Families First: Supports for Occupational Stress Inc.

Edmonton Institution Workplace Renewal Needs Assessment

2024

www.familiesfirstsupport.com

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February 4, 2025 Draft

Introduction

Canada's Public Safety Personnel (PSP) have chosen a career to maintain Canadians' safety. This choice to step toward work that may jeopardize their well-being and safety is made as a sacrifice for others—Canadians. The last decade has brought considerable attention to the invisible toll on PSP's well-being, especially within the Public Safety: Correctional Services Canada (CSC) portfolio. Within CSC, the organizational priorities have focused on a commitment to ensure the workplace is healthy and respectful. In addition, CSC values a safe and supportive work environment free from bullying, harassment or sexual violence.

The Edmonton Institution (EI) was identified as a place requiring support and resources to empower its workplace in developing a safe and healthy culture. Ensuring those who work within the EI have the tools and resources to continue to lean toward creating a healthy workplace is essential. We hope that the information gathered from the workplace assessment conducted at the EI over multiple months, starting in January 2024 will offer new insights and momentum to the leadership in implementing the necessary changes to establish a healthy workplace culture. Ultimately, this means healthier human beings deserve to work in an environment that cultivates positive work relationships and resilience.

Years prior, in 2017, the Edmonton Institution Renewal Committee (EIRC) was developed to implement strategic solutions based on site-specific issues on workplace culture. Families First: Support for Occupational Stress Inc. was contracted to complete a site-wide needs assessment and report in 2018. The Edmonton Institution Needs Assessment Tool was developed by the EIRC committee and focused on eight main components:
1. Effective Interpersonal Interactions
2. Conflict
3. Poisoned Work Environment
4. Harassment
5. Discrimination
6. When It's Not Harassment Anymore
7. Values and Ethics
8. Health and Wellness

INTRODUCTION

The final report was presented to the EI leadership in January 2019 which reported outcomes on the eight sections with 310 staff completing the 2.5 hour facilitated assessment.

With 85% of the workplace completing the survey, it offered a large amount of data to both the senior leadership team and generally to the EI employees on the state of the health and well-being of EI employees.

2019 EI Needs Assessment Report (See Appendix 1)

A few months later the pandemic measures put in place within CSC impacted the normal operating procedure and momentum of change toward a healthy workplace at the EI.

In 2023, Families First: Support for Occupational Stress Inc. was contacted to conduct a follow-up assessment on where the EI was within changes toward a healthy workplace. With lessons learned from implementing a full workplace-facilitated assessment in the past 2018 Needs Assessment, a shorter version of the survey was created with consultation from key stakeholders such as Union representatives and EI senior leadership.

The final version of the EI Workplace Renewal Assessment was approved in January 2024, which includes the following sections:

Workplace Assessment Topics

Topic 1: Effective Interpersonal Interactions
Topic 2: Conflict
Topic 3: Harassment
Topic 4: Organizational Culture
Topic 5: Organizational Values and Ethics
Topic 6: Demographic Information

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Objectives

To identify areas of improvement and potential risks within the organization.

Ensuring those who work within the EI have the tools and resources to continue to lean toward creating a healthy workplace.

Offer new insights and momentum to the leadership in implementing the necessary changes to establish a healthy workplace culture

Instrument Development and Methodology

The assessment tool for this project is a shorter version of the EI Needs Assessment called the Edmonton Institution Workplace Renewal Needs Assessment (2024). This shorter version was developed through a thorough process of reviewing the previous tool (2018) and removing questions and sections that appeared to be duplicated. For example, the 2018 survey included a section "Poisoned Work Environment", asking questions related to staff experiencing negative behaviors from others at work such as" someone yelling at no one in particular, pounding on a desk in frustration, always in a bad mood…". We decided to streamline the intention behind these questions under the Conflict section and Harassment section. In addition, several questions in the previous survey asked participants to report on others' experience such as "have you witnessed victim blaming in the workplace community?" We decided this report should include participants commenting on their own personal experiences as opposed to what another person may have experienced.

Stakeholder Consultation

In addition, we conducted three consultation meetings with the senior leadership team and two unions to discuss in detail what sections should still be included in the new survey and if new sections needed to be added. Overall, the new version (2024) of the survey includes 353 questions and five sections, with the last section asking about crucial demographic information. A draft version of the survey was sent to senior leadership and both unions for feedback. The final survey draft was designed to be completed using the online platform Qualtrics Inc.. It included a facilitated guided component with participants taking approximately 1-1.5 hours maximum to complete.

Another significant difference between the assessment tools used in 2018 and 2024 was the addition of scales for each question. In the previous survey, participants could only respond using yes or no scales. The updated 2024 assessment includes five-point scales such as Never, Rarely, Sometimes, Often, and Always; or Definitely not, Probably not, Might or Might not, Probably yes, and Definitely yes. Providing participants with various levels of experience aligns with best practices in gathering survey data and helps outline more nuanced outcomes to drive targeted recommendations. This difference is important when comparing results from 2018 and 2024. To identify areas that have potentially increased or decreased, we have provided tables with comparison results that present 2018 and 2024 together. This was achieved by converting scores from answers in the scaled questions; for example, using Never and Rarely into No percentages, and Sometimes, Often, and Always into Yes percentages, or Definitely not and Probably not into No percentages, and Might or Might not, Probably yes, and Definitely yes into Yes percentages.

Edmonton Institution Workplace Renewal Needs Assessment Implementation

All staff working within the EI were scheduled to take part in the facilitated assessment through the scheduling office between March 13-27th. The Needs Assessment survey was completed at the EI on-site and participants completed the survey at independent workstations using laptops connected to the Qualtrics platform during sessions that included between 3-17 staff. Staff who were on non-medical leave during this time were emailed a link to complete the survey. For any staff who could not participate in the in-person facilitated assessment emails were collected and a single-use, anonymous survey link was emailed to each participant along with the PowerPoint slides to guide the process and inform of confidentiality. Allowing both options helped support full access to the EI Workplace Assessment for all staff.

The second part of the assessment included collecting qualitative data with conducting one-on-one interviews with 16 staff members ranging between one and two hours. The interview guide included questions asking for participants to expand in more detail on their experience with interpersonal communication skills within the EI including communication between immediate managers, and supervisors, between workgroups and within their individual workgroup; conflict; harassment and organizational values and ethics. The questions were designed to capture themes that had been addressed by the Edmonton Institution Workplace Renewal Needs Assessment and included questions on how participants feel issues should and could be addressed in the future, including asking about best practices they have seen within the workplace.

Confidentiality and Consent to Participate

Several measures were taken to maintain the confidentiality of participants. The assessment was done on computers and each survey was done without any employee ID or login required. In addition, no personal identifying information was collected such as their name. A statement reviewing confidentiality was read to all participants emphasizing the purpose of the survey and the option to answer only questions they felt comfortable completing.

The facilitators transferred/downloaded all surveys completed on the Qualtrics program to the online portal once the entire session was completed at the end of each day. During data analysis, all surveys that had names identified within data sections were removed to maintain confidentiality.

Confidentiality During One-One Interviews

Several collateral discussions occurred between the consultants on getting in-depth information to support the survey data while maintaining a high level of confidentiality. The interviews were arranged to be done over the phone so each participant could arrange a space where they felt comfortable discussing confidential experiences. A brief statement of confidentiality was read to each participant to ensure they were comfortable participating and asked if they had any questions before starting the interview. Interviews were over the phone and were recorded using voice memos. All voice memo recordings were saved on a password-protected Google Drive.

Data Analysis

After the in-person, site-wide assessment was completed at the EI, a preliminary data analysis was conducted. From this, an interview guide was developed for the second part of the assessment —one-on-one interviews. Once the interviews were completed both the qualitative and quantitative data were analyzed.

Quantitative Data Analysis

After the surveys were completed by participants, careful screening was conducted to ensure the quality of data. First, all data was exported from Qualtrics and entered into the statistics software IBM SPSS version 29. Then, the survey was coded based on the measurement level to indicate the numeric code. All the survey data were calculated with frequency and percentage. In addition, the 2024 survey results were further compared with the 2018 survey version.

Qualitative Analysis

Two parts of the assessment gathered qualitative data: open-ended questions in the survey and one-on-one interviews. Content analysis was used to analyze the written component of the assessment and the interview data. Content analysis is a commonly used approach in qualitative analysis to capture the main reoccurring themes and deeper insights from large amounts of content (Krippendorff, 2004). The procedures include identifying primary patterns within the written responses, transcribing the data, and then coding the responses.

Coding included capturing the essence of the statement being made and then categorizing it into codes. After larger categories or themes have been created, the analysis looks at patterns of meaning across the entire data set, measuring the frequency of different categories and themes to describe significant themes (Krippendorff, 2004).

Responses

A total of 276 surveys were completed using Qualtrics during the allocated time frame at the EI. Not all surveys that were started were completed and some surveys had sections that were not completed.

Limitations

There were some limitations during the implementation of the facilitated assessments that are important to note, as they can impact the reliability and validity of the assessment. Reliability of the outcomes has to do with the consistency of information collected to be confident in making general statements about the outcomes. Reliability requires the use of standardized collection instruments and survey procedures that are regulated and consistent across the administration of the survey to increase consistency. Increasing reliability increases validity. Validity is concerned with ensuring the survey accurately measures the concepts it intends to measure.

The length of the assessment is a crucial factor that could have influenced the overall validity. The assessment, which was shortened from 2018 to 2024, might have compromised the depth and comprehensiveness of the assessment. In 2018, the assessment took approximately 2.5 hours to complete, while in 2024, the average assessment took 45 minutes, including facilitated content. All staff participated during regular work hours, which was aimed at supporting their motivation to participate.

Another limitation noted during the implementation of the facilitated survey was the facilitators documented staff showing up to the room booked for the assessment without knowing what they had been scheduled to attend. This lack of clarity to participants does impact willingness and consent to participate to an extent. In ideal circumstances, staff would have been notified and scheduled to participate in the survey, and their showing up to the survey would indicate an entry-level of consent.

Topic One
## 1.0 Effective Interpersonal Communication

This section explores the respondent's assessment of interpersonal communication skills within the EI workplace. This includes communication between immediate managers and supervisors, between workgroups and within each individual work group. Interpersonal communication includes the exchange of information, feelings, and meaning through verbal and non-verbal messages.

Overall, 100% of staff indicated they identified with having good interpersonal communication skills. Almost all staff (97%) indicated these communication skills help them effectively communicate with others within the workplace. Most feel (80%) they have effective communication with immediate managers/supervisors and 64% of staff indicated they felt their work group has effective communication with other groups in the workplace. This is an area where results indicate staff in 2024 feel their work group has more effective communication with other groups than they did in 2018 (39%).

The survey results indicate that only 40% of the staff feel that the workplace community communicates effectively. Specifically, 34% of employees in the EI workplace reported that they didn't feel senior management communicates effectively regarding decision-making processes with front-line personnel. Although these numbers reflect a smaller portion of staff who feel that senior management communicates effectively, there has been positive growth from 2018 when only 19% of staff reported effective communication from senior management regarding decisions.

Interpersonal Communication

Do you feel you have good Interpersonal Communication Skills?

■ Yes ■ No
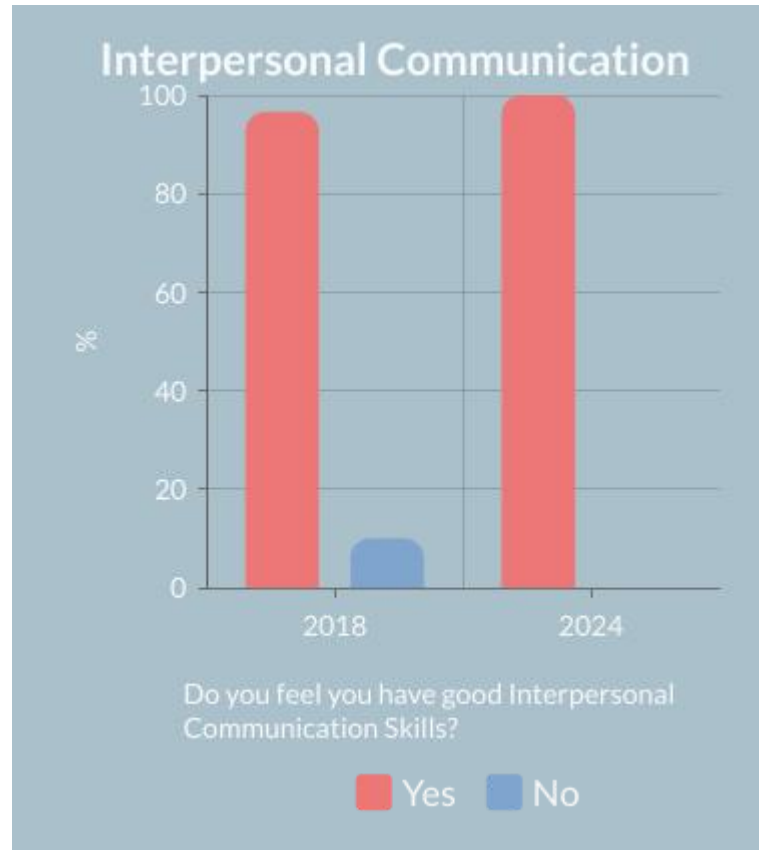
Qualitative Themes

The qualitative results also support these themes related to the quality of communication, especially during management briefings and senior management communication with frontline personnel. Written open responses associated with this topic indicated that staff feel they have practical communication skills to navigate their work within their own work groups.

Additionally, there is a culture of two-way communication that is not supported between management and senior leaders within the workplace. This lack of transparency or invitation to ask questions or seek guidance regarding routine workplace issues leads to staff not feeling they can trust the leadership team. Staff indicated they wanted to be included in decisions being made about their work and offered clear and genuine guidance on how the decision was made.

> "Communication from senior management is poor. Decisions are made without consideration or consultation. Our group is not included. We do not feel respected nor treated with consideration at all. Upper management has their ideas and do not seem to care what our group says or contributes in all decisions"

Many survey participants advocate for placing emphasis on communication training for managerial staff. This training would focus on equipping them with the skills to effectively deliver verbal messages during group briefings and individual meetings. The training program would encompass creating an inclusive and safe space for briefings, where information is shared and questions are encouraged. Essentially, the aim is to establish communication norms that facilitate the exchange of information and input.

"I feel everyone can benefit from improving their communication skills. specifically management to frontline staff. Often I feel frontline staff are left in the dark when it comes to important information that we should know about. I also feel the SIO department can also improve on communicating what might be key information to the frontline staff."

Key Take Aways

- Redesign all formal meetings/briefings where there are intentional invitations for all staff to have an opportunity to ask questions, clarify and state how they feel about the information being told to them.

- Initiate quality in-person training focused on building communication skills targeting public speaking, leading meetings and building emotional intelligence for management and eventually all staff.

|	2018		2024	
	Yes N (%)	No N (%)	Yes N (%)	No N (%)
Do you feel you have good Interpersonal Communication Skills?	284 (96.6)	10 (3.40)	262 (100.00)	0 (0.0)
Do you feel your individual communications with other individuals in the workplace are effective?	270 (92.78)	21 (7.22)	253 (96.9)	8 (3.00)
Do you feel your individual communication with your immediate manager or supervisor is effective?	213 (73.20)	78 (26.80)	210 (80.4)	51 (19.5)
Do you feel your work group has effective communications with other groups in the workplace?	112 (38.75)	177 (61.25)	167 (63.9)	94 (36.00)
Do you feel the workplace community as a whole communicates effectively?	56 (19.65)	229 (80.35)	106 (40.4)	156 (59.6)
Are your co-workers considerate in their interactions with you?	231 (82.80)	48 (17.20)	220 (84.3)	41 (15.7)
Are your managers considerate in their interactions with you?	185 (66.31)	94 (33.69)	189 (73.8)	67 (26.2)
Does senior management communicate effectively with front line personnel about how important decisions are made?	53 (18.93)	227 (81.07)	87 (34.1)	168 (65.9)
Do you think the workplace community as a whole could benefit from training in Communication Skills?	252 (88.42)	33 (11.58)	237 (93.00)	18 (7.00)

This section explores several areas related to interactions between co-workers and management, including appreciation, support and worth as a person. In addition, questions explored the topic of trust in relationships within the workplace and trust related to safety within the EI workplace environment.

60% Trust their supervisor/ manager

The survey results show that 87% of respondents feel valued by their co-workers, and 89% feel supported by them. However, only 62% feel supported by their managers, and just over half, 58%, feel appreciated by their managers. In 2024, 61% of staff reported that Trust-Based Relationships exist in the workplace, which is a decrease from 2018 when approximately 93% of staff felt the same way.

The majority of staff, 75%, trust their co-workers, and 60% trust their supervisor or manager. It's worth noting that these trust levels have increased since 2018 when only 60% trusted their co-workers and 45% trusted their supervisors or managers.
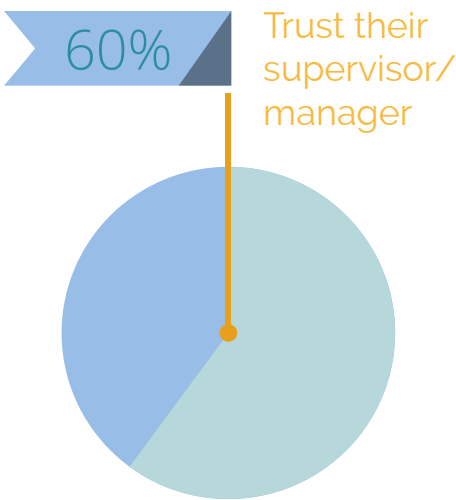
These results highlight that there are staff within the EI workplace who feel valued and supported by both co-workers and managers. However, some areas still need improvement, particularly in how managers demonstrate trust, fairness, and appreciation towards their staff.

When comparing results from 2018 and 2024, there is a decline in staff feeling that trust-based relationships exist in the workplace community, with 93% in 2018 and only 61% in 2024.

Despite the overall decline in feeling that trust-based relationships exist in the workplace currently, other levels of working community relationships, including feeling supported and treated fairly by both co-workers and managers, have shown positive increases. This indicates a positive change in the right direction in the 2024 survey results.

Feel Valued by Co-workers
87%

Feel Supported by Co-Workers
89%

Feel supported by managers
62%

Feel appreciated by managers
58%

Qualitative Themes

The survey results mainly focused on identifying areas that need to change to promote healthier work relationships within the EI community. Overall, the themes suggest that the breakdown in trust and working relationships may be due to managers abusing their power by relying on discipline instead of using effective conflict resolution and communication skills.

"I do not feel like most officers are valued by management, there is no genuine recognition for going above and beyond. Many staff feel like they don't value the workplace due to management not valuing employees. I think people are also untrusting of some staff in the same position as officers."

"There is no way to communicate effectively with senior management. The abuse of disciplinary power has run rampant at this site and it has fractured the relationship between staff and senior management. Rather then a collaborative approach, our senior management team now makes decisions with personal rather than professional intent"

	2018		2024	
	Yes	**No**	**Yes**	**No**
	N (%)	N (%)	N (%)	N (%)
Do your co-workers treat you as though you are a valued member of the workplace community?	**224 (80.87)**	53 (19.13)	**226 (87.30)**	33 (12.70)
Do you feel supported by your co-workers?	**220 (80.82)**	52 (19.12)	**231 (88.90)**	29 (11.10)
Do you feel supported by your managers?	**134 (48.73)**	141 (51.27)	**158 (62.2)**	96 (37.80)
Do you feel that your work is appreciated by your managers?	**140 (51.09)**	134 (48.91)	**147 (58.10)**	106 (41.90)
Do your co-workers treat you fairly?	**236 (85.51)**	40 (14.49)	**218 (85.90)**	36 (14.2)
Does your manager treat you fairly?	**183 (67.03)**	90 (32.97)	**189 (74.40)**	65 (25.60)
Do you think that these Trust Based Relationships currently exist in the workplace community environment?	**266 (92.68)**	21 (7.32)	**155 (60.80)**	100 (39.20)
Do you trust your co-workers?	**161 (60.53)**	105 (39.47)	**196 (74.5)**	67 (25.40)
Do you trust your supervisor or manager?	**121 (44.98)**	148 (55.02)	**158 (60.30)**	104 (39.70)

Questions assessed how staff accomplished their daily tasks with assistance from co-workers and management or whether staff felt accomplishing tasks came at the detriment of workplace relationships.

A high percentage of staff (92%) indicated that they are committed to achieving their work goals at all costs, while 57% see the schedules and tasks of other work groups as competing against their own. A significant portion of the staff (81%) expressed that they meet the needs of their co-workers by sacrificing their work tasks or goals and accommodating their co-workers to maintain goodwill in the workplace community (96%). Additionally, many EI staff members reported that they can collaborate to solve problems and find solutions that meet the goals of both parties (94%).

81%

Meet needs of co-workers by sacrificing their own

96%

Accommodate co-workers to maintain goodwill in the workplace

94%

Collaborate to solve problems

These results demonstrate a positive foundation for how EI staff perceive helping others accomplish daily work objectives. Despite the fact that many staff members reported feeling disrespected or treated unfairly in the previous section of the survey, these results also indicate a willingness and commitment to their job and tasks. This can be viewed as a positive and possibly underrecognized theme within the EI workplace community, reflecting that most staff members are willing to be adaptable, flexible, and sacrificial in order to maintain goodwill within the workplace.

The power of positive interaction with co-workers:

"I believe there is great value in creating healthy relationships with co-workers as long as it does not affect the quality or quantity of work being completed. Creating good relationships with others creates a smoothness in communication and team work."

"We work in an extremely stressful environment. Having good relationships with coworkers is essential to completing your work tasks."

"Its not that I value my relationship with my co workers more than my work tasks. I value safety above all else for myself and all coworkers from every department. I want to go home to my family every day and want the same for my coworkers."

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	2018		2024	
	Yes	No	**Yes**	No
	N (%)	N (%)	**N (%)**	N (%)
Do you get your work goals accomplished at all costs?	**137 (47.90)**	149 (52.10)	**235 (91.80)**	21 (8.20)
Do you see the schedules or tasks of other work groups as competing against your own?	**141 (49.65)**	143 (50.35)	**149 (57.40)**	111 (42.70)
Do you do whatever you can (use your authority, go to policy, get managers help etc) to accomplish your daily tasks?	**227 (79.65)**	58 (20.35)	**233 (92.10)**	20 (7.90)
Do you adapt your schedule to meet the needs or objectives of your co-workers?	**235 (83.04)**	48 (16.96)	**228 (89.40)**	27 (10.60)
Do you meet your co-workers need(s) by sacrificing your own work tasks or goals?	**185 (68.01)**	87 (31.99)	**206 (80.70)**	49 (19.20)
Do you accommodate your co-workers to keep goodwill in the workplace community?	**244 (87.77)**	34 (12.23)	**246 (96.10)**	10 (3.90)
Do you adapt your schedule for your co-workers to maintain a cooperative relationship for the future?	**218 (78.42)**	60 (21.58)	**236 (92.60)**	19 (7.40)
Do you use "give and take" to move forward past conflict in the workplace?	**248 (88.57)**	32 (11.43)	**236 (92.90)**	18 (7.10)
Are you able to work together to problem solve and find a solution that meets the goals of both parties?	**252 (88.73)**	32 (11.27)	**244 (93.50)**	17 (6.50)

| Which do you value more?	2018		2024
	N (%)		N (%)
Completing your objectives (work tasks)	119 (44.40)		118 (45.70)
Relationships with your co-workers	149 (5.60)		140 (54.30)

Topic Two
2.0 Conflict

This section includes the topics on Interactions and Conflict, Perceptions of Events, Differing Interpretations, Incompatible Goals, Dysfunctional Conflict, and Destructive Conflict.

2A - Interactions and Conflict

This section asked participants to comment on conflict experienced in the workplace on the individual (staff-on-staff), and on the group level (work group-on-work group); including respectful interactions with co-workers and managers, as well as how individuals and managers deal with conflict. In addition, this section provides information about recurring conflicts and the frequency of conflicts that lead to negative consequences (e.g., preventing workers from completing their daily work, conflict which manifests into a larger problem).

The survey revealed that a majority of respondents have experienced workplace conflict. Specifically, 14% of staff reported experiencing it always, 26% often, and 39% sometimes.

86% ▼

Majority

OF EI STAFF HAVE EXPERIENCED
WORKPLACE CONFLICT
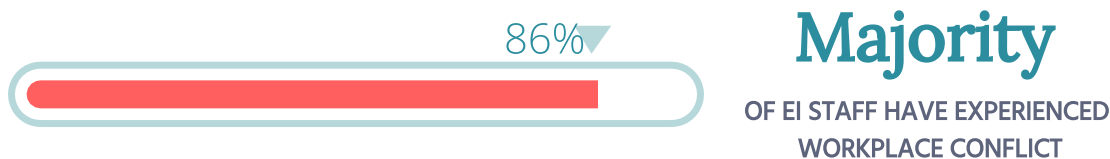
When looking at the data by demographics, there were no significant differences between age groups; 86% of participants aged 45 years and younger and 46 and older reported experiencing conflict at the same rate. Additionally, there were no discernible differences between males and females, with 87% of both genders reporting workplace conflict.

The data indicates that employees with longer work experience at the EI tend to encounter conflict more frequently. Among the participants, those who have been with the EI for over 10 years reported a higher incidence of conflict (96%) compared to those with less than 10 years of experience (83%).

EMPLOYEES

who encounter conflict
more frequently

96%

Over 10 yrs

83%

Less than 10 yrs
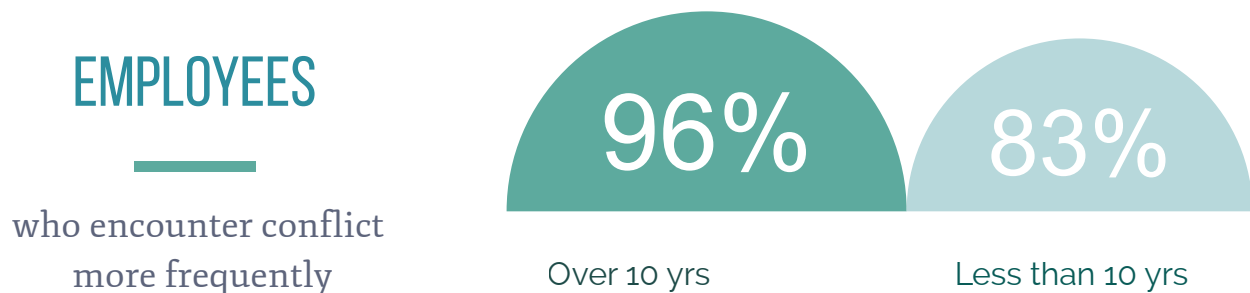
When considering ethnicity, 88% of Caucasian staff and 82% of visible minority staff reported experiencing workplace conflict. In summary, the data suggests that workplace conflict is widely experienced regardless of age, gender, or ethnicity. However, there is a small difference based on the length of work experience, with longer-tenured employees reporting more frequent conflict.

Sixty-four percent (64%) of individuals have experienced conflict at the personal level, and 86% have confirmed that their workgroup has had conflict with other work groups in the workplace community. Employees reported that most of the time (83%) they feel that their co-workers are respectful in their interactions with each other, and 78% reported feeling that their managers are respectful in their interactions with each other.
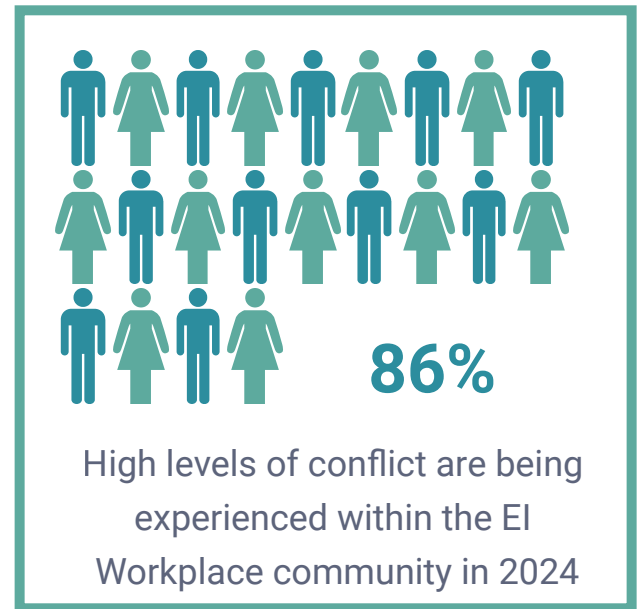
Respectful Interactions
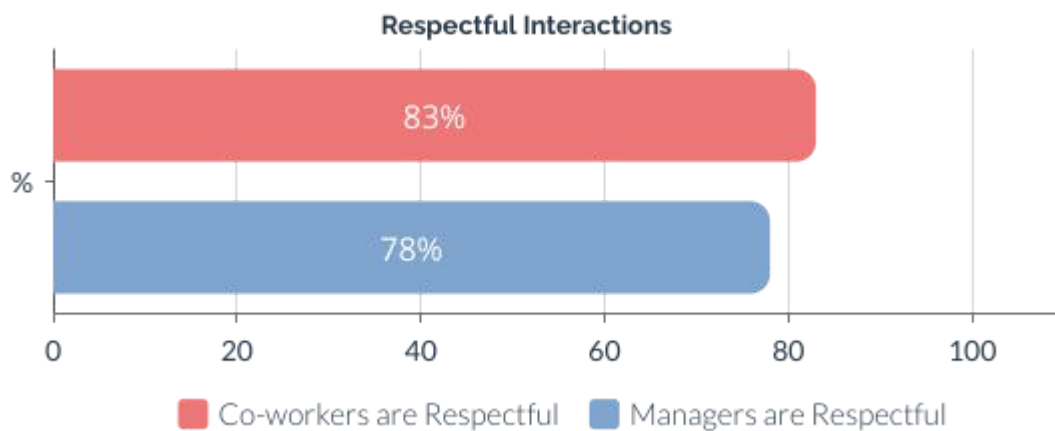
When assessing how managers interact with the staff they supervise, most staff (78%) reported that their managers are respectful in their interactions with the people they supervise. When it comes to dealing with conflict, the majority of staff indicated that they use the "lowest level response" first, but not consistently. This is supported by staff reporting that they use the "lowest level response" to conflict 39% of the time (Always), 35% (Often), and 14% (Sometimes).

Lowest Level Response Used
When Dealing With Conflict

Always 39%
Often 35%
Sometimes 14%
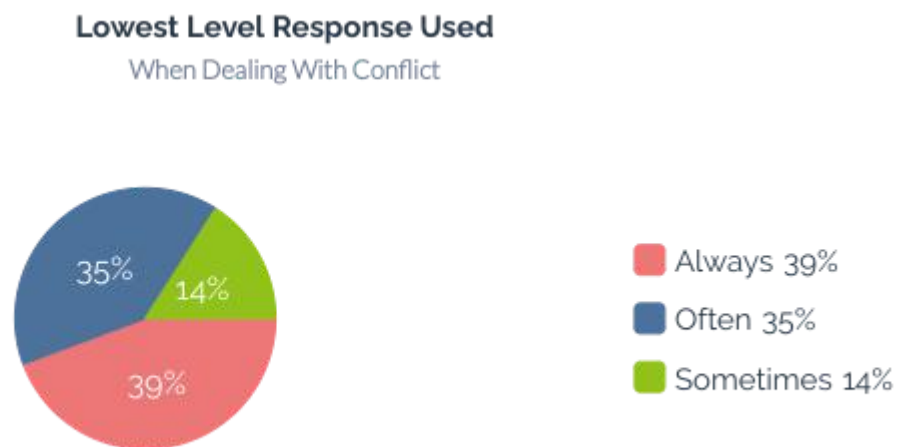
Most staff also reported that their managers deal with conflict by first using the "lowest level response" 39% of the time (Always), 21% (Often), 37% (Sometimes), and 18% (Rarely). The survey also indicates that 40% of the staff experience recurring conflicts with co-workers and 42% with managers.

Overall, results from 2024 still indicate high levels of conflict are being experienced within the EI workplace community, however, those levels have lowered from 96% in 2018 to 86% in 2024.

86%

High levels of conflict are being experienced within the EI Workplace community in 2024

Conflict between work groups remains stable between 2018 and 2024. Staff in 2024 report more frequent respectful interactions between co-workers and managers. In 2018, 58% of staff reported having respectful interactions with their co-workers and almost 60% with their managers versus 83% of staff in 2024 reporting respectful interactions with other staff and 78% with their managers. This change is positive for the EI workplace community. It's important to understand that it's not the conflict itself that is negative or wrong, but rather the intensity or level that some conflicts can reach.

The qualitative responses highlight this concept. It's not the quantity of conflict that's the issue, but rather the harmful levels that conflict can reach, creating toxic levels of stress for staff.

For instance, in the examples shared below, if conflicts are not addressed or handled professionally and fairly, they can lead to larger issues related to staff morale and respect.

"Yes, at times where interpersonal issues are not addressed, it seems to snowball. It has affected group moral, creates negativity in the work place, lack or motivation."

" yes. unresolved attitudes and bad habits have impacted the ability for some groups to communicate effectively. Some groups continue to be enabled in their poor communication habits and reactions. This is being relayed into newer staff and is essentially a normal part of dealing with some groups or situations. There are also duties that are consistently just designated to a group that is more effective or cause less conflict."

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	2018		2024	
	Yes	No	Yes	No
	N (%)	N (%)	N (%)	N (%)
Have you experienced conflict in the workplace community?	279 (95.55)	13 (4.45)	219 (85.50)	37 (14.40)
Have you had conflict on the individual level in the workplace community?	258 (88.66)	33 (11.34)	169 (64.50)	93 (35.50)
Has your work group had conflict with other work groups in the workplace community?	254 (88.50)	33 (11.50)	222 (86.00)	36 (13.90)
Are your co-workers respectful in their interactions with one another?	153 (58.40)	109 (41.60)	217 (83.20)	44 (16.80)
Are your managers respectful in their interactions with those persons they supervise?	159 (59.33)	109 (40.67)	198 (77.60)	57 (22.40)
Do you always deal with conflict by first using a "lowest level response"?	250 (88.03)	34 (11.97)	244 (95.70)	11 (4.30)
Do your co-workers always deal with conflict by first using a "lowest level response"?	90 (33.58)	178 (66.42)	193 (76.60)	59 (23.40)
Do your managers always deal with conflict by first using a "lowest level response"?	127 (47.74)	139 (52.26)	186 (74.40)	64 (25.60)
When dealing with conflict, do you always use strategies that are in line with the Standards of Conduct when dealing with conflict?	213 (76.07)	67 (23.93)	251 (96.80)	8 (3.10)
Do your co-workers always use strategies that are in line with the Standards of Professional Conduct when dealing with conflict?	110 (40.89)	159 (59.11)	211 (81.90)	47 (18.20)
Do your managers always use strategies that are in line with the Standards of Professional Conduct when dealing with conflict?	110 (41.51)	155 (58.49)	195 (76.20)	61 (23.90)
Do you have recurring conflict with co-workers?	83 (29.02)	203 (70.98)	104 (40.40)	154 (59.70)
Do you have recurring conflict with managers?	95 (33.69)	187 (66.31)	106 (42.00)	147 (58.10)

This section asks respondents to comment on how they feel about other work groups and addresses respondents' feelings toward workplace accommodation/modifications and feelings toward job hiring and receiving job opportunities within EI.

For the most part, staff identified with feeling the EI workplace community are members of one overall team, more specifically 15% Definitely Agreed, 27% Probably Agreed, 21% Might or Might Not agree, 12% Probably Not and 17% Definitely did not feel as one overall team. Just over half (52%) believe people from other work groups care about the importance of accomplishing other work group tasks.

This has been shown to increase positively, as in 2018 just under 30% of EI staff felt other work groups would care about the importance of the tasks that other work groups must accomplish.

Workplace Accommodations

Over half of the EI staff felt some people honestly need an accommodation or workplace modification in the workplace with 27% answering Definitely Yes, 33% answering Probably Yes and 19% answering Might or Might Not. Comparison results from 2018 and 2024 do not indicate much change in this area, meaning EI staff mostly believe staff who have a workplace accommodation or modification do honestly need one.

Do you feel that there are some people who honestly
need an accommodation or workplace modification in the workplace?

Definitely Yes 27%
Probably Yes 33%
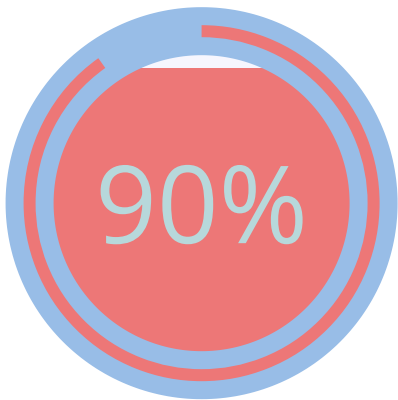Maybe 19%
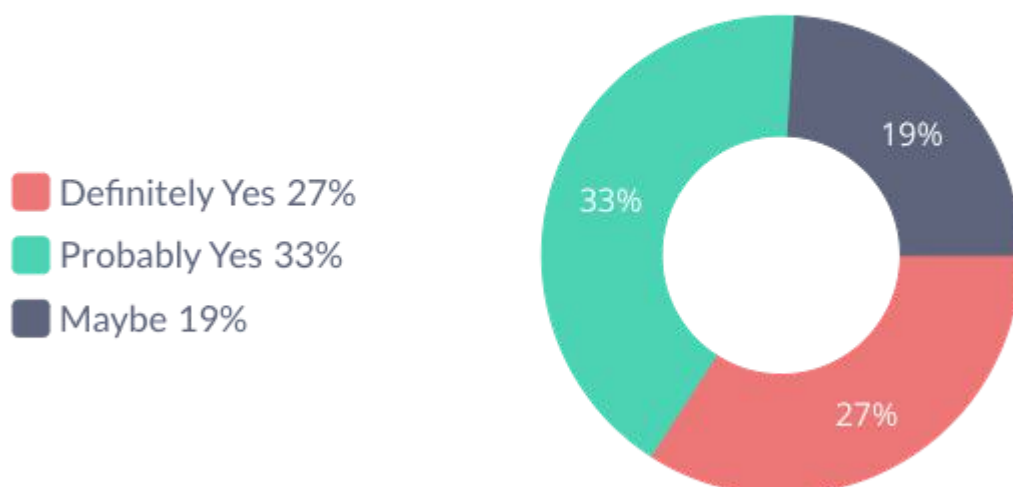
Workplace Accommodations

However, further questioning around this topic does indicate mixed beliefs about whether staff at EI are honest about needing accommodation or workplace modification. For example, 44% of staff Definitely feel co-workers are dishonest and "fake it" to receive workplace accommodation, 18% of staff Probably feel co-workers are dishonest and "fake it" to receive workplace accommodation and 17% of staff Maybe feel co-workers are dishonest and "fake it" to receive workplace accommodation.

With the numbers in the data assessment showing mixed feelings around this topic, qualitative communication around workplace accommodations indicates this polarizing topic within the EI workplace community is leading to a culture of non-acceptance and conflict among staff.

For additional information on this topic please review Theme 3. Lack of Inclusivity Leading to Discriminatory Treatment

Most staff (90%) feel some employees receive job opportunities unfairly and 92% feel some staff who have been hired are not qualified to do the job. In 2018, these two areas (job opportunities given unfairly (81%) and unqualified hiring 85%) indicated similar responses. *For additional information on this topic please review Theme 1 - Non Biased Promotions*

90%

Feel Some Employees
Recieve Job Opportunities
Unfairly

92%
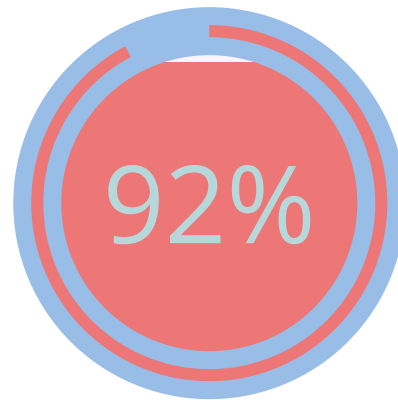
Feel Staff Hired
Are Not Qualified
to do the Job

Demographic information collected indicates more staff in the 45 and younger age groups (71%) feel all staff in the EI workplace are members of one overall team versus 58% of staff 46 and older. Eighty-two percent (82%) who are 45 and younger and 91% of staff 46 and older feel there are staff that honestly need a workplace accommodation.

Difference can be seen in demographics between education level, with higher percentage (88%) of those who have a degree or higher feel there are staff who are dishonest and "fake it" to receive a workplace accommodation, compared to 56% of staff with a diploma or lower. There are no other demographic differences noted between other categories such as gender, years of service, and ethnicity when looking at how staff view the workplace as one overall team and how they view workplace accommodations. When looking at how staff receive job opportunities, 92% of caucasian staff and 84% of ethnocultural staff feel there are staff who receive job opportunities unfairly.

In 2024, over 90% of staff felt that some employees were unfairly receiving job opportunities and that unqualified individuals were being hired. This calls for further investigation and specific interventions. Many staff members also observed practices related to a lack of transparency in hiring and promotion, often linked to nepotism.

Qualitative Themes

"

"There is a tremendous amount of nepotism in hiring/promoting staff. Workplace competitions for acting positions and promotions are never conducted fairly or impartially"

"Some divisions hire their friends because they are "Deserving" of a promotion or higher pay. It is biassed hiring and not transparent. Then, when raising objections to this practice, senior management supports the manager who made the decisions. It's wrong, and these actions are viewed by all; affecting the organisational community."

"

2B - Perceptions of Events

The results in this section highlight important issues in correctional settings, particularly regarding the perceived fairness in providing workplace accommodations and job opportunities. Overall, survey responses do indicate a workplace culture health check is needed regarding important aspects of building an accessible workplace that includes important aspects such as trust and transparency between staff and managers. Focus on training frontline managers in how to respond to requests and communication surrounding workplace accommodations.

Staff in qualitative sections communicate an understanding that workplace accommodations with staff are making the workplace unsafe. These issues need to be addressed by leadership, and education should be provided about the importance of building a culture of accessibility.

> "we continue to hire individuals who come into the service with accommodations - aren't suitable for the job and intentionally create further divide amongst staff. It is now to the point that you can not discuss issues/conflict directly at the lowest level without it becoming an issue. Example - someone not doing their job correctly, they get some coaching and advice and they then turn into something (racist/ bullying) when that is not even the case. It is about learning the job/ role correctly so that we go home safely."

Key Issues

RECOMMENDATION

Becoming an employer of choice versus a legal-compliant workplace culture can be a game-changer in addressing other underlying issues identified, such as trust. Contrary to popular belief, accessibility is not an "HR issue" or "someone else's job"; it is a shared responsibility.

Best practices within large organizations point to the communication from leaders, including initial responses to workplace accommodations, as nuances that can give your staff a sense of safety in discussing these sensitive topics and renew a sense of organizational fairness (how decisions are made) and trust.

	2018		2024	
	Yes	No	Yes	No
	N (%)	N (%)	N (%)	N (%)
Do you identify with all of the staff in the workplace community as members of one overall team?	144 (49.66)	146 (50.34)	174 (68.40)	80 (31.50)
Do you see yourself as part of a separate (or distinct) group within the workplace community environment?	223 (78.25)	62 (21.75)	197 (77.30)	58 (22.70)
Do you feel that only those people in your distinct work group understand the tasks your group has to accomplish?	198 (69.47)	87 (30.53)	227 (86.90)	34 (13.00)
Do you feel people from other work groups care about the importance of the tasks your group must accomplish?	82 (28.87)	202 (71.13)	134 (51.60)	126 (48.40)
Do you recognize a division between groups or between people who abide by the Standards of Professional Conduct and those who do not?	231 (82.21)	50 (17.79)	222 (86.10)	36 (14.00)
Do you feel that there are some people who honestly need an accommodation or workplace modification in the workplace?	245 (85.96)	40 (14.04)	220 (85.30)	38 (14.70)
Do you feel there are some co-workers who have work modifications but do not need this?	226 (80.71)	54 (19.29)	222 (88.00)	30 (11.90)
Do you feel that some co-workers are dishonest and "fake it" to receive workplace accommodation?	239 (85.97)	39 (14.03)	218 (86.80)	33 (13.20)
Have you voiced your concerns about dishonesty regarding a particular accommodation or work modification?	98 (35.00)	182 (65.00)	127 (50.50)	124 (49.40)
Do you feel that there are employees who receive job opportunities unfairly?	225 (81.23)	52 (18.77)	230 (90.20)	25 (9.80)
Do you feel that some persons who have been hired are not qualified to do the job?	240 (85.11)	42 (14.89)	241 (92.40)	20 (7.70)

2C - Differing Interpretations

Respondents were asked about conflict connected to different understandings of how work tasks should be completed and if conflict is connected to operational priorities. Questions also explored which groups most frequently identified with experiencing conflict (management, co-workers within the same workgroup, co-workers from a different workgroup). This section highlights two main themes: 1) Conflict over how to get work accomplished and 2) How staff are incorporated in workplace discussions and decisions.

Theme One - Conflict over how to get work accomplished

Most staff (78%) feel they have experienced conflict due to differing interpretations of how to get a work task done correctly. Sixty-eight percent (68%) of staff are experiencing this conflict with management, 54% of staff are experiencing this with co-workers from a different workgroup, and 59% of staff are experiencing this with co-workers from the same workgroup. This represents a slight decrease from 84% in 2018 to 78% in 2024.

78%

Staff experienced conflict due to differing interpretations of how to get a work task done correctly

The survey results are supported by the qualitative responses, particularly in terms of staff communication regarding issues or concerns escalating rapidly to management. It's important to note that conflict in the workplace isn't necessarily a sign of something wrong; however, the extent to which conflict escalates signifies the need for specific changes. The responses below emphasize that conflicts aren't being resolved at a low level (through face-to-face communication, teaching, and mentoring staff on what needs to be done differently) but are instead being addressed through disciplinary actions such as write-ups or other punitive measures (leading to blame and shame).

"From what I have witnessed, the managers seem to be quick to jump to discipline rather then working to solve a recurring issue."

"Most of the conflict has started at the manager levels and usually ends in a verbal confrontation with them when after multiple attempts nothing gets changed. This frustration has usually rolled down hill and then CX adopt a negative attitude and start this conflict amongst ourselves due to differing opinions on how to deal with it."

"I have noticed that management plays one side against the other"

Theme Two- Incorporating staff in workplace discussions and decisions.

Half of the staff (50%) indicated they do not feel they are involved in workplace discussions about how their work is done and 65% of staff reported they do not feel they can influence how important decisions are made.

These results show a slight decrease, with 84% of staff experiencing conflict due to different interpretations of how to complete a task in 2018, and 78% in 2024.

65%
do not feel they can influence how important decisions are made

50%
do not feel involved in workplace discussions
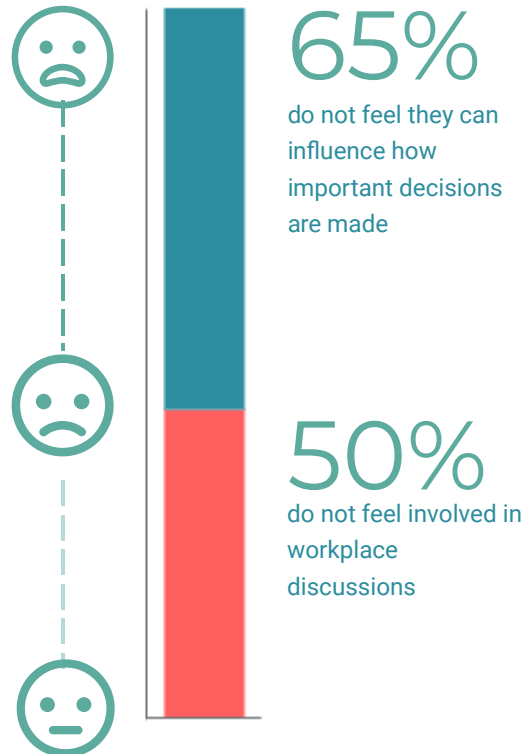
Qualitative Themes

"Things that are discussed there are no follow up from senior managers. It's just a head nod but nothing is ever done."

"Often we are listened to but it feels like it falls on deaf ears. The service, senior management and keepers have an agenda that they push militantly and will appear to consult with little input being valued."

|	2018	2024
Have you experienced conflict due to differing interpretations on how to get a work task done correctly?	**2018** *N (%)*	**2024** *N (%)*
Yes	236 (83.99)	203 (78.40)
No	45 (16.01)	56 (21.60)
If yes, whom did you experience this conflict with? (Select all that apply)	**2018** *N (%)*	**2024** *N (%)*
Management	174 (74.68)	143 (68.80)
Co-workers from the same work group	167 (71.67)	122 (28.70)
Co-workers from a different work group	157 (67.38)	113 (54.30)
Other	12 (5.15	18 (8.70)
Have you had conflict due to differing interpretations on what the order of the operational priorities are?	**2018** *N (%)*	**2024** *N (%)*
Yes	216 (77.14)	170 (65.1)
No	64 (22.86)	91 (34.9)
If yes, whom did you experience this conflict with? (Select all that apply)	**2018** *N (%)*	**2024** *N (%)*
Management	168 (77.42)	125 (69.40)
Co-workers from the same work group	115 (53.00)	82 (45.60)
Co-workers from a different work group	133 (61.29)	97 (53.90)
Other	12 (5.53)	17 (9.40)

Do you feel you are involved in workplace discussions about how your work is done?	2018	2024
	N (%)	N (%)
Yes	132 (47.48)	125 (47.70)
No	146 (52.52)	137 (52.30)
If yes, who includes you in these discussions? (Select all that apply)	2018	2024
	N (%)	N (%)
Management	89 (65.44)	90 (62.10)
Co-workers from the same work group	118 (86.76)	125 (86.20)
Co-workers from a different work group	49 (36.03)	44 (30.30)
Do you feel able to influence how important decisions are made?	2018	2024
	N (%)	N (%)
Yes	98 (35.64)	82 (31.40)
No	177 (64.36)	179 (68.60)
If yes, whom do you feel able to influence? (Select all that apply)	2018	2024
	N (%)	N (%)
Management	69 (65.71)	50 (50.50)
Co-workers from the same work group	97 (92.38)	83 (83.80)
Co-workers from a different work group	51 (48.57)	37 (37.40)

2D- Incompatible Goals

This section centered around how goals are achieved within work groups, and outside of their work group. The results indicate that 84% of respondents felt that their work group had incompatible goals with other work groups at the EI. Additionally, 83% reported that other work groups sometimes obstructed them from achieving their goals or caused delays in goal achievement.

In 2018, 88% reported feeling a distinct separation between the security work group and the Interventions work group. In 2024, this number increased to 89%, indicating a consistent sentiment over time.
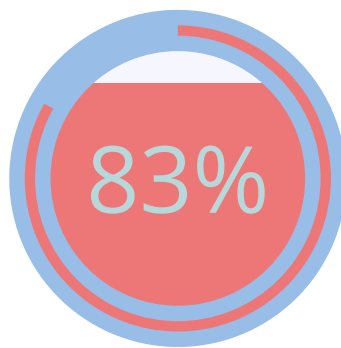
83% Report other work groups obstruct them from achieving their goals

2E - Dysfunctional Conflict

This section asked questions regarding experienced or observed dysfunctional conflict and whether this type of conflict affects staff's positive performance in the workplace.

The results indicate that 79% of individuals have encountered dysfunctional conflict that has impeded the organization's objectives, and 78% have experienced dysfunctional conflict impacting their performance at EI. Additionally, the majority of staff (86%) have observed dysfunctional conflict affecting the performance of other employees at EI. These findings are consistent with the outcomes of the 2018 report.

Staff have encountered dysfunctional conflict that has impeded the organization's objectives,

79%

Staff experienced dysfunctional conflict impacting their performance at EI

78%
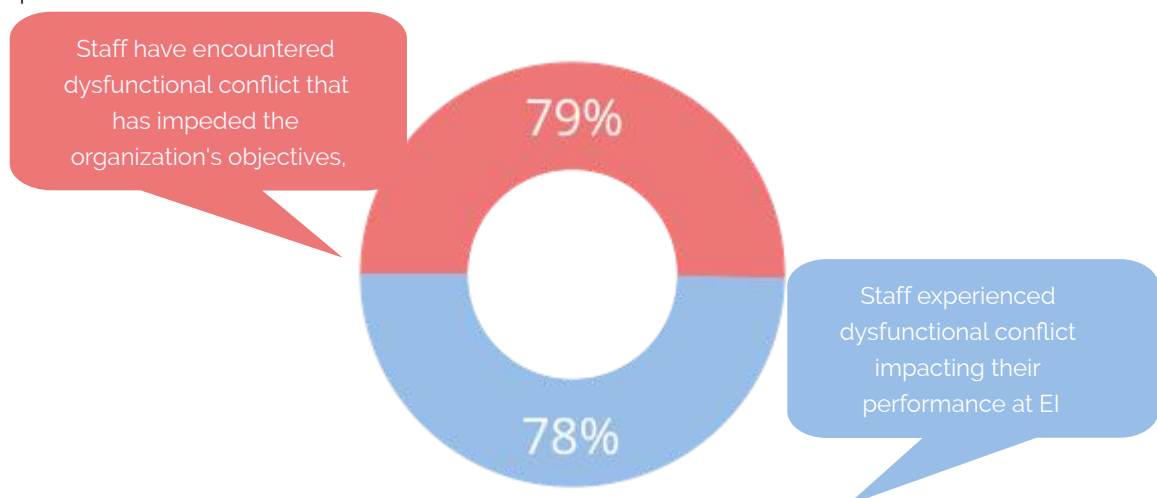
In the past year, 81% of males and 72% of females have experienced dysfunctional conflict, affecting their performance in the workplace. Similarly, 80% of staff aged 45 and younger, and 79% of those aged 46 and older, have experienced dysfunctional conflict that hindered the organization's overall objectives. Also, there were no differences noted between (80%) caucasian and ethnocultural (%80) staff experiencing dysfunctional conflict.

Among staff with less than 10 years at the EI workplace, 77% reported experiencing dysfunctional conflict, compared with 90% of those who have worked for 10 years or more. This increase in reported conflict among staff with more years of experience at EI is expected, especially in a workplace where conflict is more prevalent.

77%
Less than 10 years

90%
10 years or more

Have experienced dysfunctional conflict in the EI workplace
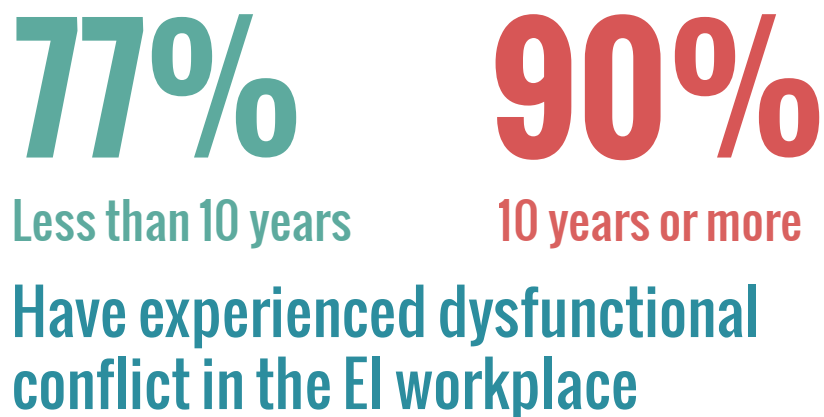
In summary, males with more than 10 years of experience at the EI, report experiencing more dysfunctional conflict in the workplace.

2024

It is important to note that longer workplace conflict experiences place staff at higher risk for operational stress injuries such as burnout and other physical and emotional issues.

	2018		2024	
	Yes	No	Yes	No
	N (%)	N (%)	N (%)	N (%)
Does your group have incompatible goals with other work groups?	189 (70.00)	81 (30.00)	219 (83.60)	43 (16.40)
Do you feel that other work groups are sometimes in the way of you achieving your goals or that they delay the achievement of your goals?	223 (80.80)	53 (19.20)	212 (83.10)	43 (16.90)
Do you feel there is a distinct separation between those persons from the Security work group and those persons considered to be from the Inventions group?	238 (88.48)	31 (11.52)	226 (89.30)	27 (10.70)
Do you think this is due to the two groups having some Incompatible Goals?	189 (71.32)	76 (28.68)	212 (82.80)	44 (17.20)

|	2018		2024	
	Yes	No	Yes	No
	N (%)	N (%)	N (%)	N (%)
Have you experienced dysfunctional conflict which hinders the overall objectives of the organization?	218 (77.03)	62 (22.97)	200 (79.10)	53 (20.90)
Have you experienced dysfunctional conflict which affects your positive performance in the workplace?	203 (71.73)	80 (28.27)	202 (77.80)	58 (22.30)
Have you observed dysfunctional conflict which affects the positive performance of other employees in the workplace?	239 (84.45)	44 (15.55)	218 (86.40)	34 (13.50)

This section focuses on conflict-impacting trusting relationships, psychological health and feelings of a safe workplace. It also addressed whether staff are reporting destructive conflict to a supervisor or manager.

Results show 75% of respondents have experienced destructive conflict which directly opposes the values of respect, fairness, professionalism, inclusiveness and accountability. Similarly, 74% have experienced conflict which destroyed trusting relationships with staff. The majority of respondents (70%) feel destructive conflict affects their psychological health and 70% reported due to this conflict they no feel longer safe in the workplace.
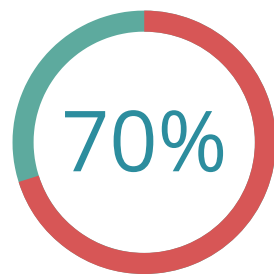
70%

Feel destructive conflict affects their psychological health

70%
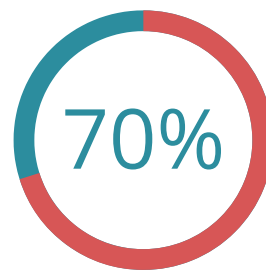
Due to the destructive conflict staff no longer feel safe in the workplace

Of additional importance, 55% indicated experiencing the destructive conflict made them feel as though they had to leave the workplace community, or they would face further negative consequences and 45% have been absent from EI such as taking time off, taking leave or call in sick, due to this conflict.

In looking at any noticeable differences between 2018 and 2024, 55% in 2018 and 70% of staff in 2024 identified that the destructive conflict made them feel as though they no longer have a safe workplace environment.

In 2024, 70% stated destructive conflict at work is impacting their psychological health compared with 60% in 2018. More staff are reporting the destructive conflict to a manager or supervisor, with just over 40% in 2018 reporting and 60% reporting in 2024. In 2024 just under 40% of staff reported that when they did report the destructive conflict to a manager or supervisor they did address the conflict versus in 2018 approximately 20% of staff felt the manager or supervisor addressed the conflict.
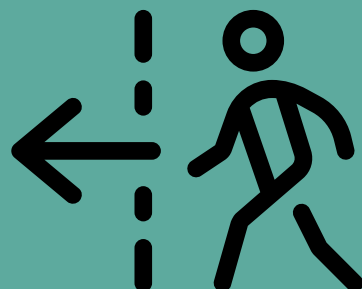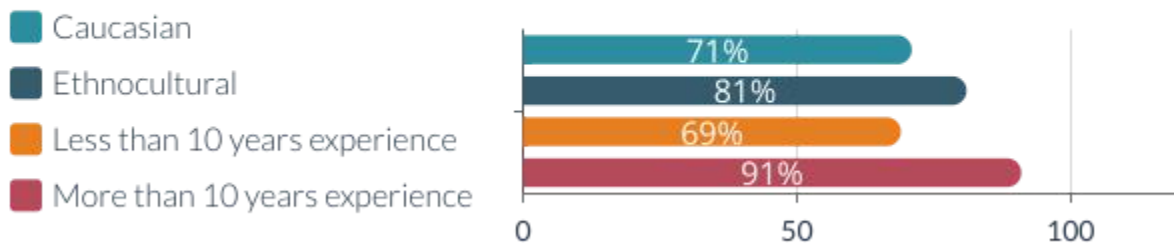
In the past year of 2024, almost 55% of EI staff felt they had to leave the EI workplace or they would face further negative consequences as opposed to 2018 when just over 30% reported feeling this way.

The demographic breakdown looking at who is experience higher levels of destructive conflict show that 81% are from ethnocultural backgrounds compared to 71% of the staff are Caucasian. There are no differences between gender, 75% are males and 75% are females,. However, those with 10 years or more of work experience report experiencing more destructive conflict (91%) compared to 69% who have less than 10 years of workplace experience. Additionally, 72% are 45 years old or younger, and 80% are 46 years or older, have experienced destructive conflicts.

Demographic Breakdown
for Staff Experiencing Destructive Conflicts

- Caucasian
- Ethnocultural
- Less than 10 years experience
- More than 10 years experience

Caucasian	71%
Ethnocultural	81%
Less than 10 years experience	69%
More than 10 years experience	91%

Seventy-seven percent (77%) of ethnocultural staff compared to 66% of caucasian staff report the destructive conflict they have experienced made them in the last year feel as though they are no longer in a safe workplace environment. This includes more females (78%) than males (66%) and staff 46 years or older (73%) over staff 45 years and younger (67%) feeling the destructive conflict no longer makes them feel safe in the EI work environment.

Demographic Breakdown
Staff Do Not Feel Safe Due to Destructive Conflict

- Ethnocultural
- Caucasian
- Females
- Males
- 46yrs or older
- 45 yrs and younger

77% 66% 78% 66% 73% 67%
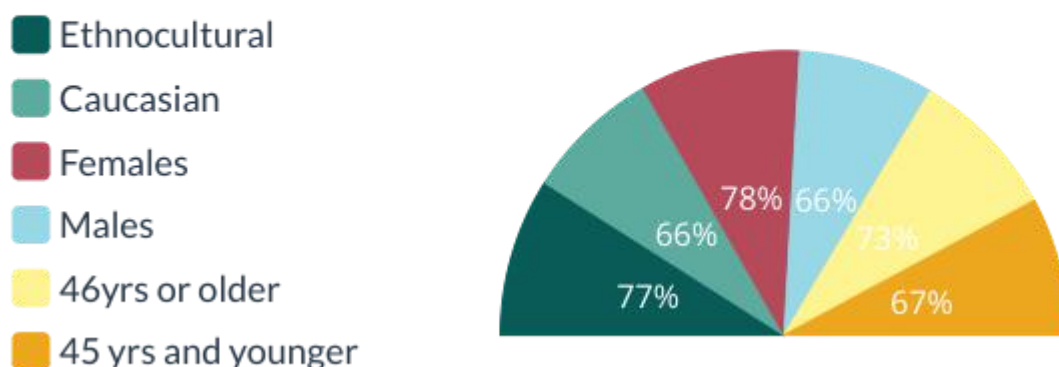
2F - Destructive Conflict

41% 45 years and younger and 54% of staff 46 years and older have been absent from the workplace community due to the destructive conflict. Additionally, 40% of caucasian staff and 55% of ethnocultural staff have been absent from the workplace community due to the destructive conflict. Overall, the demographic information highlights destructive conflict at the EI workplace most affects staff who are female, ethnocultural, 46 years or older and have more than 10 years working at the EI workplace.
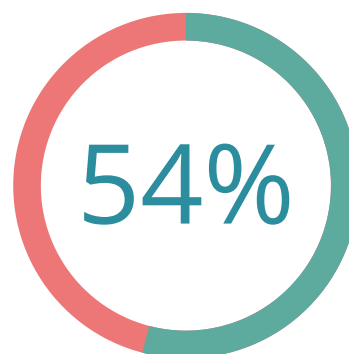
Demographic Breakdown
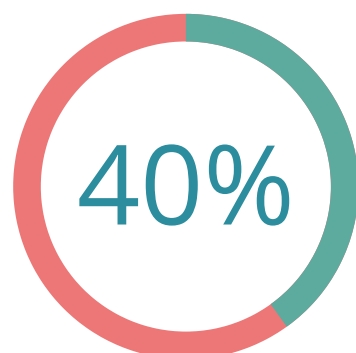### Staff Who Have Been Absent from the Workplace Due to Destructive Conflict
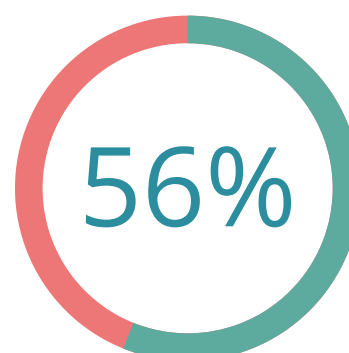
45 years and younger	46 years and older
41%	54%
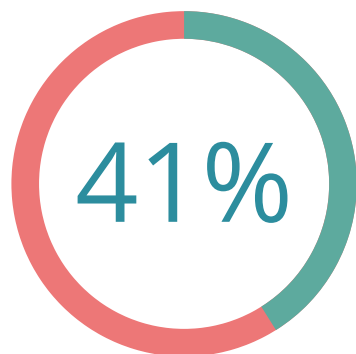
Caucasian	Ethnocultural
40%	56%

Qualitative findings indicate that when destructive conflicts occur in the workplace, they have a negative impact on employees' overall health and well-being. This includes feelings of insecurity, adverse effects on their mental health, and absences from work due to ongoing or past destructive conflicts at the workplace.

Qualitative Themes

"This is a difficult topic. I have learned to mind my own business and try to stay away from the community in an effort to keep myself psychologically safe."

"This work enviornment ruined my mental health"

I've witnessed destructive conflict with my co-workers, this can lead to them taking leave."

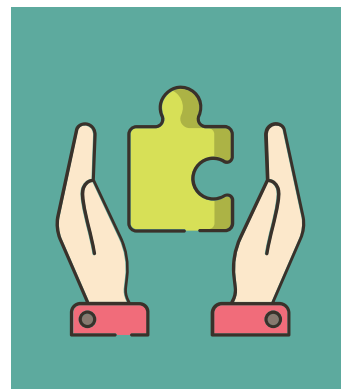"Destructive conflict has caused many physical health and mental health concerns within my colleagues and me including sleep issues, anxiety, and stomach upset. The conflict has caused fear of our livelihood".

This section of results highlights some critical areas of need within the EI workplace community. Psychological safety is essential for staff well-being. When employees feel safe and valued, their stress levels decrease and their overall job satisfaction increases. This can help lower burnout rates and higher retention.

Build Trust and Respect

Psychological safety fosters an environment of mutual respect and trust, which strengthens relationships between employees and management. This trust can lead to more effective leadership and a more cohesive work culture.

	2018		2024	
	Yes	No	Yes	No
	N (%)	N (%)	N (%)	N (%)
Have you experienced destructive conflict which directly opposes the values of respect, fairness, professionalism, inclusiveness and accountability?	218 (75.69)	70 (24.31)	193 (75.40)	63 (24.60)
Have you experienced conflict which destroyed the trusting relationship(s) you had with staff members whose role it is to keep you safe in the workplace environment?	198 (69.47)	87 (30.53)	188 (74.30)	65 (25.60)
Did this destructive conflict affect your psychological health?	161 (59.63)	109 (40.37)	176 (69.80)	76 (30.20)
Did the destructive conflict make you feel as though you no longer had a safe workplace environment?	149 (54.98)	122 (45.02)	175 (69.70)	76 (30.20)
Did you report this destructive conflict to a manager or supervisor?	103 (41.37)	146 (58.63)	140 (56.90)	106 (43.00)
If you did report the destructive conflict to a manager or supervisor, did they address the destructive conflict?	37 (20.79)	141 (79.21)	82 (36.10)	145 (63.90)
Did the destructive conflict make you feel as though you had to leave the workplace community or face further negative consequences?	85 (33.07)	172 (66.93)	132 (54.80)	109 (45.30)
Have you been absent from the workplace community (take time off, take leave, called in sick) due to destructive conflict?	131 (47.64)	144 (52.36)	109 (44.80)	134 (55.20)

Topic Three
3.0 Harassment

This section addresses several areas connected with harassment within the workplace, including workplace harassment, violence, sexual harassment, and discriminatory harassment. Lastly, this section asked about issues related to the duty to accommodate, including experiencing stigma or discrimination from EI staff related to accommodation requirements.

Talking about personal experiences of harassment is difficult. We want to thank those participants who shared their experiences and insights on this critical issue.
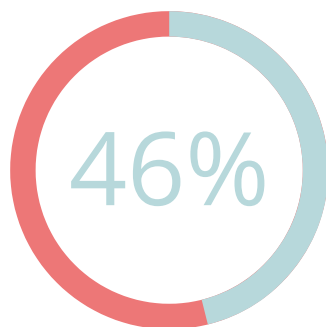
Key Points

Almost half of the participants (46%) have been impacted by workplace harassment within the past year. The qualitative data related to harassment at work indicated that employees who are impacted by workplace harassment feel as if there is nowhere to turn for tangible and confidential support. The systems put in place are not recognized from an employee standpoint as effective. From a manager standpoint, they had differing ideas of how to approach staff bringing forward issues of harassment. The process is messy, leaving a distrust in both leadership and the larger CSC systems in supporting staff facing workplace harassment.

" "Managers themselves harass members of the workplace. How can I feel confident reporting harassment to the same people that will "deal with it" internally and face more possible backlash. They rule by intimidation here and you just need to know your place.

Breaking down the data by demographics, among the participants aged 45 years and younger, around 39% have experienced workplace harassment, and 62% of participants aged 46 years and older have experienced workplace harassment. 42 % of staff with less than ten years working in the workplace have experienced harassment, and 56% of staff who experience workplace harassment indicated working with CSC for ten years or longer. 41% of male staff indicated experiencing workplace harassment in the past year compared to 56% of female respondents who have experienced workplace harassment at the EI. Among the participants, 39% of caucasian staff have experienced workplace harassment compared to 61% of staff who have an ethnic background. In summary, the groups of employees experiencing the highest rate of workplace harassment include women, older age (46 years older), worked longer at the EI, and are an ethnic minority.

 It is concerning that 60% of individuals who experienced harassment stated that they would rarely or never report it to a supervisor or management. This reluctance to report supports the common theme of participants feeling a lack of support when dealing with this issue. When asked if their manager supported them in dealing with the harassment, 48% said definitely not or probably not, and 32% stated they might or might not.
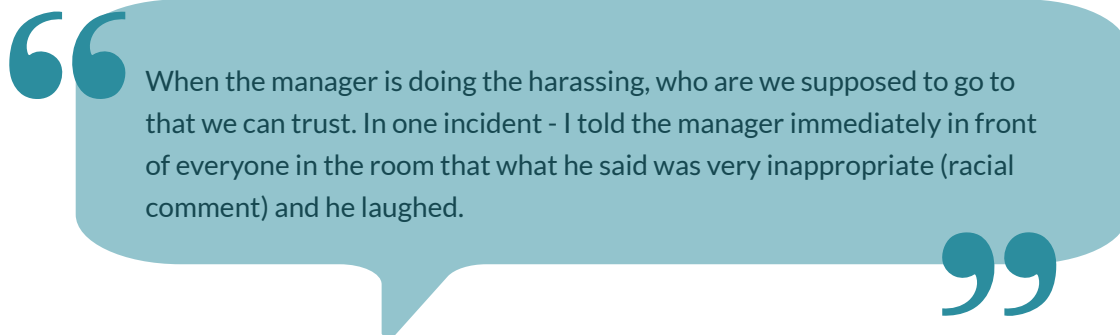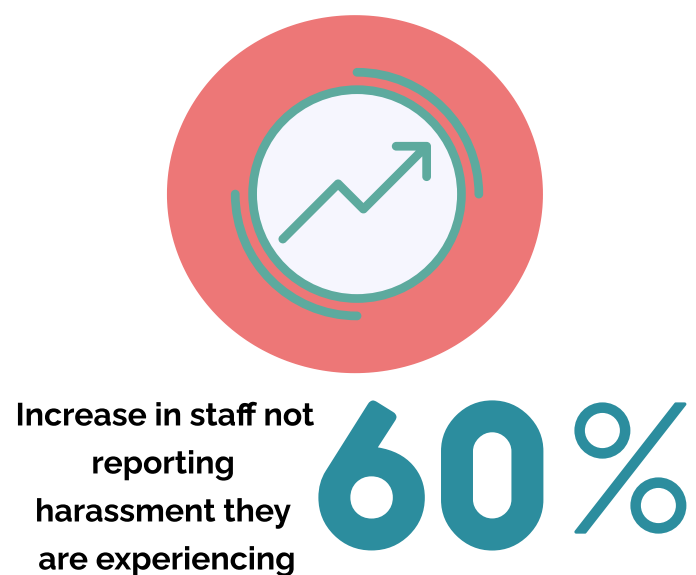
46% Impacted by workplace harassment at the EI

Key Points

Another concern discussed by staff is the lack of trust in reporting harassment perpetrated by supervisors or managers. There were important concerns related to a lack of accountability for managers or supervisors who are engaged in harassment.

> When the manager is doing the harassing, who are we supposed to go to that we can trust. In one incident - I told the manager immediately in front of everyone in the room that what he said was very inappropriate (racial comment) and he laughed.

The 2018 survey showed almost 70% of participants had experienced harassment behaviour in the past year within the workplace community, versus 46 % in 2024. Although a decrease in harassment, the numbers indicate that staff do not want to report harassment. In 2018 almost 57% did not report the harassment to a supervisor or manager and similarly 60% responded they did not report the harassment. The survey indicates positive movement toward a decline of harassment occurring at the EI, but slow progress toward key changes in implementing effective policies and processes to address workplace harassment with the EI.

70% **46%**

Decrease in harassment in the EI workplace in 2024

Increase in staff not reporting harassment they are experiencing **60%**
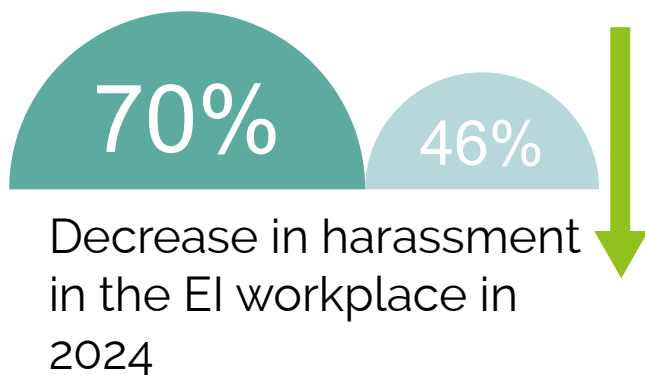
|	2018		2024	
	Yes	No	Yes	No
	N (%)	N (%)	N (%)	N (%)
In the past year, have you experienced Harassment behaviour in the workplace community?	202 (69.90)	87 (30.10)	119 (45.70)	141 (54.20)
If yes, did you report this behaviour as harassment to your supervisor or management?	83 (42.78)	111 (57.22)	81 (40.30)	120 (59.70)
If yes, were you supported by your manager to deal with the harassment appropriately?	35 (31.25)	76 (67.86)	80 (52.60)	72 (47.40)

3B Workplace Violence

This section addresses workplace violence occurring within the EI in the last year. It looks at general inquiry of workplace violence occurring and then narrows focus on where the violence occurred, and also if participants had witnessed workplace violence from an employee towards other staff at the EI.

For the purpose of this survey, workplace violence is defined as an exercise of power and control such as using physical force by a person against a worker in the workplace that causes or could cause physical injury. It is not necessarily for actual physical force but may also include an attempt or threat of physical force to cause injury to another worker. Examples can include:

- Direct threats of intent to inflict harm.
- Physical attacks
- Threatening behavior
- Throwing and object at another worker
- Destroying property to intimidate.

Over half of participants in the survey stated they had experienced workplace violence at the EI (61%), with the leading cause from clients/offenders (77%) followed by co-workers (33 %) and managers/supervisors (23%). The main forms of violence reported were: verbal abuse (82%), threatening violence (79%), and verbal intimidation 78% . 80% stated they had witnessed a co-worker threaten the safety of another co-worker.
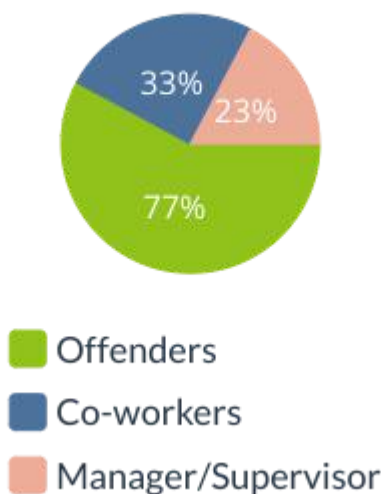
A breakdown of understanding who is at higher risk of workplace violence can be done through examining the demographic data. Male staff reported higher rates of workplace violence (64%) compared to female staff at 55%. Female staff experienced 43% of violence from co-workers, while male staff experienced 27%. Slight differences are found in the age group with participants 45 years and younger reporting higher rates of violence at work (61%) and 46 years and older, 57% experienced workplace violence.

Impacted by Violence
Gender
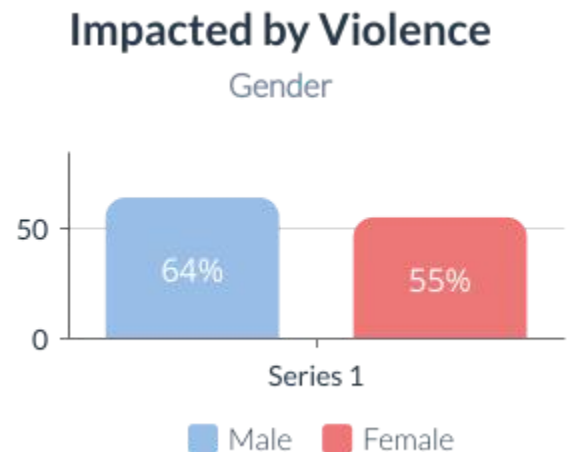
The majority of workplace violence was reported at 65% to a supervisor (manager, supervisor or senior management). Participants who are more likely to report workplace violence were 46 years or older (84%) compared to 60% 45 years or younger who reported.

Exposure to workplace violence is also examined within this survey, and most staff (83%) indicated they had witnessed workplace violence incidents involving clients or offenders. The types of violence included offender violence on other offenders 89%, offender violence on co-workers 80%, offender violence on managers or supervisors 45%.

In looking at the previous survey results, there has been no change in reports of workplace violence from 2018 to 2024 (61%).

Causes of Violence

- Offenders
- Co-workers
- Manager/Supervisor

Staff assaults by offenders are a huge concern here. It seems like frontline staff are not supported by upper management. The same offenders continue to assault and threaten staff and nothing is done. Yet we continue to have inmates transferred here for assaulting staff.

	2018	**2024**
	N (%)	N (%)
Have you experienced Workplace Violence at this workplace (Edmonton Institution)?		
Yes	176 (61.32)	152 (61.50)
No	111 (38.68)	95 (38.50)
If yes, whom did you experience Workplace Violence from? (Please select all that apply)		
Clients/Offenders	149 (83.71)	121 (76.60)
Family or Friends of Clients/Offenders	20 (11.24)	8 (5.10)
Co-Workers	74 (41.57)	54 (34.20)
Managers or Supervisors	40 (13.65)	37 (23.40)
Other persons	10 (5.62)	6 (3.80)
If yes, what form of Workplace Violence did you experience? (Please select all that apply)		
Threatening Violence [Threatening behaviour - 2018]	157 (88.20)	124 (79.00)
Physical attacks	98 (55.06)	63 (40.10)
Harassment (Verbal Abuse)	156 (87.64)	129 (82.20)
Harassment (Verbal Intimidation)	149 (83.71)	122 (77.70)
Harassment (Demeaning, Embarrassment or Humiliation)	115 (64.61)	93 (59.20)

	2018	2024
If yes, where did you experience the Workplace Violence (Please check all that apply)		
Cyber Bullying (email, cell phones, text messages)	23 (13.22)	15 (9.20)
Social Media (Internet sites, Social Media forums, chat rooms)	17 (9.77)	7 (4.30)
Events related to work (trainings, conferences, meetings, social events)	39 (22.41)	22 (13.50)
At the worksite	167 (95.98)	156 (95.70)
Did you report the Workplace Violence to a supervisor (manager or supervisor or senior management)?		
Yes	116 (61.38)	123 (65.10)
No	73 (38.62)	66 (34.90)
Did you report the Workplace Violence to the Police?		
Yes	27 (14.29)	16 (8.80)
No	162 (85.71)	165 (91.20)

	2018	**2024**
Have you witnessed Workplace Violence incidents involving client(s) or offender(s)?		
Yes	223 (84.47)	196 (83.10)
No	41 (15.53)	40 (16.90)
If yes, what type? (Please check all that apply)		
Offender(s) violence on other offender(s)	217 (97.31)	187 (89.50)
Offender(s) violence on co-worker(s)	185 (82.96)	166 (79.40)
Offender(s) violence on manager(s) or supervisor(s)	134 (60.09)	95 (45.50)
Offender(s) violence on visitor(s)	44 (19.73)	32 (15.30)
Co-worker(s) violence on offender(s)	76 (34.08)	58 (27.80)
Manager(s) violence on offender(s)	48 (21.52)	35 (16.70)
Other	11 (4.93)	15 (7.20)

	2018	**2024**
Has your safety been threatened by co-worker(s)?		
Yes	26 (36.62)	58 (23.90)
No	47 (64.38)	185 (76.10)
If yes, how were you threatened? (Please check all that apply)		
With Physical Violence	26 (36.62)	26 (37.70)
With property damage (house, cars)	17 (23.94)	10 (14.50)
By threats to family, friends, pets	12 (16.90)	6 (8.70)
With being forced out of the workplace using collective negative staff behaviour (i.e. violence or harassment)	30 (42.25)	24 (34.80)
To not respond when needed; allowing offenders to harm the individual in their absence	27 (38.03)	20 (29.00)
To not respond when needed; watching while offenders harm the individual	22 (30.99)	10 (14.50)
Verbally using weapons (guns, OC spray) as threats	13 (18.31)	4 (5.80)
Pointing weapons at the individual	4 (5.63)	1 (1.40)
Sexual Assault from Co-Workers	6 (8.45)	10 (14.50)
Sexual Assault by Offenders	3 (4.23)	2 (2.90)
Other	14 (19.72)	15 (21.70)

	2018	**2024**
Has your safety been threatened by a manager or supervisor?		
Yes	52 (23.61)	36 (14.50)
No	165 (76.39)	212 (85.50)
If yes, how were you threatened? (Please check all that apply)		
With Physical Violence	11 (22.45)	6 (12.80)
With property damage (house, cars)	3 (6.12)	2 (4.30)
By threats to family, friends, pets	2 (4.08)	0 (0.00)
With being forced out of the workplace using collective negative staff behaviour (i.e. violence or harassment)	15 (30.61)	13 (27.70)
To not respond when needed; allowing offenders to harm the individual in their absence	7 (14.29)	7 (14.90)
To not respond when needed; allowing offenders to harm the individual	8 (16.33)	7 (14.90)
Verbally using weapons (guns, OC spray) as threats	2 (4.08)	0 (0.00)
Pointing weapons at the individual	1 (2.04)	1 (2.10)
Sexual Assault from Co-workers	2 (4.08)	2 (4.30)
Other	21 (42.86)	23 (48.90)

	2018	2024
Have you observed co-workers threaten the safety of other staff members?		
Yes	73 (35.96)	80 (33.10)
No	130 (64.04)	162 (66.90)
If yes, how were they threatened? (Please check all that apply)		
With Physical Violence	42 (57.53)	33 (37.50)
With property damage (house, cars)	25 (34.25)	19 (21.60)
By threats to family, friends, pets	18 (24.66)	11 (12.50)
With being forced out of the workplace using collective negative staff behaviour (i.e. violence or harassment)	44 (60.27)	46 (52.30)
To not respond when needed; allowing offenders to harm the individual in their absence	30 (34.25)	24 (27.30)
To not respond when needed; allowing offenders to harm the individual	25 (34.25)	16 (18.20)
Verbally using weapons (guns, OC spray) as threats	10 (13.70)	2 (2.30)
Pointing weapons at the individual	10 (13.70)	8 (9.10)
Sexual Assault from Co-workers	10 (13.70)	8 (9.10)
Sexual Assault by Offenders	6 (8.22)	4 (4.50)
Other	13 (17.81)	16 (18.20)

	2018	2024
Have you observed managers or supervisors threaten the safety of other staff members?		
Yes	55 (27.50)	52 (21.10)
No	145 (72.50)	195 (78.90)
If yes, how were they threatened? (Please check all that apply) With Physical Violence		
With Physical Violence	21 (42.00)	15 (26.30)
With property damage (house, cars)	7 (14.00)	2 (3.50)
By threats to family, friends, pets	7 (14.00)	5 (8.80)
With being forced out of the workplace using collective negative staff behaviour (i.e. violence or harassment)	22 (44.00)	30 (52.60)
To not respond when needed; allowing offenders to harm the individual in their absence	9 (18.00)	11 (19.30)
To not respond when needed; allowing offenders to harm the individual	9 (18.00)	8 (14.00)
Verbally using weapons (guns, OC spray) as threats	2 (4.00)	1 (1.80)
Pointing weapons at the individual	1 (2.00)	0 (0.00)
Sexual Assault from Co-workers	2 (4.00)	0 (0.00)
Other	17 (34.00)	19 (33.30)

3C Workplace Sexual Harassment

This section addresses sexual harassment experienced at work within the last year. It also examines staff reporting sexual abuse and inquired about the role of supervisors or managers in the cases that were reported.

For the purposes of this survey, workplace sexual harassment is defined as engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression.

- Asking questions, talking or writing about sexual activities.

- Displaying sexual images or offensive sexual jokes in print or electronic form.

- Unnecessary physical contact, including inappropriate touching.

- Demanding hugs or dates.

- Making gender-related comments about someone's physical characteristics.

- Also includes sexual solicitation or making sexual advances when the perpetrator has the authority to confer, grant or deny a benefit to the worker.

- For example, a manager threatening to penalize or punish a worker if they refuse a sexual advance.

- Human rights legislation also protects individuals from being harassed based on various protected grounds including sex, sexual orientation, gender identity and gender expression.

2024 Results

The 2024 results indicate that nearly 11% of respondents reported experiencing sexual harassment while working at EI in the past year, with 76% of cases going unreported. Forty-three percent (43%) of those who reported the harassment to a manager felt they were not properly supported. Female staff reported higher rates of sexual harassment, 21% compared to 4% who are male. Twenty two percent (22%) of female respondents were told they had to accept sexual harassment as part of the job, versus 7% of males.

The 2018 survey indicates a decrease in sexual harassment, with 23% reporting being sexually harassed by a coworker at the EI compared to 11% in 2024. Similarly, in 2018, 80% of the sexual harassment was not reported and 89% of those who did report the harassment felt they were not supported by management.

43%

Did not feel supported when reported harassment to a manager.

76%

of cases go **unreported**

11%

reported sexual harassment at work
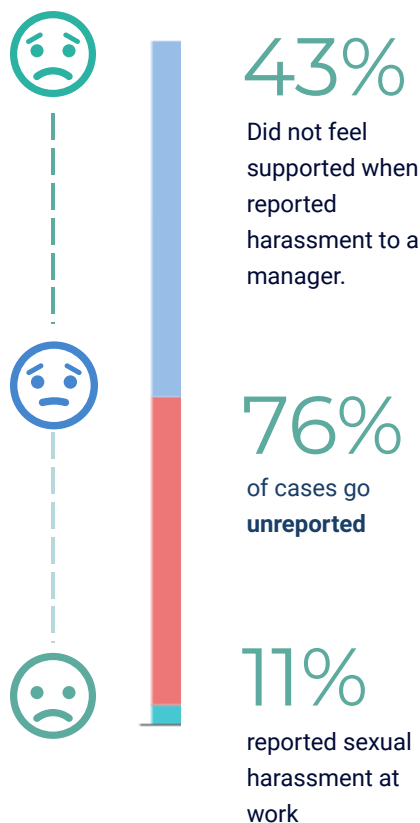
"I was sexually assaulted by an inmate and management told me to know where I worked and nothing happened with the inmate."

|	2018		2024	
	Yes	No	Yes	No
	N (%)	N (%)	N (%)	N (%)
Were you ever told by co-workers that you had to accept Sexual Harassment as part of the job or as part of the workplace environment?	34(13.60)	216(86.40)		
			30 (13.45)	193 (86.55)
Were you ever told by manager(s) or supervisor(s) that you had to accept Sexual Harassment as part of the job or as part of the workplace environment?	15(6.00)	235(94.00)		
			23 (10.45)	197 (89.55)

This section asks about discrimination based on the prohibited grounds of discrimination. For context, we defined discrimination as a right that falls under human rights legislation to protect individuals from harassment at work. Employees may face harassment because of their sexual orientation, gender identity, disability, age or religion.
The survey included a section that reminded participants the following: "Employers have the responsibility to ensure a healthy, safe, and inclusive workplace, free from discrimination.

13 Grounds of Discrimination

- Race,
- National or Ethnic Origin,
- Colour,
- Religion,
- Age,
- Sex,
- Sexual Orientation,
- Gender Identity or Gender Expression,
- Marital Status, Family Status,
- Disability,
- Pardoned Conviction

-Genetic Characteristics

Primary Form of Discrimination at the EI
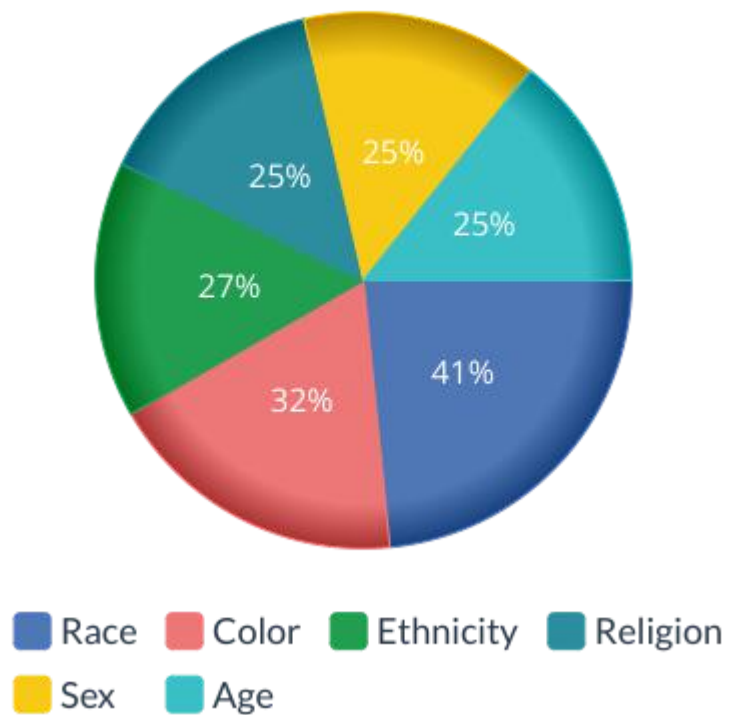
Eighty-three percent (83%) of respondents reported feeling that co-workers respect them as a unique and diverse person, compared to 92% in 2018. In the past year, 35% of respondents reported experiencing discrimination within the EI workplace. The primary form of discrimination is related to race (41%), color (32 %), or ethnic background (27 %) followed by religion (25%), sex (25%) and age (25%).
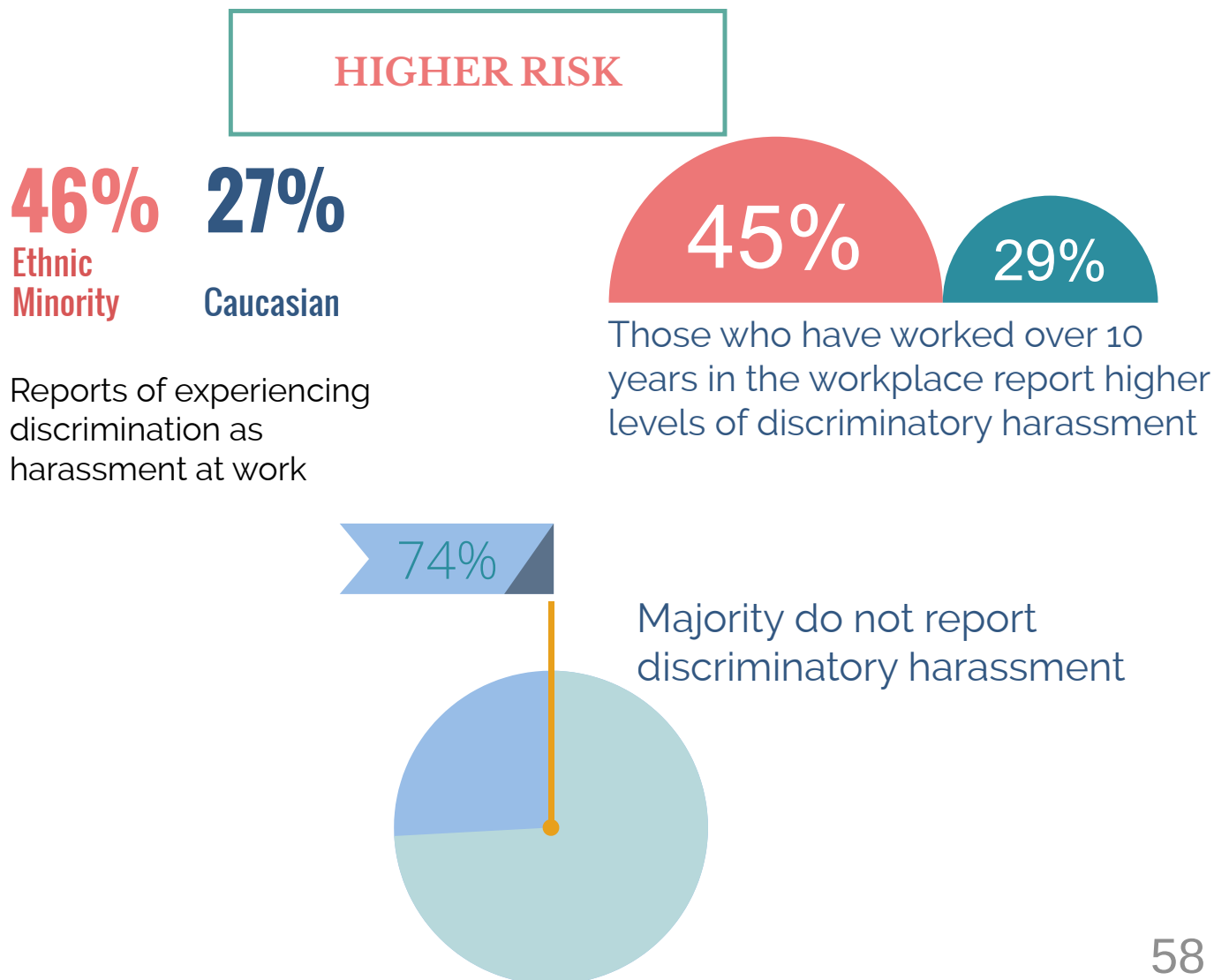
83% Feel that co-workers respect them as a unique and diverse person

35% OF PARTICIPANTS HAVE EXPERIENCED DISCRIMINATION WITH
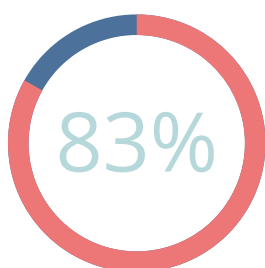
3D Discriminatory Harassment

Breaking down discrimination by demographics, 34% of participants impacted by discrimination were 45 years old or younger, and 39% were over the age of 45. Looking at gender, 33% were male compared to 36% of females, reporting discrimination. Visible minority participants reported higher rates of discrimination at 46%, compared to caucasian participants, where 27% reported experiencing discrimination in the workplace. Those who have worked over 10 years in the workplace report higher rates of discrimination at 45% compared to 29% of respondents who have worked less than 10 years.

In 2024, 47% of participants reported they had witnessed discrimination within the workplace community, and most of the discrimination being witnessed was unreported (67%). When looking at 2018 results compared to 2024, several areas are unchanged. Most respondents reported they feel respected at work as a diverse or unique person and those who have witnessed discrimination at work have increased slightly from 43% in 2018, to 47% in 2024. Those who have personally experienced discrimination at the EI have decreased from 40% to 35%. Yet 74% who experience discrimination do not report it.
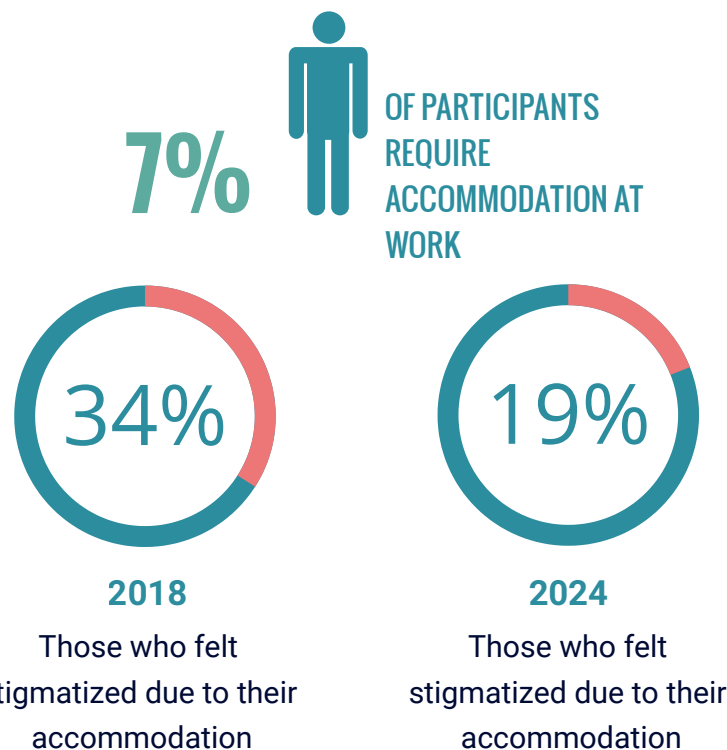
HIGHER RISK

46%
Ethnic Minority

27%
Caucasian

Reports of experiencing discrimination as harassment at work

45%   29%

Those who have worked over 10 years in the workplace report higher levels of discriminatory harassment

74%

Majority do not report discriminatory harassment

	2018		**2024**	
	Yes	No	Yes	No
	N (%)	N (%)	N (%)	N (%)
Are your co-workers generally respectful of you as a unique and diverse person?	256 (91.76)	23 (8.24)	205 (82.70)	43 (17.40)
Does your manager or supervisors respect your diversity?	224 (84.53)	41 (15.47)	187 (76.30)	58 (23.70)
Have you witnessed Discrimination on Prohibited Grounds in the workplace community?	113 (42.64)	152 (57.36)	115 (46.90)	130 (53.00)
Did you report this behaviour to a manager or supervisor?	37 (30.58)	84 (69.42)	67 (32.70)	138 (67.30)
Have you personally experienced discrimination in the workplace community for one or more of the prohibited grounds?	105 (40.38)	155 (59.62)	88 (35.40)	161 (64.60)
Did you report this discriminatory harassment to your manager or supervisor?	29 (24.58)	89 (75.42)	48 (26.10)	136 (73.90)

Please indicate the discrimination you have experienced? (Please select all that apply)	2018		2024
	N (%)		N (%)
Race	49 (46.23)		59 (40.40)
National or ethnic origin	48 (45.28)		40 (27.40)
Colour	39 (36.79)		47 (32.20)
Religion	33 (31.13)		37 (25.30)
Age	25 (23.58)		36 (24.70)
Sex	54 (50.94)		37 (25.30)
Sexual orientation	19 (17.92)		14 (9.60)
Gender identity or expression	12 (11.32)		5 (3.40)
Marital status	16 (15.09)		15 (10.30)
Family status	16 (15.09)		12 (8.20)
Gender characteristics	20 (18.87)		14 (9.60)
Disability	22 (20.75)		16 (11.00)
Conviction for which a pardon has been granted or a record suspension ordered	3 (2.83)		0 (0.00)

3E Duty to Accommodate

This section on duty to accommodate asks respondents if they currently have workplace accommodation under the category of undue hardship. It also addresses if staff have asked for workplace accommodation, as well as if staff who have an accommodation have experienced stigma related to their accommodation.

Seven percent (7%) of staff respondents require accommodation, similar to 2018 (8%). There is a decline in the incidence of stigma related to accommodation with 34% of those who have an accommodation indicated they experienced stigma in 2018 versus 19% in 2024.

7% OF PARTICIPANTS REQUIRE ACCOMMODATION AT WORK

34%

2018

Those who felt stigmatized due to their accommodation

19%

2024

Those who felt stigmatized due to their accommodation

"I have been told lies the day got hired with CSC. I sent an email to the recruitment team asking if my beard will be any problem, they replied "no". I went for my training and same there, no problem. When I started in the Edmonton Institution, the second day I have been told that you have a beard and can not work certain posts which are about 80% of posts. I did the same training as everyone else but cannot do my job because my employer did not provided me proper tools to work even though they exists. I have been bumped from my posts numerous amount of times as I am unfit to do my job. I cannot do the job which I got trained for just because I follow my religion. The management know this issue but keep ignoring it. I have been harassed by some of my co-workers due to my beard. There is huge tension going between the all beard accommodated officers versus the other officers in the institution. The management said there will be no promotion for me as I have a beard.
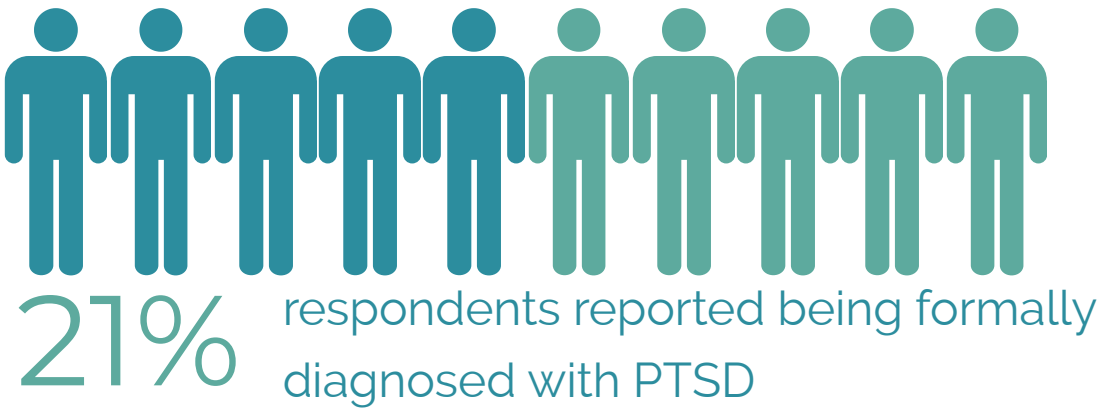
	2018		2024	
	Yes	No	Yes	No
	N (%)	N (%)	N (%)	N (%)
Are you a person who requires Accommodation due to any of the prohibited grounds for discrimination?	24 (8.48)	259 (91.52)	17 (6.90)	228 (93.10)
Have you asked for Accomodation at work from your employer?	29 (34.52)	55 (65.48)	24 (9.70)	223 (90.30)
Were you accommodated up to undue hardship as per the Canadian Human Rights Act?	11 (16.42)	55 (82.09)	30 (13.90)	186 (86.10)
Have you experienced stigma or discrimination from your co-workers or management due to your Accommodation request and/or requirements?	24 (34.29)	46 (65.71)	39 (18.80)	168 (81.20)

The Employment Equity Act recognizes four groups: women, indigenous people, persons with disabilities, and visible minorities. The largest delineated group is women at 36%, which is slightly down from 60% in 2018.
Of those staff who identified as belonging to any of the four groups, 12% reported often or always experiencing inequality due to belonging to one of the delineated groups, and 18% sometimes experienced inequality.

Twenty-one percent (21%) of the respondents reported being formally diagnosed with PTSD and 80% of those diagnosed stated they did not feel they fall under the Employment Equity Act.

36%
2024

60%
2018

LARGEST DELINEATED GROUP IS WOMEN

21% respondents reported being formally diagnosed with PTSD

| Do you belong to one or more of the four delineated groups under the Employment Equity Act? (Please select all that apply)	2018		2024	
	N (%)		N (%)	
Women	90 (60.00)		84 (36.10)	
Aboriginal peoples	36 (24.00)		18 (7.70)	
Person with disabilities	21 (14.00)		18 (7.70)	
Members of visible minorities	38 (25.33)		41 (17.60)	
	Yes	**No**	**Yes**	**No**
	N (%)	**N (%)**	**N (%)**	**N (%)**
Have you experienced inequality due to belonging to the four delineated groups of Employment Equity?	50 (30.12)	116 (69.88)	63 (30.30)	145 (69.70)
Have you been formally diagnosed with Post Traumatic Stress Disorder (PTSD) or an Occupational Stress Injury (OSI)?	35 (12.50)	245 (87.50)	51 (21.20)	190 (68.60)
If you have been diagnosed with PTSD or OSI, do you consider yourself part of the Employment Equity Group?	11 (7.38)	138 (92.62)	28 (18.90)	120 (81.10)

Topic Four 4.0 Organizational Culture

This section is on abuse of power (such as displays of negative emotion or anger, gossip, or silent treatment), power and intimidation and culture of fear.

Among the participants, 51% indicated they had witnessed staff abuse their power to get other co-workers to act in ways not in alignment with the Standards of Professional Conduct. The top three examples of abuse of power witnessed in the workplace include: Gossip 79%, displays of negative emotion or of anger 67%, followed by 58% witnessing active attempts to disrupt or undermine work/ projects.
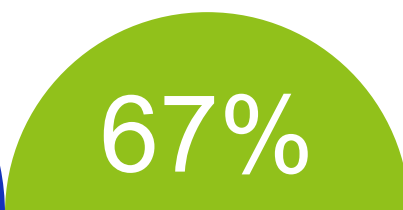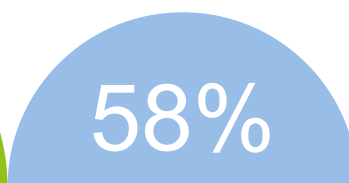
51%
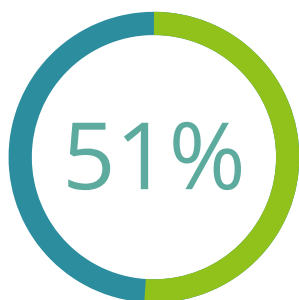
Abuse of Power

Witnessed staff abuse their power to get co-workers to act in ways whcih are not in line with the Standards of Proffessional Conduct

**79%**

Gossip

67%
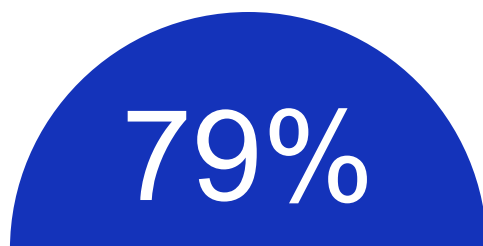
Showing
Negative Emotion

58%

Active attempts to
undermine work
projects

Indicate the Abuse of Power behaviours you observed (Please select all that apply):	2018	2024
	N (%)	N (%)
Displays of negative emotion or anger	165 (76.39)	121 (65.50)
Active attempts to disrupt or undermine work/projects	145 (67.13)	105 (57.70)
Mobilizing group resistance against positive change	125 (57.87)	70 (38.50)
Encouragement to not meet job performance expectations	113 (52.31)	65 (35.70)
Ignoring of co-workers' interdependent need(s)	101 (46.76)	75 (41.20)
Silent Treatment	136 (62.96)	100 (54.90)
Threats of Exclusion from the Group	95 (43.98)	64 (35.20)
Insensitive and/or disagreeable behaviour	142 (65.74)	84 (46.20)
Gossip	152 (70.37)	144 (79.10)
Other	26 (12.04)	24 (13.20)

Noticeable improvement is in relation to staff feeling they have been the subject of power and intimidation, with 53% stating never or rarely, and 22% indicating it sometimes happens, and 15% responding often or always. In 2018 almost half of respondents (49%) identified as being impacted by power and intimidation in the workplace. The majority (68%) of those who identified as being subject to power and intimidation did not report it to management. Those who did report the abuse of power, over half (53%) indicated they did not feel it was dealt with appropriately.

Most staff in the assessment indicated they have not witnessed group based bullying behaviours such as staff encouraging bullying behaviour toward other staff (61%) or organizing a group of staff to bully other co-workers (64%).

53%
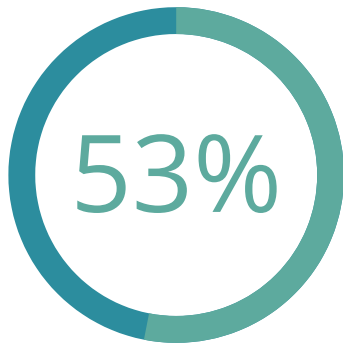
Power and Intimidation

Staff indicated they never or rarely have been the subject of power and intimidation

|	2018		2024	
	Yes	No	Yes	No
	N (%)	N (%)	N (%)	N (%)
Have you been the subject of Power and Intimidation in the workplace community?	141 (49.47)	144 (50.53)	104 (41.50)	147 (58.60)
Did you report to management that you had been subjected to Power and Intimidation?	47 (33.33)	94 (66.67)	64 (31.70)	138 (68.30)
If you did report this behaviour (Power and Intimidation of you), were you supported by management to diesel with this situation appropriately?	16 (21.05)	60 (78.95)	23 (14.50)	135 (85.40)
Have you witnessed staff encouraging each other to bully other co-worker(s)?	104 (36.49)	181 (63.51)	94 (39.20)	146 (60.80)
Have you witnessed staff organizing a group of staff to bully other co-worker(s)?	64 (23.70)	206 (76.30)	81 (34.70)	152 (65.20)
Did you report this group based bullying behaviour?	13 (17.57)	61 (82.43)	50 (26.50)	139 (73.60)
If you did report this group based bullying behaviour, were you supported by management to deal with the situation appropriately?	6 (16.67)	30 (83.33)	30 (20.10)	119 (79.90)

Some changes from the 2018 to 2024 survey results show an increase in staff reporting an experience of fear in their regular interactions with clients (48%) compared to 28% in 2018 . Over half (52%) of respondents identified that a culture of fear is fostered by staff whom constantly use the emotion of dread to manipulate their co-workers, similar to 2018 at 54%.

Those respondents who reported experiencing fear in their interactions with clients can be examined closely through using demographic information collected. Of the respondents with a diploma or lower level education, 45% indicated fear when interacting with clients, compared to 54% with a degree or higher. Those who are 46 years and older reported higher levels of fear with clients at 56% compared to 46% of respondents 45 years or younger. Females reported feeling more fear in interactions with clients at 55% compared to 46% of males. Lastly, those with more years working reported higher levels of fear with clients, 10 years or more of work experiences 56% felt fear in interactions with clients, compared to 46% who had 10 years or less.

When respondents were asked about feeling fear in their interactions and relationships with certain co-workers, 57% of females felt fear compared to 49% of males. Those with a diploma or less, 35% reported fear in their interactions with co-workers, compared to 49% of respondents who had a degree or higher. Again, a similar breakdown of those staff who reported working more than 10 years indicated higher levels of fear in interactions with certain co-workers at 47%, compared to 37% of respondents who had 10 years or less work experience.

48%
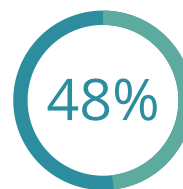
2024

Staff reporting experiencing fear during their regular interactions with clients/inmates
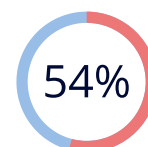
28%

2018

Staff reporting experiencing fear during their regular interactions with clients/ inmates.
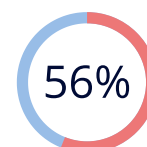
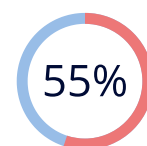RESPONDENTS REPORTING HIGHER LEVELS OF FEAR
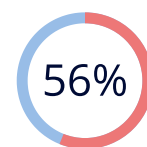
Demographic Breakdown

Degree or higher
54%

46 years or older
56%

Female
55%

Worked 10 years or more
56%

52%

Believe a culture of fear is created by staff against co-workers

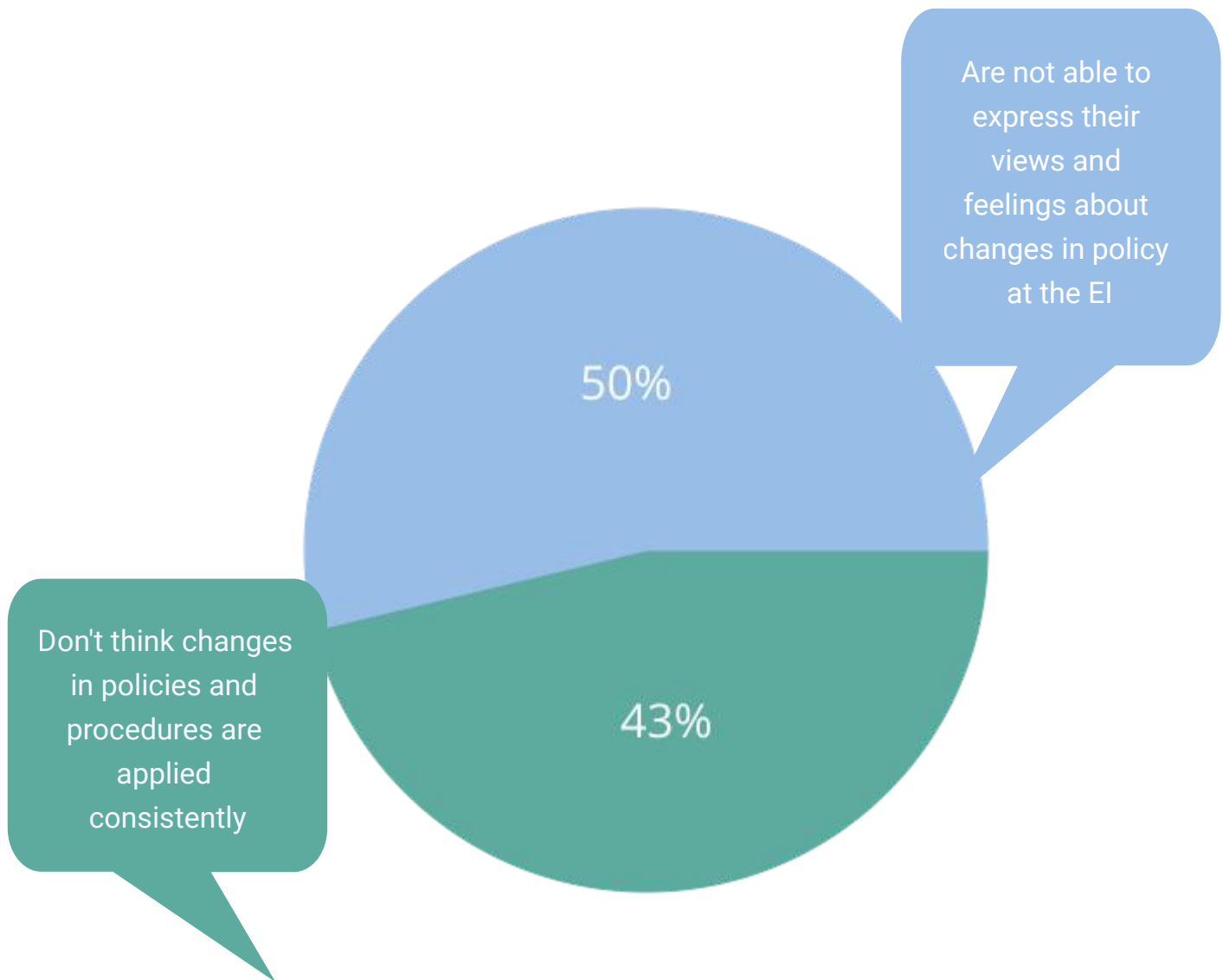|	2018		2024	
	Yes	No	Yes	No
	N (%)	N (%)	N (%)	N (%)
Do you experience fear in your regular interactions with clients?	79 (28.42)	199 (71.58)	117 (47.90)	127 (52.10)
Do you feel that the Culture of Fear is fostered by staff whom constantly use the emotion of dread to manipulate their co-worker(s)?	145 (53.51)	126 (46.49)	123 (52.40)	112 (47.70)
Do you experience fear in your interactions and relationships with certain co-worker(s)?	73 (26.45)	203 (73.55)	99 (40.80)	144 (59.20)
Have you seen a group of staff decide that a co-worker should be removed from the workplace by using harassment or other negative behaviours?	115 (41.82)	160 (58.18)	96 (40.10)	141 (59.50)
Has a group of staff used harassment or other negative behaviours to try to get you to leave the workplace permanently?	39 (14.66)	227 (85.34)	64 (26.60)	177 (73.40)

Topic Five 5.0 Organizational Values and Ethics

This section reviews areas related to the Edmonton Institution's values and ethics, including: organizational fairness, organizational operations, effectiveness of training, performance management, quality of supervision, talent management, manager quality review, transparency and accountability, areas of work-life balance, mental health, and family resources.

5A Organizational Fairness

Forty three percent (43%) of respondents indicated they did not think changes in policies and procedures are applied consistently throughout the institution. Close to 20% stayed neutral and 25% agreed changes were applied consistently. A minority of respondents (22%) indicated they felt able to express their views and feelings about changes in policy and procedures at the EI, leaving 50% feeling they did not have the ability to express their views.
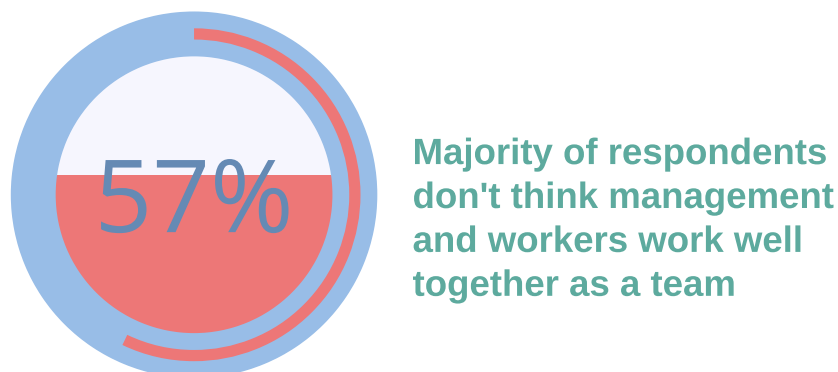
50%

43%

Are not able to express their views and feelings about changes in policy at the EI

Don't think changes in policies and procedures are applied consistently

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	No answer
Changes in policies and procedures are applied consistently throughout the institution.	26	17.3	21.7	18.8	5.8	10.5
I am able to express my views and feelings about changes in policies and procedures at the institution.	28.5	21.3	17.7	17.7	4.3	10.5

Most respondents do not think the EI is run very well (60%), with 57% reporting that they believe management is flexible enough to make changes when necessary. Forty-six percent (46%) agree that it is not possible to change things at the EI, with 26% believing change is possible and 17% are unsure. There are important differences found between older respondents, compared to younger in their belief that change is possible within the EI, where 86% of respondents 46 years or older did not feel it was possible to change, compared to 65% who were 45 years or younger.

60%

Operations

Respondents do not feel the Edmonton Institution is run very well

46%

Operations

Respondents do not think change is possible at the Edmonton Institution

The majority of respondents feel like they work well together with their co-workers (60%), however 57% of staff don't believe management and workers work well together as a team. Most respondents, 88%, who were 45 years or younger indicated they believed they worked well as a team with co-workers, compared to 79% who were 46 years or older.

60% OF PARTICIPANTS WORK WELL WITH THEIR CO-WORKERS

57% Majority of respondents don't think management and workers work well together as a team

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	No answer
Information that I get from formal communications channels helps me perform my job effectively.	12.3	16.2	27.1	27.8	6.5	10.1
In general, this institution is run very well.	31	28.9	16.2	11.6	2.2	10.1
Management at the institution is flexible enough to make changes when necessary.	27.1	29.6	12.3	17	4.3	9.7
It's really not possible to change things in this institution.	9.4	16.6	17	25.3	20.9	10.8
I have the authority I need to accomplish my work objectives.	10.5	18.4	23.1	27.4	10.1	10.5
Employees and management work together as a team.	33.9	23.5	16.6	11.6	4	10.5
Co-workers and I work together as a team.	5.8	7.2	17	37.9	22	10.1

In connection to effectiveness of training within the CSC, 45% indicated the CSC training program does not prepare or help them deal with situations that arise on the job, with only 26% feeling confident the training prepares them for doing the job and 19% neither agree or disagree. There are clear differences between staff with a diploma level or less in education and those with degrees or higher. Respondents with a diploma or less in education indicated 60% that the institution's training program does not prepare or help them deal with situations on the job, and 80% of those respondents with a degree or higher believed the training did not prepare them for working at the EI. A similar trend was found in whether the training was effective in dealing with inmates; those with a diploma or less in education felt more confident, at 67% compared to only 50% of respondents with a degree or higher in education. Those with degrees may not have the specific training targeting the unique work they are required to do within a maximum security prison. For example some comments suggest that intervention staff are hired but not provided specific training for the job within the EI.

> There is no formal training/on-boarding program here for new health care staff except for doing a bunch of online modules.

60% **80%**
DIPLOMA   DEGREE +
BELIEVE THE INSTITUTION'S TRAINING PROGRAM DOES NOT PREPARE THEM DEAL WITH SITUATIONS WITH THE JOB

When asked if the EI training they were provided has helped them work effectively with inmates, 8% strongly agree, 26% somewhat agree, 23 % are undecided, 18 % disagree and 17% strongly disagree. Statements within the survey offered additional insights around how staff feel about the training offered at the EI. Respondents indicated a need for more training to support staff in all areas of the workplace community that is "hands-on", and not offered through online platforms but hosted in-person. EI staff indicated that training done using videos such as firearm and biohazard training are ineffective in supporting staff.

67% **50%**
DIPLMOA   DEGREE+
FEEL TRAINING EFFECTIVELY HELPED IN DEALING WITH INMATES

Training Opportunities

Respondents suggested several areas of training needed to work within the EI context

- Safety of firearms and re-qualification course should be a higher standard like police qualifications.
- Communication, harassment, and violence offered in-person not using PowerPoint.
- Mental health training by trained mental health professionals. Not CSC staff trained to read off PowerPoints.
- PSRT/Arrest and Control and firearms training.
- Job specific training within a maximum-security setting, cultural context for CSC psychologist's, nursing staff.
- More formalized orientation program organizing the on-the-job training for new staff.
- Training on creating psychologically safe work environments within team environments.
- CSC's online training portal is not effective at training for the EI work, need more in-person classroom training.
- Leadership courses for management.

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	No answer
This institution's training program does not prepare me or help me deal with situations that arise on the job.	11.2	15.2	19.1	25.3	19.9	9.4
My institution training has helped me to work effectively with inmates.	16.6	17.7	23.1	25.6	7.6	9.4
I receive the kind of training that I need to perform my job well.	15.2	21.3	18.8	26.4	9	9.4

5D Performance Management

Performance management is a process which establishes a responsibility and shared understanding between employee and manager about what is to be achieved in the employee's position and how it is to be achieved. It is an ongoing measure that ensures that employees get the direction, coaching and developmental opportunities they need to continually improve their job performance and achieve their full potential.

Positive trends taken from the survey indicate an increase of staff who enjoy and feel connected to their work (72%), up from 2018 (65%). Important differences are found with those respondents with a diploma or less reported feeling more connected to their work (78%), compared to those with a degree, only 61% feel connected to their work.
Most respondents (76%) stated they feel motivated to do their job well. Similar findings show 80% of those who have a diploma or less feel motivated to do their work compared to only 67% of those respondents who have a degree or higher.

72%

Increase of staff indicating they **enjoy** and **feel connected** to their work, from 2018 (65%).

"The performance reviews here are awful. They are mostly all copied and pasted and managers are assigned to do performance reviews on officers that they have no relationship with or know how they operate as an officer. They are unaware of their strengths or weakness. I fill my performance reviews out with lots of goals and information, however most people do not even take the time to read them and its just a tick box for management to check off. They are not taken seriously for the most part or even looked at for other job opportunities and promotions."

Most staff (72%) indicated their cycles of their performance management process was completed on time, however several comments described performance management reports are not done with staff on a consistent basis, and if it is done, staff feel it's ingenuine and not truly representative of their full potential at the EI as a career.

75% of respondents indicated they have clear expectations on how to achieve their work priorities, and 80% feel they understand how their work contributes to the overall goals of the workplace community. In the additional comments section related to Performance Management participants indicated wanting to have more opportunities to grow within the CSC workplace community and be supported in a more meaningful way by supervisors and managers.

I currently have a Correctional Manager that cares and is engaged with the staff that work on the units she oversees. In my seven-year career this is one of the only times I truly felt my Manager wanted me to succeed and took an interest in finding ways to make that possible for me.
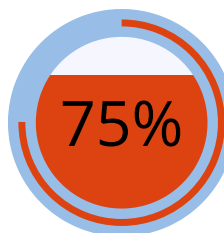
75%

Respondents indicated they have clear expectations on how to achieve their work priorities

|	2018		2024	
	Yes	No	Yes	No
	N (%)	N (%)	N (%)	N (%)
Do you enjoy and feel connected to your work?	185 (65.36)	97 (34.64)	180 (72.00)	70 (28.00)
Do you feel motivated to do your job well?	189 (67.99)	89 (32.01)	194 (76.10)	61 (23.90)
Can you complete your assigned tasks and responsibilities successfully within the time available?	224 (81.16)	52 (18.84)	220 (87.60)	31 (12.40)
Are you acknowledged appropriately (and appreciated) for your efforts in a fair and timely manner?	123 (43.77)	158 (56.23)	140 (56.20)	109 (43.80)
Do you receive encouragement and support in the development of your skills?	108 (38.71)	171 (61.29)	138 (55.90)	109 (44.10)
Do your manager and supervisor treat you with care and consideration?	167 (62.31)	101 (37.69)	171 (69.00)	77 (31.00)
Are you able to ask questions, seek feedback, report mistakes and problems, or propose a new idea without fearing negative consequences to yourself, your job or your career?	190 (68.59)	87 (31.41)	169 (66.00)	87 (34.00)
Do you have clear expectations on how to achieve your work priorities?	213 (86.71)	64 (23.10)	187 (75.40)	61 (24.60)
Do you understand how your work contributes to the overall goals of the workplace community?	248 (76.90)	38 (13.29)	198 (80.20)	49 (19.80)
Are you informed when there are impending changes to your job?	138 (51.11)	132 (48.89)	137 (56.00)	108 (44.00)
Were the cycles of your Performance Management process completed on time?	94 (33.45)	79 (28.11)	180 (72.70)	68 (27.40)
Do you understand what the Competency profiles are for your position?	154 (55.00)	126 (45.00)	195 (78.40)	54 (21.60)
Do you understand the Performance Rating scales?	154 (55.00)	126 (45.00)	182 (73.60)	65 (26.40)
Did you know that if you score any rating other than "Succeeded" on the Performance Rating Scales that a Plan must be put in place for you by Management?	86 (30.94)	192 (69.06)	167 (68.50)	77 (31.50)

In Thirty-four percent (34%) of respondents indicated their supervisor asks for their opinion when a wor᷊ problem arises, with 17% stating they neither agree or disagree. Only 25% of respondents indicated they have great deal of say over what is to be done on their job, 22% were unsure, and 43% felt they do not not have a say over what must be done in their job.

Almost 40% of staff feel they are not acknowledged or appreciated, 30% feel they are appreciated, and 20% are in the middle ,as neither agree or disagree. On the other hand, 42% indicated their supervisor treats them with care and respect, with 28% stating they don't feel treated with care and consideration, and 20% as neither agree or disagree. Those respondents who have worked less than 10 years indicated feeling they get more encouragement and support in developing their skills at 61%, compared to only 41% of staff who have worked more than 10 years.

40%
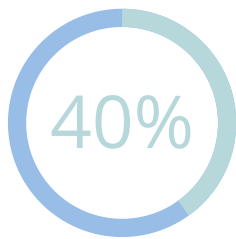
DO NOT FEEL ACKNOWLEDGED

30%

FEEL ACKNOWLEDGED

20%
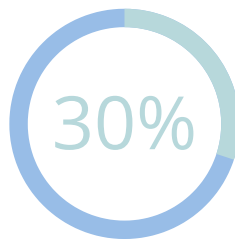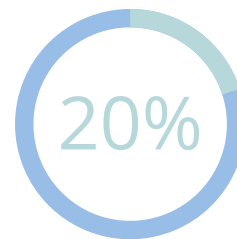
UNSURE

Some additional insight related to the breakdown of the numbers is offered by the statements staff wrote in the additional comments related to the quality of their supervision at the EI. Themes from the written sections indicated staff looking for direct managers and upper management to be more approachable and open for two-way discussions on work related issues.

There needs to be better acknowledgement and communication to staff. Staff assemblies are a great place to deliver awards and recognize staff for dedicated work, long term service awards, etc. Why don't we have those?? Staff don't even know each other here because there is no social gathering to do so aside from the Christmas lunch…. Some staff leave without anyone knowing and I feel this is disgraceful and disrespectful. It doesn't cost anything to show courtesy and respect."

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	No answer
My supervisor asks my opinion when a work related problem arises.	20.9	18.8	16.6	24.5	9.4	9.7
I have a great deal of say over what has to be done on my job.	22	21.7	22	17.3	7.2	9.7
You are acknowledged appropriately (and appreciated) for your efforts in a fair and timely manner.	21.3	18.1	20.2	19.9	10.5	10.1
You receive encouragement and support in the development of your skills?	23.1	16.2	19.1	24.5	6.1	10.8
Your manager or supervisor treat you with care and consideration.	15.2	12.6	19.9	30.7	11.2	10.5
You are able to ask questions, seek feedback, report mistakes and problems, or propose a new idea without fearing negative consequences to yourself, your job or your career.	18.1	13.4	19.5	30.7	10.8	7.6
You have clear expectations on how to achieve your work priorities.	10.1	11.9	19.9	34.3	13.4	10.5

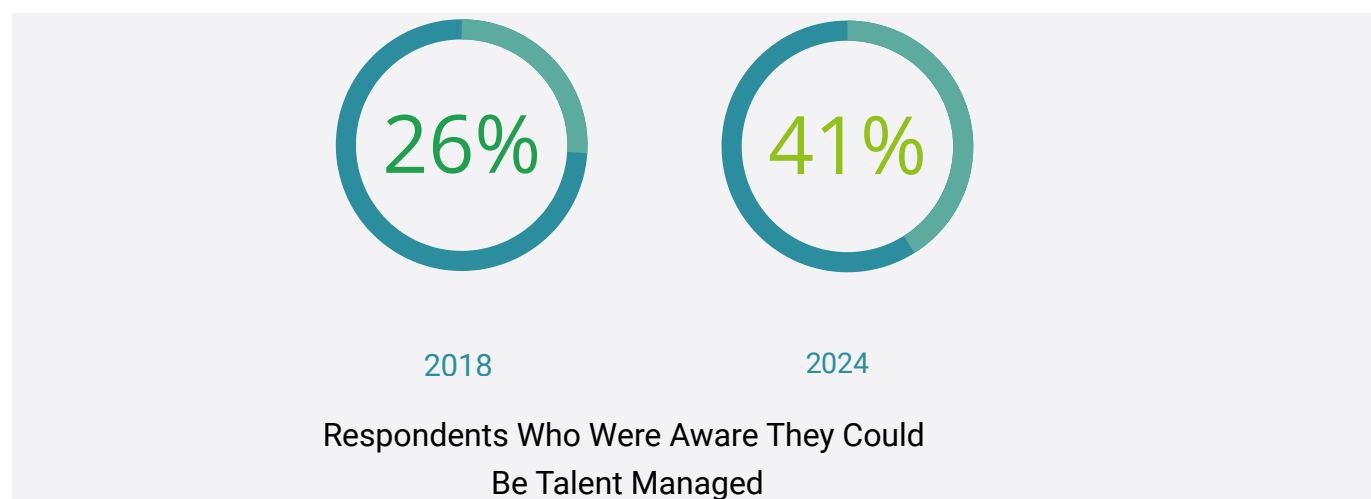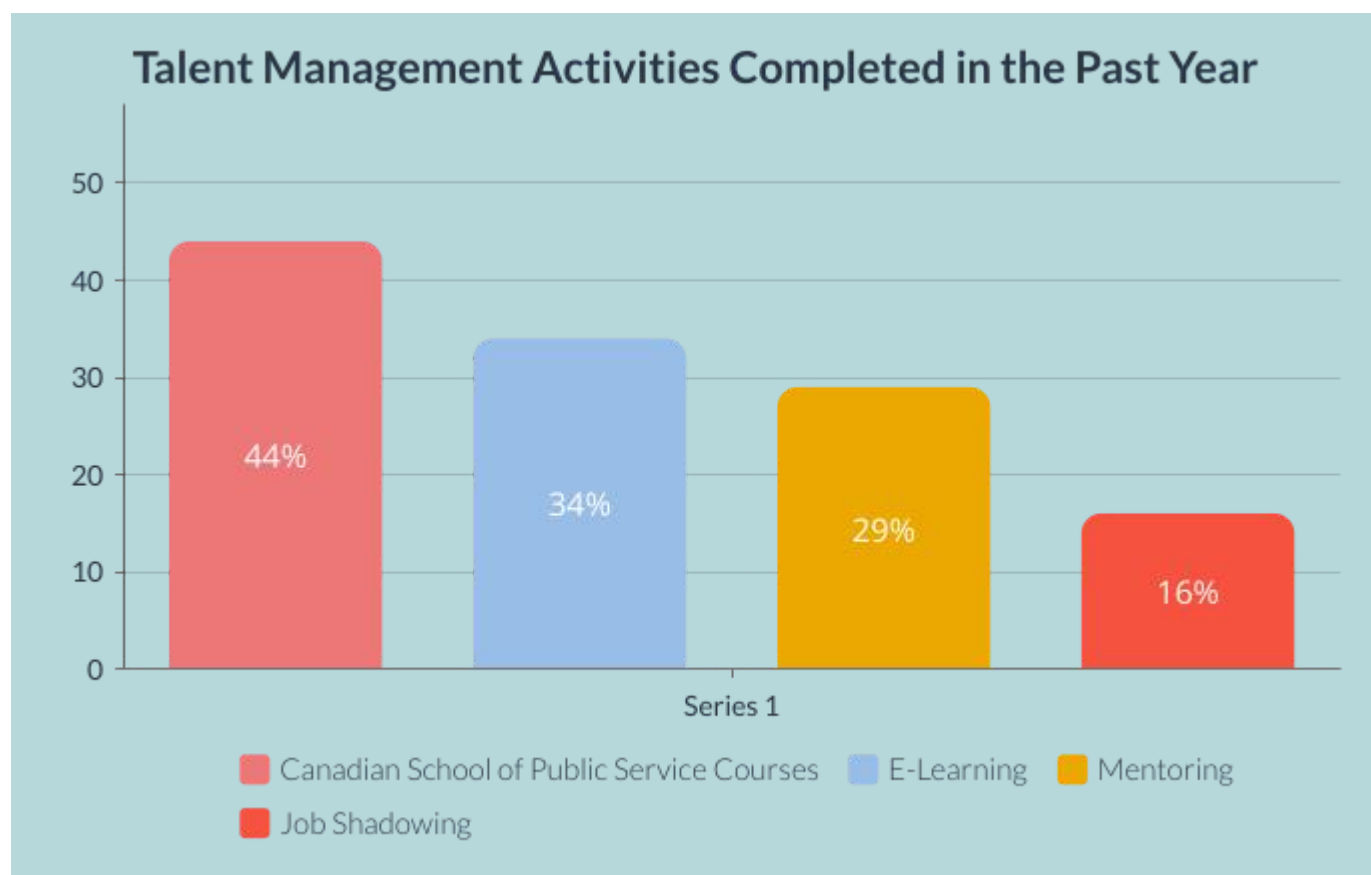|	Strongly Agree	Somewhat Disagree	Neither agree or disagree	Somewhat Agree	Strongly Agree	No Answer
You understand how your work contributes to the overall goals of the workplace.	**10.5**	**7.2**	**13.7**	**35.4**	**22.4**	**10.8**
You are informed when there are impending changes to your job.	19.5	19.5	21.7	20.9	6.9	11.6
The cycles of your Performance Management process were completed on time.	15.2	9.4	17.7	29.6	17.7	10.5
You understand what the Competency profiles are for your position.	9.4	10.1	13	39	18.4	10.1
You understand the Performance Rating Scales.	11.9	11.6	17.3	32.1	16.2	10.8
You know that if you score any rating other than "Succeeded" on the Performance Rating Scales that a Plan must be put in place for you by Management.	19.1	8.7	18.1	24.2	18.1	11.9

This addresses talent management as a systematic approach to identifying talent from within the existing employee pool that can potentially be utilized towards the larger organizational needs.

Responses indicate improvement in communication around talent management from the previous survey. In 2018 responses indicated 74% were not aware they could be talent managed, whereas in 2024, respondents indicated 58% were not aware they could be talent managed due to performance ratings.

Most respondents, 77% indicated they should have been considered for the talent management but were rated too low on their PM's to qualify. Staff indicated the following Talent Management activities had been completed in the past year: Canadian School of Public Service courses (44%), E-Learning (other than mandated training (34%), mentoring (29%), and job shadowing (16%).

Talent Management Activities Completed in the Past Year

- 44% Canadian School of Public Service Courses
- 34% E-Learning
- 29% Mentoring
- 16% Job Shadowing

Series 1

26% — 2018

41% — 2024

Respondents Who Were Aware They Could Be Talent Managed

	2018		2024	
	Yes	No	Yes	No
	N (%)	N (%)	N (%)	N (%)
Were you aware that you could be Talent Managed due to your Performance Ratings?	75 (26.22)	211 (73.78)	106 (41.60)	149 (58.40)

Have you completed any of the following Talent Management developmental activities in the last year? (Please select all that apply)	2018		2024
	N (%)		N (%)
Job Rotation	16 (29.09)		13 (14.80)
Job Sharing	9 (16.36)		11 (12.50)
Skill Sharing	6 (10.91)		11 (12.50)
Job Swapping	7 (12.73)		6 (6.80)
Job Shadowing	18 (32.73)		14 (15.90)
E Learning (other than mandated trainings)	18 (32.73)		30 (34.10)
Mentoring	19 (34.55)		26 (29.50)
Stretch assignments	6 (10.91)		8 (9.10)
National Manager Community	8 (14.55)		2 (2.30)
CSPS (Canadian School of Public Services) courses	15 (27.27)		38 (43.20)
Communities of Practice	5 (9.09)		3 (3.40)
Special Projects	6 (10.91)		7 (8.00)
Micro Missions	2 (3.64)		0 (0.00)
Micro Assignments	3 (5.45)		3 (3.40)
Coaching Circles	3 (5.45)		10 (11.40)
Other	3 (5.45)		3 (3.40)

	2018		2024	
	Yes	No	Yes	No
	N (%)	N (%)	N (%)	N (%)
Did you receive a Succeeded Plus or Surpassed on any of your PMP ratings?	76 (36.54)	132 (63.46)	69 (30.70)	156 (69.30)
Do you feel you should have been considered for the Talent Management but were rated too low on your Performance Management process to qualify?	63 (34.05)	122 (65.95)	172 (76.80)	52 (23.20)

The Management Accountability Framework was developed by the TBS to provide deputy heads and all p... managers with a list of management expectations that reflect the different elements of current management responsibilities.

Key Leadership Competencies
- Create Vision and Strategy
- Mobilize People
- Uphold Integrity and Respect
- Collaborates with Partners & Stakeholders
- Promote Innovation and Guide Change
- Achieve Results

Staff indicate wanting to have input into their manager's performance (92%) and would like the opportunity to comment on their supervisor's ability to role model Values and Ethics within their work (95%). The majority of staff are aware of the option to report unethical and illegal behavior of management to the Internal Office of Disclosure (60%), and the Public Service Integrity Commissioner (57%).
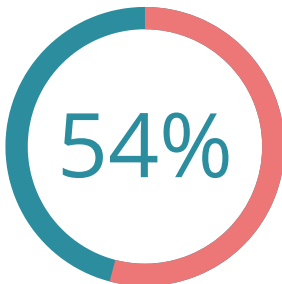
Most staff believe they have effective leadership (74%) and feel their manager or supervisor role models key Leadership Competencies (69%). This has increased from 2018 where only 54% felt they had effective leadership and half of the respondents (50%) felt their manager or supervisor was a role model for key leadership competencies.

Only 58% of staff feel their manager or supervisor leads with transparency and 37% believe senior management leads with transparency. Similarly, 64% feel their manager or supervisor leads with accountability and 36% feel senior management lead with accountability.
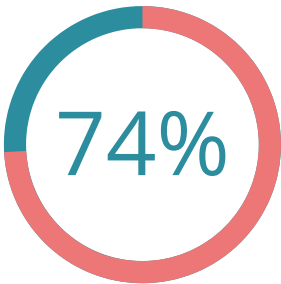
74%
2024
**EFFECTIVE LEADERSHIP**

54%
2018
EFFECTIVE LEADERSHIP

64% OF PARTICIPANTS FEEL THEIR MANAGER LEADS WITH ACCOUNTABILITY

36% OF PARTICIPANTS FEEL SENIOR MANAGEMENT LEADS WITH ACCOUNTABILITY

58% MANAGER

37% SENIOR MANAGER

LEADING WITH TRANSPARENCY

88

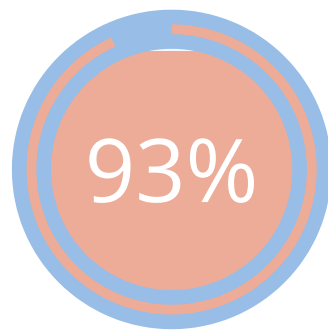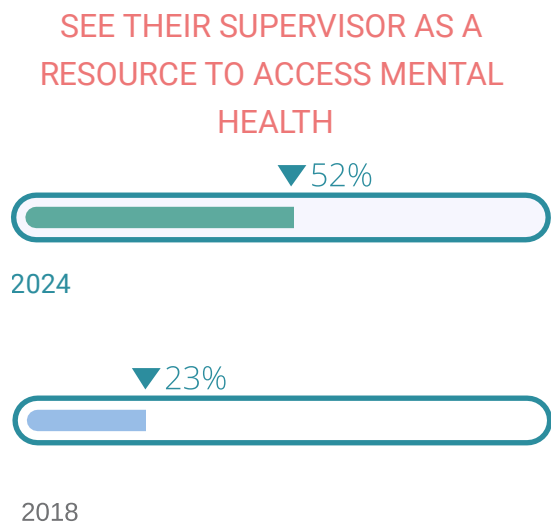|	2018		2024	
	Yes	No	Yes	No
	N (%)	N (%)	N (%)	N (%)
Were you aware that the Management Accountability Framework department results are available to all federal employees?	60 (21.28)	222 (78.72)	94 (38.50)	150 (61.50)
Do you feel that there should be a component where the employee has input into their manager's performance (whether it be positive, satisfactory or negative)?	257 (91.13)	25 (8.87)	225 (92.30)	19 (7.80)
Were you aware of the options to report unethical or illegal behaviour by your manager: To Internal Office of Disclosure?	107 (38.63)	170 (61.37)	146 (60.30)	96 (39.70)
Were you aware of the options to report unethical or illegal behaviour by your manager: To the Public Service Integrity Commissioner?	79 (29.81)	186 (70.19)	137 (57.10)	103 (42.90)
Do you feel there should be an avenue where employees can comment on their supervisors' ability to role model behaviours which exemplify Values and Ethics?	232 (84.06)	44 (15.94)	228 (94.60)	13 (5.40)
Do you feel your Manager or Supervisor role models the key Leadership Competencies?	127 (50.20)	126 (49.80)	170 (68.80)	77 (31.10)
Do you feel you have effective leadership?	146 (54.07)	124 (45.93)	185 (74.00)	65 (26.00)
Do you feel your manager or supervisor leads with transparency?	105 (39.47)	161 (60.53)	142 (57.70)	104 (42.30)
Do you feel your manager or supervisor leads with accountability?	115 (42.59)	155 (57.41)	158 (64.00)	89 (36.10)
Do you feel that senior management leads with transparency?	64 (24.33)	199 (75.67)	88 (36.70)	152 (63.30)
Do you feel that senior management leads with accountability?	72 (27.17)	193 (72.83)	85 (35.50)	155 (64.60)

5H Mental Health

It is well known that correctional officers, intervention staff and support staff within CSC are regularly exposed potentially psychologically traumatic events (PPTE's), increasing the risk for mental health disorders and psychological injuries. In 2024, 84% of respondents indicated they had been exposed to a traumatic event in the workplace.

84% of respondents indicated they have been exposed to a traumatic event in the workplace.
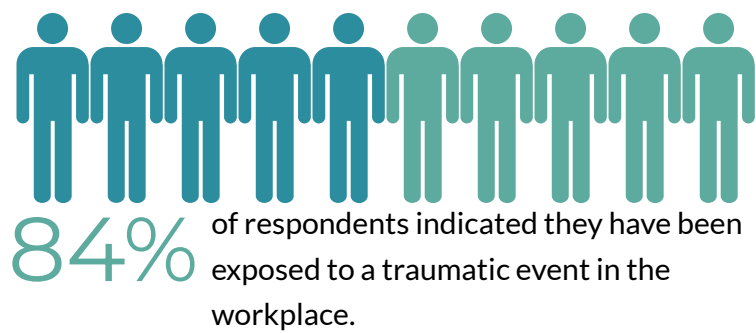
Most staff indicated knowing where to get help for their mental health (88%). Only 23% of staff in 2018 saw their supervisor as a resource to access mental health resources, this increased to 52% in 2024. More staff who have worked less than 10 years see their supervisor as a resource for mental health concerns, 55% compared to only 30% of staff who have worked more than 10 years. More staff indicated they reached out for help from their manager for mental health reasons 32% in 2024 compared to only 11% in 2018. More staff indicated they see their co-workers as a resource for psychological and mental health concerns (51%).

Most (84%)indicated they are aware of the resources available for mental health outside of the workplace within the community. Half of the respondents (53%) worry about using community resources due to the possibility of seeing a client/offender at the same location, however, most (54%) would still use the available community resources. A large majority (93%) of respondents would support the formation of offsite resources and support just for EI employees and would attend a support group if they needed it (84%).

SEE THEIR SUPERVISOR AS A RESOURCE TO ACCESS MENTAL HEALTH

▼52%

2024

▼23%

2018

93% Respondents support the formation of offsite resources

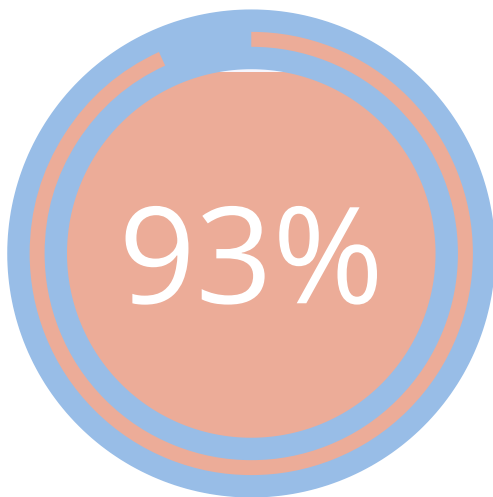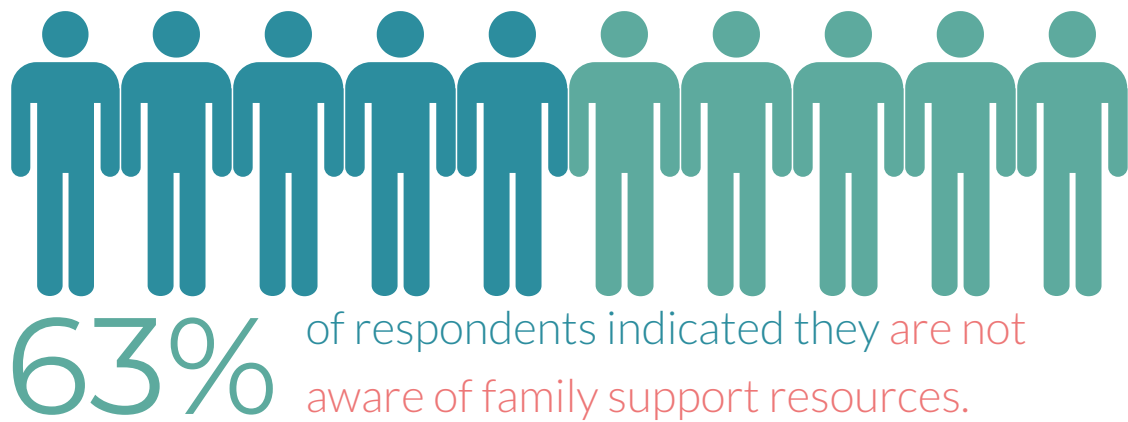|	2018		2024	
	Yes	No	Yes	No
	N (%)	N (%)	N (%)	N (%)
Do you know where to go to get help if you have Mental Health concerns?	249 (86.76)	38 (13.24)	216 (88.20)	29 (11.80)
Do you see your supervisor or manager as a resource if you have psychological or mental health concerns?	67 (23.84)	214 (76.16)	119 (48.10)	120 (51.80)
Have you ever asked for help from your manager or supervisor for psychological or mental health reasons?	30 (10.64)	252 (89.36)	78 (32.20)	164 (67.80)
Did your supervisor or manager respond appropriately when you asked for help?	19 (46.34)	22 (53.66)	96 (55.50)	77 (44.50)
Have you felt stigmatized by manager due to your Mental Health concerns?	29 (14.65)	169 (85.35)	76 (36.00)	135 (64.00)
Do you see your co-worker(s) as a resource if you have psychological mental health concerns?	168 (60.22)	111 (39.78)	165 (68.50)	76 (31.50)
Have you ever asked for help from your co-worker(s) for psychological or mental health reasons?	70 (25.18)	208 (74.82)	119 (50.60)	116 (49.30)
Do you feel the potential hazards of the workplace environment to your psychological health and wellbeing are properly assessed?	98 (35.38)	179 (64.62)	106 (38.20)	128 (54.70)
Do you feel your psychological health and safety is protected from the environmental hazards and risks as much as possible?	99 (36.13)	175 (63.87)	90 (37.80)	148 (62.20)
Are you aware that there are a number of resources available for Mental Health in the local community outside of the workplace?	247 (86.97)	37 (13.03)	204 (84.20)	38 (15.70)
Would you feel comfortable using these resources?	222 (80.43)	54 (19.57)	207 (85.60)	35 (14.50)

	2018		**2024**	
Do you have doubts about using the community resources due to the possibility of seeing client(s)/offender(s) at these same facilities or locations?	91 (32.50)	189 (67.50)	127 (53.30)	111 (46.60)
Does this doubt stop you from accessing these resources in the community?	66 (27.97)	170 (72.03)	103 (46.20)	120 (53.80)
Would you support the formation of offsite resources or supports just for the Edmonton Institution/CSC employees?	234 (85.40)	40 (14.60)	223 (93.30)	16 (6.70)
Would you attend the support groups if they applied to you?	198 (73.06)	73 (26.94)	201 (84.00)	38 (15.90)
Do you feel these support groups would stigmatize those attending them?	128 (49.61)	130 (50.39)	164 (69.20)	73 (30.80)

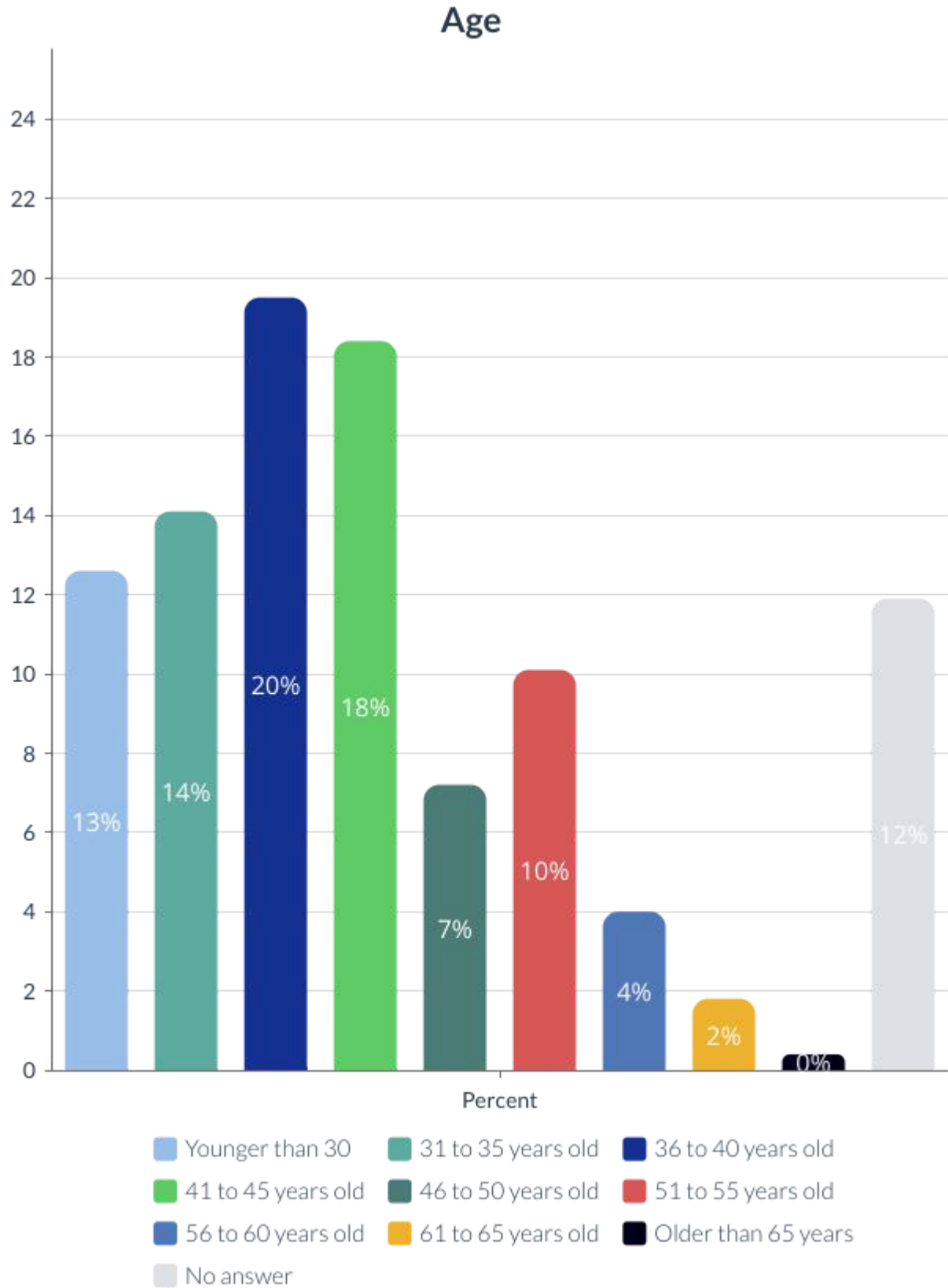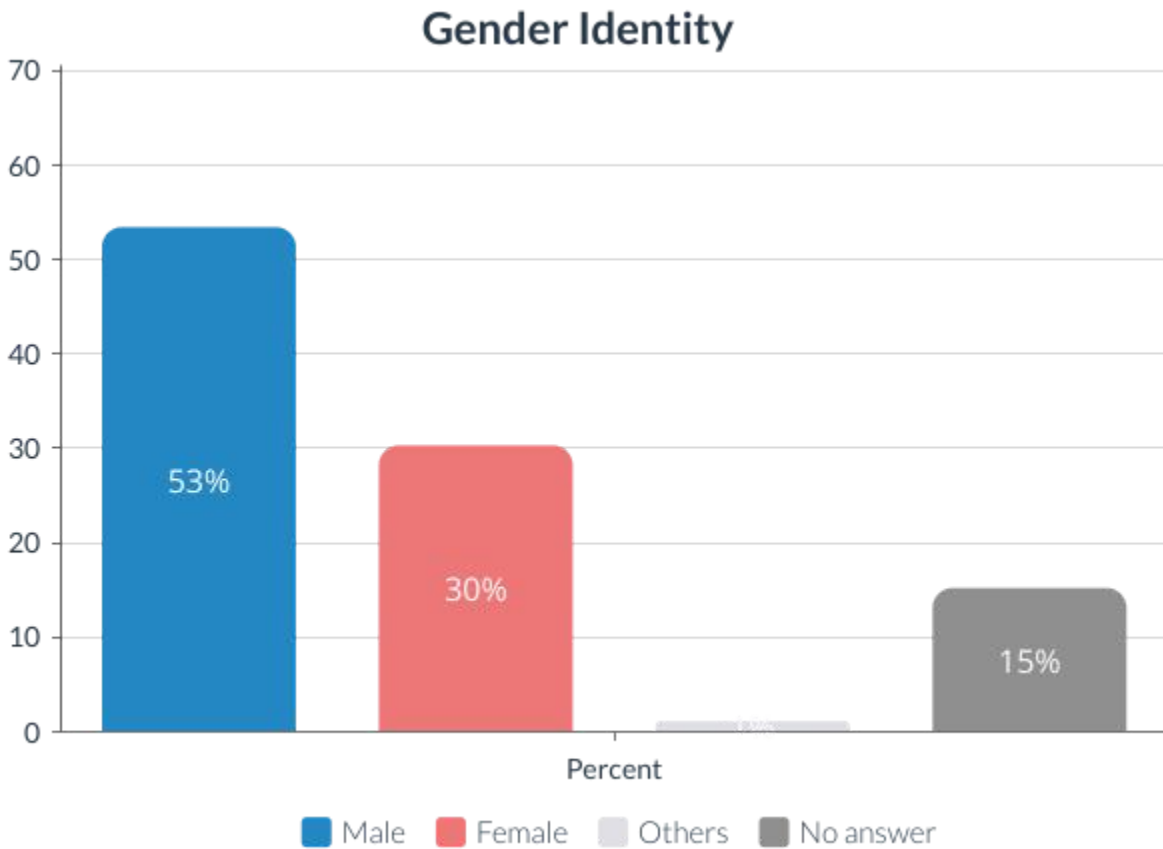|	240 (85.41)	41 (14.59)	204 (84.00)	39 (16.00)
Have you ever been exposed to a traumatic event in the workplace environment?				
If yes, please identify the factors of the traumatic events: (Please select all that apply)	**2018**		**2024**	
	N (%)		N (%)	
Sudden	208 (85.60)		177 (83.90)	
Unexpected	203 (83.54)		168 (79.60)	
Frightening	144 (59.26)		116 (55.00)	
Shocking	160 (65.84)		143 (67.80)	
Threat of serious injury to self	142 (58.44)		126 (59.70)	
Threat of death of self	100 (41.15)		86 (40.80)	
Threat of serious injury to another person(s) including staff, offenders, visitors	189 (77.78)		157 (74.40)	
Being seriously injured	95 (39.09)		73 (34.60)	
Witnessing serious injury to another person; including staff, offenders, visitors	199 (81.89)		164 (77.70)	
Witnessing death of another person; including staff, offenders, visitors	98 (40.33)		77 (36.50)	
Witnessing a hostage taking	73 (30.04)		42 (19.90)	
Being taken hostage	16 (6.58)		7 (3.30)	
Providing first response to victims of severe physical trauma	145 (59.67)		125 (59.20)	
Providing first response to a fatality	60 (24.69)		52 (24.60)	
Other	24 (9.88)		27 (12.80)	

Staff indicated an increased awareness of family resources from 2018 (13%), where 37% in 2024 know about family retreats for employees with PTSD or OSI. Still the majority of staff (63%) are not aware of these resources. 93% of respondents would like to see customized family support services for EI employees and their families and most (94%) would attend family programs offsite for support.
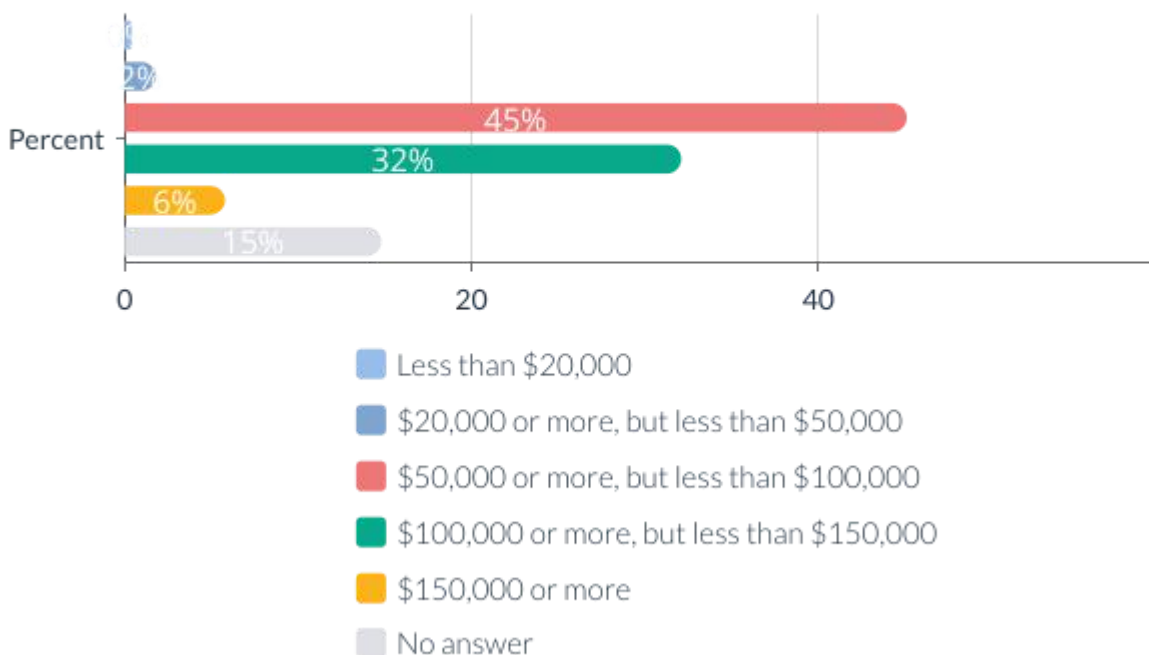
63% of respondents indicated they are not aware of family support resources.

93%

Respondents would like to see **customized family support services for EI** employees and their families

Age

■ Younger than 30	■ 31 to 35 years old	■ 36 to 40 years old
■ 41 to 45 years old	■ 46 to 50 years old	■ 51 to 55 years old
■ 56 to 60 years old	■ 61 to 65 years old	■ Older than 65 years
■ No answer		

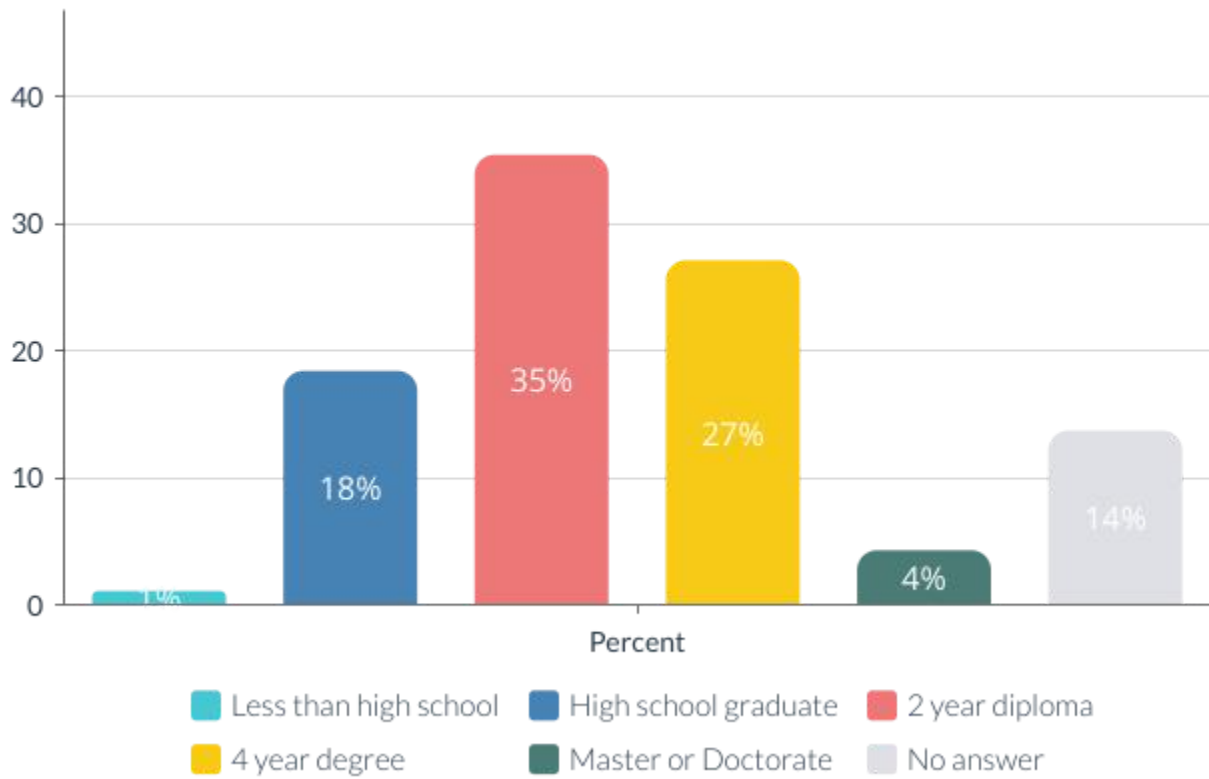## Gender Identity

Percent

■ Male ■ Female ■ Others ■ No answer

What is your best estimate of your total personal income from all sources, before taxes and deductions in the past 12 months?
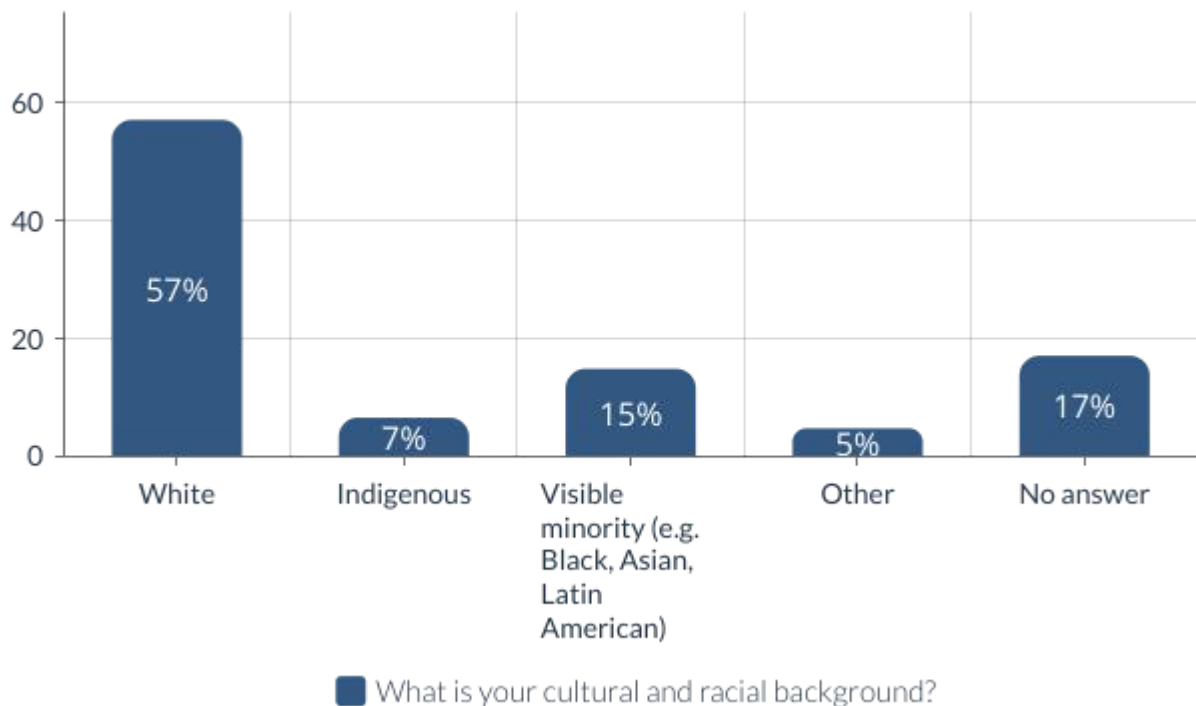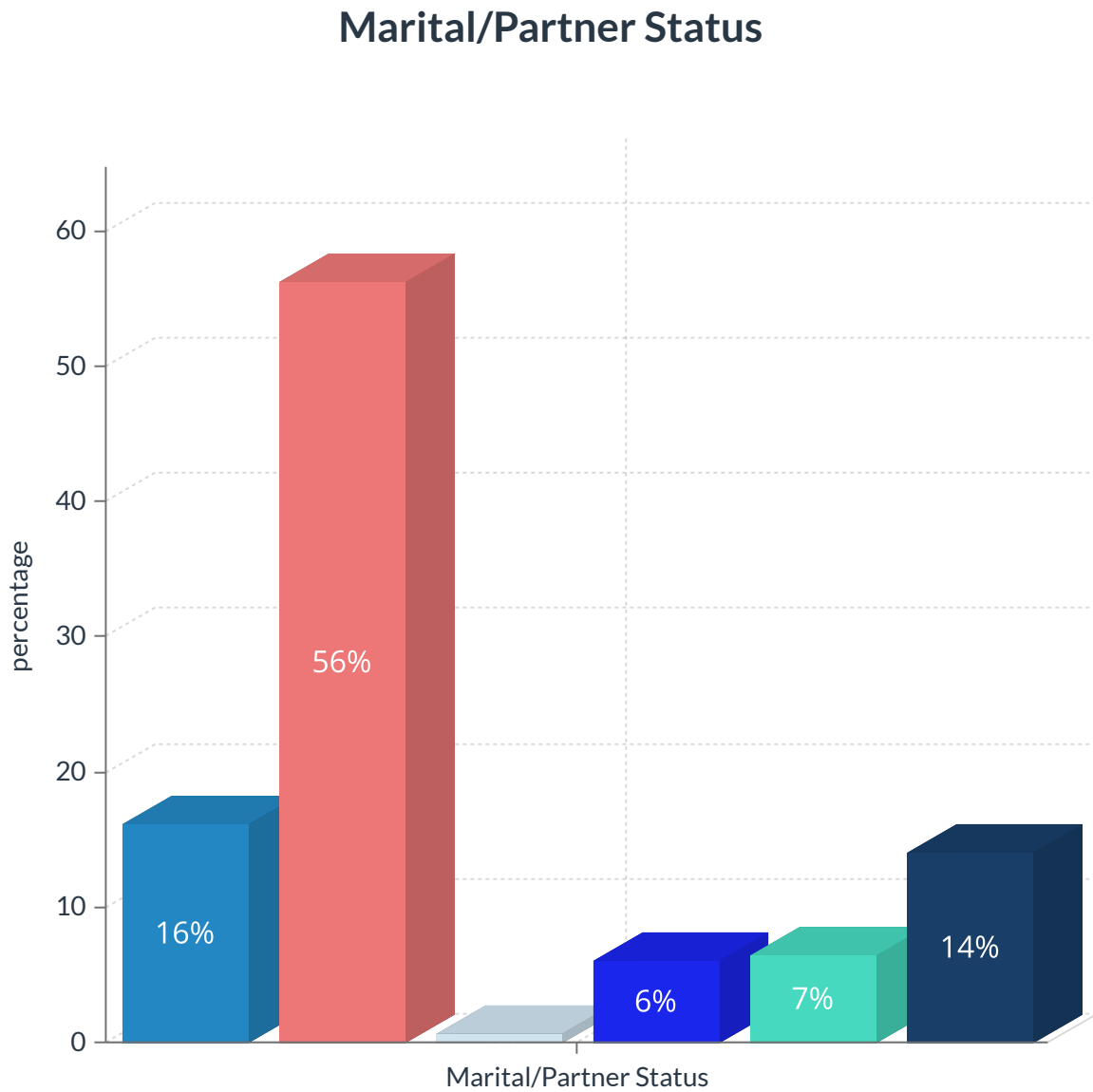

■ Less than $20,000

■ $20,000 or more, but less than $50,000

■ $50,000 or more, but less than $100,000

■ $100,000 or more, but less than $150,000

■ $150,000 or more

■ No answer

What is your highest educational attainment?

Percent

- Less than high school
- High school graduate
- 2 year diploma
- 4 year degree
- Master or Doctorate
- No answer

Bar values: 1%, 18%, 35%, 27%, 4%, 14%

Ethnicity

White	Indigenous	Visible minority (e.g. Black, Asian, Latin American)	Other	No answer
57%	7%	15%	5%	17%

What is your cultural and racial background?

Marital/Partner Status

Legend:
- Single, never married or never lived with a partner
- Married/living with a partner in a common-law relationship
- Widowed
- Divorced
- Separated
- No answer

The Story Behind the Numbers

Within the assessment, each topic had an open comment box asking participants "Do you have any additional comments to add under this topic?". A large amount of written content was collected during this 2024 survey. This increase in qualitative data from the previous survey is likely because it was done using laptops and therefore participants could type in responses faster and easier, compared to writing by hand comments. The content analysis of this data, along with the one-on-one interview data produced four themes and sub-themes attached to each. .

Qualitative Themes
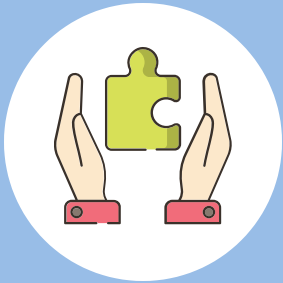
Strengthen Leadership

Ineffective Workplace Policies and Practices Lead to a
Toxic Workplace Culture

Lack of Inclusion is Leading to Discriminatory Treatment
of Staff

This Job is Severely Hurting my Mental Health

There was a clear call for those in leadership roles to step up and demonstrate courage. The responses indi
desire for leaders who are trusted to do the right thing, respect everyone's point of view, and take immediate
to rectify issues. Current leaders within the EI must take ownership of past issues and even the failures of their
predecessors. This is not just a call for courage, but a call for empowerment and responsibility.

Consistent throughout the survey, participants provided insights that showed a strong belief that leadership
(managers, supervisors, senior managers) contribute to the toxic workplace culture through how they treat staff, and
this behaviour goes without any consequences. Staff witnessing this dynamic feel hopeless about the change
occurring within the EI because leadership is seen as the primary issue.

Leaders Have an Important Opportunity to Be Role Models in Respectful Interactions

An overarching theme described within the qualitative data was a need for leadership to be role models in relationship
building with teams, knowledge on addressing workplace conflict, and confidence to face feedback and seek input on
work roles. The insights shared by the staff on what they are looking for in their leaders underscore the value of their
input and its impact on the team's success.

> "
> No accountability when people are horrible to one
> another. Upper management would rather just let it
> continue and hope it sorts itself out than doing what
> you're responsible for in those positions and managing
> conflict appropriately to create a safe and toxic-free
> workplace
> "
>
> *EI Staff, Participant*

Some points staff made in what they look for in their leaders

Collaborative discussions with managers and staff. For example, when informing staff on new policies or decisions
that have been made, there is an open opportunity to ask questions and get feedback.
Lead with a humanistic style, ensuring there is also positive recognition of work well done. Several staff indicated
limited positive feedback from leaders, especially during tense incidents on shift. The main priority from leaders
was to ensure the incident report paperwork was completed.

"The people that have the best interest of the staff at the site are pushed to the side because
they ask questions and voice their concerns. Senior managers do not want to be asked
questions; they want a room full of "yes" men who can be controlled and not stir the pot."

"Often, we are listened to but it feels like it falls on deaf ears. The service, senior
management and keepers have an agenda that they push militantly and will appear to
consult with little input being valued."

"We are often unaware of changes that are coming from upper management. We were
told we are implementing a patient family model in March. Then it got put on hold, then
we received an email that the model was starting immediately. We were not prepared at
all and felt unclear of the expectations.

Training and Support for Leaders/Managers Acting in Unofficial Positions

A regular part of a leadership role within CSC is to engage in regular professional development, which focuses on leadership skills and working as a trauma-exposed professional. An important theme pulled out from participant feedback is a need for training managers promoted to "acting manager". A lack of formal and informal training and handover support during their role transition leaves new incoming managers vulnerable. There is a lack of support for those transitioning into the role. Several responses indicated managers felt set up to fail because they would be left with minimal or no information required to do the job. It was discussed that CSC often will not offer official training until the position becomes permanent. Several staff indicated doing a role as "acting manager" for several months, or sometimes over a year or two years without any "proper" management training.

Another important area to target training is related to re-designing the traditional culture of how briefings are run within the EI. Several participants described briefings as a pivotal opportunity to set the tone and instill positive working relationships within the team. Instead daily or weekly briefings are often contributing to the overall culture of fear. In addition, staff described briefings as frustrating in how they are told decisions made by senior management or informed on policies and practices. Staff expressed the desire to ask questions or seek clarification during briefings but were often shut down.

On the other hand, some staff had examples of managers who are leading briefings in a manner that is respectful and reflective of what "should" happen. This could open opportunities for these managers to be role models for sharing best practices. Specific examples of what staff are looking for within briefings include: setting a tone of genuine open communication, and positivity, where supervisors openly share information and are equally open to discussion and feedback from staff. Communication training for leadership that focuses on how to conduct daily or regular briefings would open opportunities to create positive change in staff morale and offer a team approach to work.

"
The people that have the best interest of the staff at the site are pushed to the side because they ask questions and voice their concerns. Senior managers do not want to be asked questions they want a room full of "yes" men who can be controlled and not stir the pot
"

EI Staff, Participant

"
Often we are listened to but it feels like it falls on deaf ears. The service, senior management and keepers have an agenda that they push militantly and will appear to consult with little input being valued.

EI Staff, Participant

103

Non-Biased Promotions

Clear, non-biased processes are needed when promoting leadership. Staff have a lack of trust in the promotion process which is leading to distrust in their supervisors or managers. Several examples highlighted how several managers were promoted because they had been creating issues and conflict within their unit, and therefore they were promoted to a manager.

Suggestions from the one-on-one interviews included posting for the position and arranging a panel of people to interview and hire to ensure a fair process is followed in promotions—a lack of trust in the process to promote managers is leading to toxic workplace relationships. Perceptions of fairness have been found in previous research by Taxman and Gordon (2009), to be an important part of positive and negative attitudes towards the organization. It was found that staff were more likely to work together toward organizational goals if there was a perception of fairness within the hiring practices of managers. .

> " Was an 'all call' for postings up - everyone knew who was getting the job before the competition was even started ...very qualified people were turned down so the 'boys club' could get the people they wanted on it - even though a couple of the officers were not as qualified, and all staff knew it "

EI Staff, Participant

> Some divisions hire their friends because they are "Deserving" of a promotion or higher pay. It is biased hiring and not transparent. Then, when raising objections to this practice, senior management supports the manager who made the decisions. It's wrong, and these actions are viewed by all; affecting the organisational community.
>
> The problem is that managers have very little recourse for corrective behaviour and everyone knows it so people either don't bring forward problems or managers have no way to deal with it. The system is broken and too much power is given to bad employees and managers. There is a saying in CSC problems get promoted. And this is so true. I've seen it time and time again rather than dealing with someone and getting rid of them when they get promoted or a special project. Staff are awful to managers because they know there is no recourse.

Nowhere to Turn

> " Dealing with harassment at this institution is not a trusted process. Based on my past two experiences having submitted harassment complaints, not dealt with within an appropriate time frame, misplaced on desks at RHQ and of course not upheld against a senior manager, I would never do it again. The anguish and stress it caused. Tip line was not at all confidential.

EI Staff, Participant

Organizational culture refers to the norms, values, beliefs, and behaviours that shape the character of an organization. The efforts made to promote a healthier culture for CSC staff, especially at the Edmonton Institution, are not seen as effective in addressing issues like harassment, violence, and workplace conflict. There is a general lack of trust in these efforts, which is deeply ingrained in the culture within the Edmonton Institution. While many employees have positive working relationships with their colleagues, they often feel unsupported and disrespected by upper management. This highlights the significant need to address elements of the culture within the organization.

Some staff members have reported that supervisors or management often take a reactive approach to handling various issues, particularly low-level conflicts. These issues, although not categorized as harassment, are left unattended and may escalate into more significant problems, contributing to a toxic work environment. Managers have different approaches to dealing with conflicts, which can leave issues unresolved and create an unhealthy work atmosphere. Many employees have expressed that the Edmonton Institution is one of the worst places they have worked due to how people treat each other. The lack of responsibility taken by leaders in fostering healthy conflict resolution is a common concern. Many staff members have compared the Edmonton Institution unfavourably to other provincial and federal institutions, describing it as "severely toxic".

The Correctional Service of Canada has implemented various measures to address workplace harassment, bullying, and violence within the broader system since the last report in 2018-2019. The "CSC Workplace Climate and Wellbeing Annual Report" outlines achievements in improving working conditions, such as the implementation of the CSC tip line for reporting harassment, intimidation, and violence, a Respectful Workplace Campaign, and the development of a National Comprehensive Strategy on Workplace Wellness and Employee Well-Being. However, staff members often lack trust in utilizing these resources to address their concerns, particularly if they believe that management and senior leadership may not handle their issues effectively. It has been noted that if using the tip line leads to further harassment of the reporting staff by senior managers, the resource becomes ineffective and adds to the toxicity of the workplace. Several staff members have described the policies and practices around harassment in the Edmonton Institution as deceptive or misleading.

Accountability Needed to Rebuild Trusted Workplace Relationships

Several participants in the interviews and survey responses indicated a need for more trust in senior leadership because they observe senior managers target staff who speak up. Staff feel like they will get negative shifts or put in postings as a punishment for speaking out about workplace harassment. Staff feel uncomfortable resolving conflict at the lowest level because it often escalates to them being bullied or harassed. This often leads staff to have to file a formal harassment complaint.

> The constant culture of fear from the senior managers is unprofessional and disturbing.
>
> "We are very afraid to go to management about our concerns, We are afraid of our license being threatened. We have gone to our union rep for help but fear retaliation.

Previous reports published by CSC recommend resolving conflict at the lowest levels using informal conflict management strategies as soon as possible before it escalates. Some feel managers are not equipped with the tools to direct their staff toward trying to de-escalate the conflict.

> You cannot approach management regarding conflict, this actually makes the conflict worse. I do not feel safe in my workplace with my licence and fear that management is going to go after my licence
>
> The manager became part of the problem, as a common strategy is to run straight to the top with a problem and appeal to their personal bias and desire to resolve the problem, rather than empower those to consider other approaches and respect boundaries or demonstrate more effective communication skills
>
> In general, I do not feel like I can report any conflicts to management as I don't feel like I have seen management handle things the best. I think a lot of security staff feel like they are not able to talk to management due to the judgment or lack of support they would receive if they were to bring up specific issues

Lack of Effective Formal Conflict Management Practices

The staff expressed a need for more straightforward guidelines on handling conflicts using low-level conflict resolution strategies. Several individuals spoke of not knowing who or where they could go to file a harassment complaint. Additionally, during one-on-one interviews, participants could not specify the process for officially reporting workplace harassment. Both staff and managers provided varying explanations on the steps to be taken to make a formal complaint. There needs to be clarity among the staff regarding what constitutes conflict that needs to be addressed and what can be considered non-reportable. This confusion may stem from a culture where regular conflict is common, leaving managers with limited time to address only the most urgent matters, leading them to decide which conflicts are left unaddressed or considered "not conflict." Furthermore, targeted training in conflict management and support for staff and managers in employing effective conflict resolution strategies that are meaningful to the team is necessary.

> No accountability when people are horrible to one another. Upper management would rather just let it continue and hope it sorts itself out than doing what you're responsible for in those positions and managing conflict appropriately to create a safe and toxic free workplace
>
> No management training on how to manage staff that are not good and need coaching, critical feedback etc. are not trained on how to complete performance reviews so everyone just gives the same rating of succeeding. Then after years of the staff not having any documented feedback good managers are stuck with not being able to do anything

Many comments focus on the need for more desperately needed leadership qualities within Managers and Senior Managers, emphasizing the need for improvement in this area. The process of filing a harassment complaint can be harmful to the individual for three main reasons. The first is that the person filing a complaint would become a target for bullying once others found out they had filed a complaint, with staff witnessing this and not wanting to follow through with their complaints. A trickle-down of ineffectiveness toward dealing with harassment has become a significant part of the negative culture within the EI. This urgent need for change is underscored by the negative impact of the current process of filing a harassment complaint, highlighting the urgency for a more effective process.

Secondly, some staff expressed never wanting to go through the process again, and it is traumatic, leading to extended stress leave. The process has been highly negative where the Office of Conflict Management (OCF) gets involved because the information related to the harassment gets shared with the individual who the allegations are towards and the Warden. This is done as a first step in the process, with no consequences for individuals breaching confidentiality. Victims describe being instant targets by others at work and senior management once they have been identified as filing a complaint. More precise messages from leadership and staff are needed in the actual disciplinary process. The lack of clarity and confidentiality is noted as the main contributors to the process being traumatic.

Thirdly, the recommendations of harassment investigations go internally to the Warden, with the decision to carry out consequences of harassing behaviour left with the executive leadership. This is a concern, as staff feel that the executive often covers up management issues. Staff who had gone through this process as the complainant felt that the proper action was not taken after the process had concluded, indicating a significant lack of trust in the leadership's ability to handle harassment issues. Rebuilding this trust is crucial for a healthier workplace environment.

> After even low-level conflict dealing with numerous managers at the lowest level managers when proven wrong often seem "embarrassed" then seek out retribution on certain employees. Had to file and assist other staff at filing harassment complaints which are always a waste of time in CSC. Management never gets in trouble, but they have the power to make our lives personal and professional living hell. CSC's harassment complaints from lower-level staff is an absolute joke if that harassment complaint is against one of their managers. There is no secrecy or privacy in that office.

> The ongoing negativity with our direct manager has added a lot of stress to our days. We dread coming to work now and we only enjoy coming to work when this manager is not here....We are scared, but don't feel like we can get help because we are afraid of retaliation."

> Good managers that are liked by their staff are not supported by Senior Management.

Diversity is a fact.

Equity is a choice.

Inclusion is an action.

Belonging is an outcome.

Arthur Chan

New staff working at the EI who need accommodation are not accepted and are at high risk for harassment, bullying, and discriminatory treatment. Visible minorities who also require a workplace accommodation describe feeling as if they are walking into the position from the beginning, with a target for discriminatory treatment from co-workers. A recurring issue of discrimination described by participants in the survey is beard accommodation.

"Accommodation wise, we have a lot of employees with accommodation (beard) and they are not provided with the proper equipment to fully operate all post within the institution. It causes friction in-between staff due to the lack of proper equipment."

On the other hand, several staff indicated the solution to decreasing this harassment at work is to have the proper equipment to accommodate beards. Some participants wondered why the EI would hire someone requiring this type of accommodation and not provide the appropriate equipment, leading to these individuals being unable to work postings within the rotation–ultimately creating a hostile working relationship between colleagues–an us versus them mentality.

"Countless staff are pulled from their post because of other new staff that are hired who need accommodation. Most of the time it is the accommodation to have beards. This site should provide the necessary equipment to do the same job I and many others have."

Diversity within the EI is often labelled by some workers as "unqualified"--leading to discrimination in the workplace. Several staff indicated concern about the CSC bringing in diverse individuals who are not seen as qualified to do the job. This culture within the EI is leading to discrimination and racist treatment of staff. Unfortunately, managers are aware of this and have not taken appropriate steps to mitigate this discriminatory behaviour toward staff. There are primary concerns of harassment and discrimination linked to beard accommodations.

"We continue to hire individuals who come into the service with accommodations - aren't suitable for the job and intentionally create further divide amongst staff"

"When I started in this institution, my first six months I was thinking to quit this job because of the comments given by my fellow co-workers on my faith and religion. I have been told that I will be not acceptance for me. I told a lot of my sick leave because I want to go away from this negative environment. One of my co-workers quit due to this kind of treatment, he was related to minority group as well."

There is a lack of trust in accessing any CSC or onsite mental health support. There is an understanding that the work environment includes high levels of trauma, but a lack of awareness of how these potentially traumatic events can impact people's ability to process conflict and interact with co-workers.

CSC should support leadership in attaining education on how to work with trauma-exposed professionals. Several stories included an overarching feeling that staff are not supported by management when reacting to work events related to high levels of stress and trauma. Generally, staff indicated not feeling like they are being understood as employees exposed to trauma. For example, debriefs held after an incident have been described as "traumatizing" because the individual leading the debrief downplayed the person's experience by trying to "one up' the person. As an example, statements to the individual needing the debrief would include: "oh what you witnessed wasn't that bad." Several staff described a lack of acknowledgement from supervisors that potentially traumatic events can be impactful to staff well-being. Staff stated that often traumatic events are not discussed at all, outside of staff completing paperwork to support their role in the event. One participant stated, "we leave a critical incident feeling like we've always done something wrong. No one will recognize what we've just gone through."

How staff treat each other and the connection to workplace psychological health and safety is directly tied to the exposure of potentially traumatic events and the organizational policies on supporting staff towards wellness at work. On the other hand, staff describing conflict in the workplace between co-workers would state the underlying issue in people is that they are dealing with trauma and become triggered quickly. In other words, the majority of workplace conflict stems from unacknowledged occupational stress injuries.
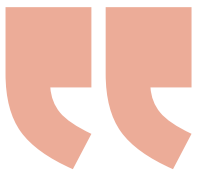
"We front line staff need help. Guards are talking about taking their lives almost daily. Senior Managers do not support their staff who are suffering.

"Not enough is being done for mental health. We work in a high stress environment. We should be allowed more sick days, family leave, etc"

"CISM has been a great program, but outside of that there is not much else done. WCB is difficult to get processed, IF it even gets done properly at the site level to proceed further."

"There isn't enough emphasis on mental wellness and positive things. Responding to severe physical assaults, overdoses and suicide attempts is traumatizing. There need to be more support for front line workers at EI."

"Basically, I work at one of the most violent/scary prisons in the country - I've witnessed incidents of horrific violence and trauma involving offenders, but these are NOT the incidents that have contributed to my overall poor mental wellbeing. It is almost completely how myself and my team have been treated by management, the overall culture of fear, and the overall "us vs. them" mentality of officers that have caused the most distress to me."

Road to a Resilient Workplace

Summary Remarks

Road to a Resilient Workplace

Summary Notes from the Authors

The Edmonton Institution Workplace Assessment was made possible due to the commitment of EI staff throughout this process. It can be incredibly difficult to be both vulnerable and professional, and EI staff provided just that during the 2024 assessment. Thank you to all who participated in this process and for being open to sharing your thoughts and feelings.

As professional social workers, we look at everything through the lens of community and connection. This report will provide you with statistics in measuring how many staff feel a certain way or act in a particular manner. The qualitative data helps provide a story behind the numbers. Looking at both to direct future steps is important.

The fact is, your work is completed in one of the most violent occupational environments. This is a risk both physically and mentally not faced by the rest of the Canadian population. With that, the unique correctional environment places unique challenges to creating a healthy and safe workplace. What is clear after our work five years after the 2019 report, is that ensuring the mental health of correctional staff is looked after is of a primary concern. It should no longer be considered an add-on, but an operational requirement. How this is accomplished moving forward is in the hands of the EI Workplace community and CSC leadership.

How we work together is directly linked to our mental health and wellness. The next section outlines themes to consider in helping establish a resilient workforce within the Edmonton Institution community.

Thank you for this opportunity,

Dr Helena Hawryluk and Jerris Popik

For several decades, organizational justice theory has played a crucial role in understanding staff performance and behaviour in various settings, including correctional organizations. Within this context, the concepts of justice, fairness, and equity are particularly significant, as they directly impact staff morale, job satisfaction, and overall institutional effectiveness.

Distributive justice focuses on the perceived fairness of outcomes that staff receive based on their contributions. This includes aspects like promotions, recognition, and evaluations, which can heavily influence correctional staff's motivation and commitment to their roles. When staff members believe that outcomes are distributed fairly relative to their input and effort, they are more likely to experience job satisfaction, which can lead to improved performance and reduced turnover rates.

In correctional settings, maintaining a high level of perceived fairness is essential. It helps to foster a positive workplace culture, which is particularly vital given the stressful nature of correctional work. Ensuring that staff feel valued and fairly treated can enhance teamwork, improve communication, and ultimately contribute to the safety and effectiveness of the institution (Lambert, 2003).

Correctional officers who perceive organizational integrity and legitimacy can make fair decisions regarding inmates, enhance the safety of prison environments, and indirectly aid and determine the success of institutions. For example, when there is a strong sense of procedural and distributive justice, correctional officers can engage in positive and transparent interactions.

Enhancing organizational justice within correctional organizations is vital for improving staff morale, performance, and overall institutional effectiveness. Here are several specific strategies that can be implemented:

Transparent Communication

Regular Updates: Keep staff informed about policies, decisions, and changes within the organization. Transparency can help reduce feelings of uncertainty and mistrust.

Open Door Policies: Encourage an environment where staff feel comfortable voicing concerns and asking questions about policies and practices.

Re-designing the traditional culture of how briefings are run within the EI. Several participants described briefings as a pivotal opportunity to set the tone and instill positive working relationships within the team.

Specific examples of what staff are looking for within briefings include:
- setting a tone of genuine open communication, and positivity, where supervisors openly share information and are equally open to discussion and feedback from staff.
- Communication training for leadership that focuses on how to conduct daily or regular briefings would open opportunities to create positive change in staff morale and offer a team approach to work.

Promote Involvement in Decision-Making

◦ Staff Committees: Establish committees that include staff representatives to provide input on policies and practices that affect their work environment.

◦ Surveys and Feedback Forms: Regularly survey staff to gather their perceptions and suggestions regarding fairness and equity within the organization.

Training and Development

◦ **Leadership Training:** Provide training to managers and supervisors on the importance of organizational justice and how to implement these principles in their teams.

◦ Leadership Roles within CSC work to engage in regular professional development, which focuses on two priorities:
   1) leadership skills and
   2) working as a trauma-exposed professional.

◦ **Create Specific Manager training** for staff promoted to "acting" manager roles. These roles can last for several months without proper training.

Clear Grievance Procedures

Any Door is the Right Door: A stronger call for action and expectation has been set within these public safety communities where it is no longer acceptable to have processes that lead to further victimization and toxic workplaces. Many staff voiced concerns over not being able to define harassment and therefore did not know how to take appropriate steps to resolve.

This report does highlight the critical areas of concern around staff experiencing harassment in the EI workplace, further victimization and potentially traumatizing situations when reporting harassment and major concerns around long-term treatment of staff even after a harassment claim has been completed.

Procedural justice is a process-oriented concern regarding "the fairness of the means used to achieve those ends". Employees need to believe that procedures are uniform and that opportunities provided in the process to achieve desirable outcomes are unbiased, impartial, and equitable relative to their efforts and accomplishments within the workplace (Lambert, 2003).

Employees who perceived a lower level of organizational justice were more likely to be associated with counterproductive work behaviours and were less likely to have positive job and task performance. By implementing these strategies, correctional organizations can enhance feelings of justice, fairness, and equity among staff, which can lead to improved morale, performance, and institutional effectiveness.

Clear Promotion Criteria

Established Criteria: Develop specific, transparent criteria for promotions that focus on measurable performance indicators, such as skills, experience, and contributions to the organization.

Communicate Standards: Clearly communicate these criteria to all staff to ensure everyone understands what is required for advancement.

Objective Assessment Processes

Multi-source Feedback: Implement 360-degree feedback mechanisms that gather input from various sources (e.g., supervisors, peers, and subordinates) to provide a comprehensive view of an employee's performance.

Clear Promotion Criteria

Promotion Panels: Establish panels comprised of diverse stakeholders to evaluate promotion candidates. This helps mitigate individual biases and promotes a more collective decision-making process.
Structured Interviews: Use structured interviews for promotion candidates with the same standardized questions to ensure consistency and fairness in assessment.

Training on Unconscious Bias

Bias Awareness Training: Provide training for all staff, especially those involved in the promotion process, to recognize and address unconscious biases that may affect decision-making.
Ongoing Education: Encourage continuous education and discussion around inclusivity, equity, and the importance of a diverse workforce.
Set Diversity Goals: Establish clear diversity goals within the promotion process and hold management accountable for achieving them.
Promote Inclusive Practices: Foster an organizational culture that values diverse perspectives and experiences, highlighting how they contribute to effectiveness in correctional settings.

Lambert, Eric. (2003) The impact of organizational justice on correctional staff, Journal of Criminal Justice (Vol 31, Issue 2).

Appendix

SENIOR MGMT – WARDEN (4)

    Warden 1
    Support Staff 3

ASSISTANT WARDEN MATERIAL SERVICES (34)

    AWMS 1
    Support Staff 3
FINANCIAL SERVICES 6
FOOD SERVICES 14
INST. SERVICES 7
MATERIAL MGMT. SERVICES 3

ASSISTANT WARDEN INTERVENTIONS (46)
    AWI – 1
    Interventions Staff - 16
    Support Staff – 4
    Program staff - 25

SENIOR MGMT. DEPUTY WARDEN (6)
    Deputy Warden – 1
    Support Staff – 2
    Security Intelligence Officer - 3

ASSISTANT WARDEN OPERATIONS (287)
    AWO – 2
    Correctional Officer 1 - 197
    Correctional Officer 2 – 72
    Correctional Manager – 16

HEALTH SERVICES
    *Staffing numbers to be added

Total of 377 staff on site
66 Staff on leave during the 2024 survey

*This does not reflect ALL departments - additional staffing to be added