32%	37%	42%	54%	28%	29%	45%
care employee well-being	2	51%	45%	54%	67%	49%	50%	63%
prevents harassment / disc.	3	53%	54%	54%	55%	53%	51%	68%
empl. psych healthy	4	40%	48%	39%	41%	39%	37%	54%
deals with harassment	5	47%	51%	54%	54%	45%	44%	59%
	SCORES	45%	47%	49%	54%	43%	42%	58%

Response by question for								
Physical Environment		EC	Women		EC	EC	Thom.	Out.
Comments	21		U-30	O- 50	Man.	Staff		Areas
	Count	184	43	44	28	156	156	28
completion of work tasks	1	66%	70%	75%	79%	64%	66%	68%
distractions at a minimum	2	30%	35%	44%	34%	29%	29%	36%
does not cause stress	3	41%	44%	48%	55%	40%	42%	41%
job anal. takes into account	4	55%	61%	55%	62%	53%	54%	62%
harm in decision making	5	53%	54%	52%	54%	52%	50%	68%
listen re: health and safety	6	63%	66%	61%	58%	64%	59%	82%
	SCORES	51%	55%	56%	57%	50%	50%	60%

Response by question for								
Bullying		EC	Women		EC	EC	Thom.	Out.
Comments	30		U-30	O- 50	Man.	Staff		Areas
	Count	184	h	44	28	156	156	28
Been Bullied?	*1	59%	50%	69%	71%	57%	62%	45%
by who-- colleagues	2	73%	74%	77%	59%	76%	71%	90%
over a year	3	40%	24%	47%	65%	34%	40%	40%
lodge a formal complaint?	4	13%	5%	18%	0%	16%	14%	0%
afraid to file a grievance	*5	51%	46%	53%	58%	50%	53%	37%
an employee be bullied	*6	75%	79%	74%	88%	73%	74%	80%
	SCORES	62%	58%	65%	72%	60%	63%	54%

Appendix #6

Northern Health Region								
Results by Factor		NHR	Women		NHR	NHR	EC	WC
			U-30	O-50	Man.	Staff		
Count		514	75	135	73	441	184	330
1	Psychological Support	36%	39%	33%	47%	34%	43%	32%
2	Organizational Culture	33%	40%	29%	41%	32%	41%	29%
3	Expectations & Leadership	48%	50%	45%	58%	47%	52%	46%
4	Civility & Respect	46%	46%	45%	50%	45%	51%	44%
5	Psychological Job Fit	45%	51%	42%	54%	43%	53%	41%
6	Growth and Development	39%	44%	35%	54%	37%	50%	33%
7	Rewards and Recognition	37%	39%	35%	55%	34%	46%	32%
8	Involvement & Influence	49%	50%	47%	65%	47%	55%	46%
9	Workload Management	49%	48%	51%	62%	46%	51%	47%
10	Engagement	64%	57%	67%	69%	63%	63%	64%
11	Balance	52%	47%	56%	62%	51%	51%	52%
12	Psychological Protection	38%	37%	38%	56%	35%	47%	35%
13	Physical Environment	52%	53%	54%	63%	50%	51%	52%
14	Bullying	61%	62%	65%	61%	62%	62%	61%

Appendix #7

Northern Health Region with EC and WC									
Response by question for									
Psychological Support		NHR		Women		NHR	NHR	EC	WC
Comments	144		U-30	O-50	Man.	Staff			
	Count	514	75	135	73	441	184	330	
address mental health	1	39%	44%	35%	47%	38%	46%	34%	
employee distressed	2	37%	36%	34%	54%	34%	46%	32%	
employees family issues	3	43%	47%	35%	59%	39%	48%	38%	
supported returning to work	4	34%	45%	30%	43%	32%	44%	28%	
importance of mental health	5	29%	25%	30%	32%	29%	32%	28%	
	SCORES	36%	39%	33%	47%	34%	43%	32%	

Response by question for								
Organizational Culture		NHR	Women		NHR	NHR	EC	WC
Comments 118			U-30	O-50	Man.	Staff		
Count		514	75	135	73	441	184	330
people held accountable	1	30%	29%	29%	45%	28%	42%	23%
respect for other's ideas	2	33%	28%	32%	38%	33%	42%	28%
situations addressed	3	24%	26%	23%	38%	22%	30%	20%
harassment is recognised	4	27%	40%	18%	34%	26%	33%	23%
part of a community	5	36%	50%	29%	48%	34%	44%	31%
empl./man. trust each other	6	25%	38%	23%	36%	24%	34%	21%
culture is evident	7	41%	53%	33%	36%	41%	49%	35%
culture reflects our values	8	48%	59%	44%	49%	48%	55%	44%
SCORES		33%	40%	29%	41%	32%	41%	29%

Response by question for								
Expectations & Leadership		NHR	Women		NHR	NHR	EC	WC
Comments 142			U-30	O-50	Man.	Staff		
		514	75	135	73	441	184	330
I know what is expected	1	89%	87%	91%	86%	90%	91%	88%
leadership is effective	2	45%	51%	39%	56%	43%	49%	41%
staff informed about change	3	47%	54%	47%	63%	45%	47%	47%
provide helpful feedback	4	29%	34%	20%	42%	28%	37%	25%
effective communication	5	31%	26%	29%	44%	29%	34%	28%
SCORES		48%	50%	45%	58%	47%	52%	46%

Response by question for								
Civility & Respect		NHR	Women		NHR	NHR	EC	WC
Comments	130		U-30	O-50	Man.	Staff		
	Count	514	75	135	73	441	184	330
people treat each other	1	48%	45%	51%	50%	48%	48%	48%
people problems handled	2	23%	25%	18%	27%	21%	28%	19%
all are are treated well	3	63%	68%	59%	66%	63%	67%	61%
conflict to a minimum	4	42%	43%	42%	46%	41%	47%	39%
ways of dealing with things	5	54%	51%	56%	61%	54%	63%	49%
	SCORES	46%	46%	45%	50%	45%	51%	44%

Response by question for								
Psychological Job Fit		NHR	Women		NHR	NHR	EC	WC
Comments	85		U-30	O-50	Man.	Staff		
	Count	514	75	135	73	441	184	330
people skills required	1	36%	42%	35%	47%	35%	44%	33%
org. hires for our culture	2	44%	50%	43%	54%	42%	52%	39%
social skill to do the job	3	55%	61%	53%	55%	54%	62%	50%
social skills are valuable	4	49%	52%	49%	67%	46%	54%	46%
use of skills and strengths	5	40%	50%	31%	49%	38%	52%	33%
	SCORES	45%	51%	42%	54%	43%	53%	41%

Response by question for								
Growth and Development		NHR	Women		NHR	NHR	EC	WC
Comments 93			U-30	O-50	Man.	Staff		
Count		514	75	135	73	441	184	330
empl. receive feedback	1	26%	29%	26%	47%	23%	34%	23%
open to employees ideas	2	41%	42%	39%	61%	38%	50%	36%
opportunity to advance	3	37%	45%	27%	50%	34%	51%	28%
to develop people skill	4	53%	58%	48%	56%	53%	65%	46%
SCORES		39%	44%	35%	54%	37%	50%	33%

Response by question for								
Rewards and Recognition		NHR	Women		NHR	NHR	EC	WC
Comments	99		U-30	O-50	Man.	Staff		
Count		514	75	135	73	441	184	330
mans. appreciate emp. work	1	35%	38%	34%	58%	31%	45%	30%
empl. paid fairly	2	62%	67%	60%	84%	59%	66%	60%
org. appreciates extra effort	3	27%	26%	28%	50%	24%	38%	22%
org. celebrates accomp.	4	31%	39%	26%	40%	30%	42%	24%
org. values commitment	5	29%	31%	27%	43%	27%	39%	24%
	SCORES	37%	39%	35%	55%	34%	46%	32%

Response by question for								
Involvement & Influence		NHR	Women		NHR	NHR	EC	WC
Comments 79			U-30	O-50	Man.	Staff		
Count		514	75	135	73	441	184	330
empl. talk to supervisor	1	53%	55%	48%	72%	50%	60%	49%
empl. have adequate control	2	67%	67%	66%	74%	66%	75%	62%
opinions/ suggestions cons.	3	41%	39%	38%	67%	37%	49%	38%
informed of change	4	49%	49%	52%	58%	47%	50%	47%
input on import. decisions	5	36%	41%	30%	53%	34%	42%	34%
SCORES		49%	50%	47%	65%	47%	55%	46%

Response by question for								
Workload Management		NHR	Women		NHR	NHR	EC	WC
Comments 102			U-30	O-50	Man.	Staff		
Count		514	75	135	73	441	184	330
workload is reasonable	1	46%	45%	49%	56%	44%	44%	46%
talk about amount of work	2	49%	41%	49%	74%	45%	49%	48%
equip. and res. needed	3	55%	59%	61%	71%	52%	68%	47%
unnecessary interruptions	4	30%	29%	32%	37%	28%	26%	32%
control over prioritizing	5	63%	65%	64%	74%	62%	69%	61%
SCORES		49%	48%	51%	62%	46%	51%	47%

Response by question for								
Engagement		NHR	Women		Man.	Staff	EC	WC
Comments	80		U-30	O-50				
	Count	514	75	135	73	441	184	330
empl. enjoy work	1	60%	55%	61%	71%	58%	58%	61%
empl. make extra effort	2	65%	55%	68%	68%	64%	65%	64%
empl. Desc.work as impt.	3	63%	60%	62%	68%	62%	64%	62%
empl are committed	4	59%	58%	66%	59%	59%	61%	59%
empl. proud of what they do	5	72%	59%	79%	78%	70%	67%	74%
	SCORES	64%	57%	67%	69%	63%	63%	64%

Response by question for								
Balance		NHR	Women		NHR	NHR	EC	WC
Comments	81		U-30	O-50	Man.	Staff		
	Count	514	75	135	73	441	184	330
take breaks	1	62%	54%	69%	80%	60%	58%	65%
able to balance demands	2	67%	60%	75%	68%	67%	63%	69%
promote work life balance	3	48%	45%	54%	53%	47%	49%	47%
talk to sups about balance	4	47%	41%	41%	64%	44%	50%	44%
energy left at end of day	5	36%	33%	39%	43%	35%	36%	37%
	SCORES	52%	47%	56%	62%	51%	51%	52%

Response by question for								
Psychological Protection		NHR	Women		NHR	NHR	EC	WC
Comments	87		U-30	O-50	Man.	Staff		
	Count	514	75	135	73	441	184	330
min. unnecessary stress	1	26%	28%	29%	48%	23%	32%	23%
care employee well-being	2	45%	37%	46%	77%	39%	51%	41%
prevents harassment / disc.	3	48%	47%	44%	68%	44%	53%	44%
empl. psych healthy	4	31%	34%	29%	32%	32%	40%	27%
deals with harassment	5	41%	41%	41%	57%	38%	47%	38%
	SCORES	38%	37%	38%	56%	35%	45%	35%

Response by question for								
Physical Environment		NHR	Women		NHR	NHR	EC	WC
Comments	72		U-30	O-50	Man.	Staff		
	Count	514	75	135	73	441	184	330
completion of work tasks	1	65%	62%	73%	79%	63%	66%	64%
distractions at a minimum	2	37%	34%	40%	39%	37%	30%	40%
does not cause stress	3	44%	48%	42%	60%	41%	41%	45%
job anal. takes into account	4	55%	60%	58%	68%	54%	55%	56%
harm in decision making	5	52%	47%	55%	65%	50%	53%	51%
listen re: health and safety	6	57%	64%	56%	69%	56%	63%	54%
	SCORES	52%	53%	54%	63%	50%	51%	52%

Response by question for								
Bullying		NHR	Women		NHR	NHR	EC	WC
Comments	676		U-30	O-50	Man.	Staff		
	Count	514	75	135	73	441	184	330
Been Bullied?	*1	60%	55%	67%	61%	60%	59%	61%
by who-- colleagues	2	78%	76%	79%	72%	79%	73%	81%
over a year	3	45%	21%	63%	54%	43%	40%	48%
lodge a formal complaint?	4	12%	3%	19%	8%	13%	13%	12%
afraid to file a grievance	*5	51%	49%	53%	46%	52%	51%	51%
an employee be bullied	*6	73%	82%	76%	75%	73%	75%	72%
	SCORES	61%	62%	65%	61%	62%	62%	61%