

From: [Lennox, Brenda LCRB:EX](#)
To: [Holder, Catherine AG:EX](#)
Cc: [Davies, Leanne LCRB:EX](#); [Nicoll, Georgina AG:EX](#); [Brown, Richard J AG:EX](#)
Subject: RE: WES follow up survey
Date: Monday, September 14, 2020 7:51:01 AM
Attachments: [image002.png](#)
[image004.png](#)
[image006.png](#)

Thank you Catherine and Richard, look forward to your thoughts. Please let me know if you would like to meet to discuss.

Thanks

Brenda

From: Holder, Catherine AG:EX
Sent: Monday, September 14, 2020 7:36 AM
To: Lennox, Brenda LCRB:EX
Cc: Davies, Leanne LCRB:EX ; Nicoll, Georgina AG:EX ; Brown, Richard J AG:EX
Subject: RE: WES follow up survey

Good morning Brenda,

Thank you for your email. I completely agree with you, time just seems to move so fast these days. I can't believe it is just about fall already.

I've reviewed your request and by cc of this email, I am inviting Richard Brown, Director Business Research and Diagnostics to the conversation regarding tweaking the questions on the survey. I do agree with you however that ^{s.13}

^{s.13} and I am confident that Richard will have some alternative suggestions for you.

Kind regards,

Catherine Holder, CPHR

Director, Strategic Human Resources

Corporate Management Services Branch, Justice and Public Safety Sector

Victoria, British Columbia

Phone: 778-698-3539 | Catherine.holder@gov.bc.ca



Grateful to live, work, and play within the traditional territories of the Lekwungen people – known today as the Esquimalt and Songhees Nations.

From: Lennox, Brenda LCRB:EX <Brenda.Lennox@gov.bc.ca>
Sent: Sunday, September 13, 2020 11:24 AM
To: Holder, Catherine AG:EX <Catherine.Holder@gov.bc.ca>
Cc: Davies, Leanne LCRB:EX <Leanne.Davies@gov.bc.ca>; Nicoll, Georgina AG:EX <Georgina.Nicoll@gov.bc.ca>
Subject: RE: WES follow up survey

Hi Catherine

Can't believe a month has passed since this arrived. Thanks for your patience! I realize ^{s.22}

^{s.22} so am directing my response to you.

s.13; s.22

. In the

attached survey overview, s.13

s.13

s.13

. I like the high level questions but s.13

s.13

s.13 What do you think?

Also, when I said I would ask staff to comment on high level themes, it was more around 'we are doing a survey to find out more about teamwork – is there other drivers we should include?'. Thought it valuable for staff to have input into the drivers being included in the survey. Given the nature of the questions, it may not be as applicable to ask staff for input.

s.22

when do you think we could get the survey underway?

Many thanks

Brenda

From: Nicoll, Georgina AG:EX <Georgina.Nicoll@gov.bc.ca>

Sent: Tuesday, August 18, 2020 11:16 AM

To: Lennox, Brenda LCRB:EX <Brenda.Lennox@gov.bc.ca>

Cc: Davies, Leanne LCRB:EX <Leanne.Davies@gov.bc.ca>; Holder, Catherine AG:EX <Catherine.Holder@gov.bc.ca>

Subject: RE: WES follow up survey

Hello Brenda,

Please see the attached survey draft. I quickly drafted a sample introduction for you, but please modify the first couple of paragraphs as you see fit, and let me know if there are any other edits to the survey questions.

Launching in early September works fine from my point of view.

I would generally recommend that you wait to see what the results of the survey are before you commit to sharing anything with staff. It may be appropriate to share some very high level themes, however, this type of survey can sometimes reveal some very sensitive issues. If staff think that their opinions might be shared with a wider audience this may discourage them from responding. I will leave that to your judgement though.

Best wishes,

Georgina

Georgina Nicoll

Strategic HR Analyst,

Strategic Human Resources, Corporate Management Services Branch

Ministries of Attorney General, Public Safety and Solicitor General

250-507-7963 | Georgina.Nicoll@gov.bc.ca



From: Lennox, Brenda LCRB:EX <Brenda.Lennox@gov.bc.ca>

Sent: Monday, August 17, 2020 7:37 AM

To: Nicoll, Georgina AG:EX <Georgina.Nicoll@gov.bc.ca>

Cc: Davies, Leanne LCRB:EX <Leanne.Davies@gov.bc.ca>; Holder, Catherine AG:EX <Catherine.Holder@gov.bc.ca>

Subject: RE: WES follow up survey

Thanks again Georgina for sending this to me and for your patience while we discussed next steps internally.

I've talked to the team and would like to proceed with the qualitative survey you've outlined below. In addition to the survey, it would be valuable to have one open ended comment box at the end for staff to add in any additional thoughts on these drivers or other issues/potential solutions they want to raise. Would like the survey to go out in early September if the timing works for you. Once you have the high level themes sketched out; I would like to circ to staff for their information. I'm trying to give them opportunities to have input on the next steps so I'm open if there is something else you can suggest. At one time we had talked about one session to debrief/develop action items with included staff and another one with all staff so let me know if that still works for you.

Believe Leanne is meeting with Catherine this week about next steps after the survey. Look forward to hearing about more options.

Thanks

Brenda

From: Nicoll, Georgina AG:EX <Georgina.Nicoll@gov.bc.ca>

Sent: Friday, July 3, 2020 11:12 AM

To: Lennox, Brenda LCRB:EX <Brenda.Lennox@gov.bc.ca>

Cc: Holder, Catherine AG:EX <Catherine.Holder@gov.bc.ca>

Subject: WES follow up survey

Hi Brenda,

Good to talk to you this morning. I had a quick chat with my director Rich Brown about doing a survey for your group, and his feelings are that we wouldn't need to go through the more formal elements of reporting to executive with the results. Instead of using the Qualitative Diagnostic Instrument (QDI), we could do a deep dive qualitative survey into the Respectful Environment driver. The questions would open ended, something along the lines of:

In your opinion, what has caused a decline in the level of respect in the workplace?

What needs to start happening in order to address this problem?

What needs to stop happening in order to address this problem?

What needs to continue happening in order to address this problem?

We can adjust these as needed. Launching this survey would be very simple and would not take much time at all, so you can set the launch date. We can discuss more when you are back ^{s.22}

^{s.22}

Please let me know if you have any questions.

Best wishes,

Georgina

Georgina Nicoll

Strategic HR Analyst,

Strategic Human Resources, Corporate Management Services Branch

Ministries of Attorney General, Public Safety and Solicitor General

250-507-7963 | Georgina.Nicoll@gov.bc.ca





From: [Rousselle, Jillian LCRB:EX](#)
To: [Bowers, Adrienne LCRB:EX](#); [Lennox, Brenda LCRB:EX](#)
Subject: RE: PLU survey
Date: Friday, September 18, 2020 12:21:27 PM

Looks good!

From: Bowers, Adrienne LCRB:EX
Sent: September 18, 2020 12:07 PM
To: Lennox, Brenda LCRB:EX ; Rousselle, Jillian LCRB:EX
Subject: RE: PLU survey
I think it looks great. Please let me know how/if I can support.

From: Lennox, Brenda LCRB:EX <Brenda.Lennox@gov.bc.ca>
Sent: September 18, 2020 12:03 PM
To: Rousselle, Jillian LCRB:EX <Jillian.Rousselle@gov.bc.ca>; Bowers, Adrienne LCRB:EX <Adrienne.Bowers@gov.bc.ca>
Subject: FW: PLU survey

Hi

Please see the following note to managers. I wanted to give you both an opportunity to comment on the survey as well. Rich is open to making substantive changes which is his code for he doesn't have a lot of time to do wordsmithing.

Please review and let me know if you have any feedback.

Thanks

Brenda

From: Lennox, Brenda LCRB:EX
Sent: Friday, September 18, 2020 11:59 AM
To: Little, Kari LCRB:EX <Kari.Little@gov.bc.ca>; Rodger, Thomas M LCRB:EX <Thomas.Rodger@gov.bc.ca>; Davies, Leanne LCRB:EX <Leanne.Davies@gov.bc.ca>
Subject: FW: PLU survey

Hi

You are aware that I've been working with SHR on a short survey of PLU staff as one of the steps in addressing the WES score on respect in the workplace. I had wanted to canvass staff on the drivers to include in the survey but SHR counseled against that in favour of including a question on the survey that allows staff to make suggestions on other drivers.

The criteria that led to these questions was to:

- focus on respect but also give them the opportunity to offer ideas on other drivers;
- limit the number of questions as I understand people don't like long qualitative surveys; and
- focus on solutions/forward thinking.

The survey is 'live' at the link below. Take a look and we can discuss at our check in today.

Once we have finalized the survey, I will send a link to staff and their responses go directly to SHR. Staff will have two weeks to complete the survey and SHR requires the same amount of time to compile the results.

Thanks

Brenda

From: Brown, Richard J AG:EX <Richard.Brown@gov.bc.ca>
Sent: Friday, September 18, 2020 9:20 AM

To: Lennox, Brenda LCRB:EX <Brenda.Lennox@gov.bc.ca>

Subject: RE: PLU survey

Hello Again

The survey is alive and active at the following link:

<https://survey.jag.gov.bc.ca/snapwebhost/s.asp?k=160044577602>

All you need to do is cut and past the ink into an email and send it to the team. If you or your managers have any substantive changes, just let me know and I can take the survey down and make those changes.

Cheers

Rich

From: [Lennox, Brenda LCRB:EX](#)
To: [LCRB Policy and Legislation Unit](#)
Subject: PLU WES Follow-up Survey
Date: Monday, September 21, 2020 4:20:00 PM
Attachments: [WES 2020 AG Liquor Cannabis Regulation Branch Pol-Comms results - House.pptx](#)

Hi

The results of the 2020 Work Environment Survey for the LCRB Policy & Legislation Unit showed that employees have some concerns about the level of respect in their workplace. The scores and what we have heard anecdotally since then has provided much needed context for the respect issues within the unit.

Having a respectful work environment is extremely important for the safety and well-being of our team members. Your leadership team take your feedback very seriously and we recognize respect in the workplace has been an issue for some staff for some time. We want you to be aware that we are taking steps to address the issue from several directions. One of them is undertaking this survey at the link below. The purpose of the survey is to canvass all staff on what issues remain and how we can repair them. We've acknowledged there is a problem and now is the time to be forward thinking and focus on solutions.

The survey allows you to comment on other WES drivers so have attached our WES 'house' for easy reference.

Link to survey:

<https://survey.jag.gov.bc.ca/snapwebhost/s.asp?k=160044577602>

The survey will be open from September 21st to October 2nd. Your results go directly to SHR where the results will be confidentially tabulated. We expect the results back around October 23rd if not before. The results will help us to collectively develop an action plan to move forward.

I hope all of you take the opportunity to tell us your thoughts and suggestions. Happy to chat with anyone if you have questions.

Thanks
Brenda

Brenda Lennox | Director
Policy and Legislation | Liquor and Cannabis Regulation Branch
Work (778) 974-5083 | Brenda.Lennox@gov.bc.ca

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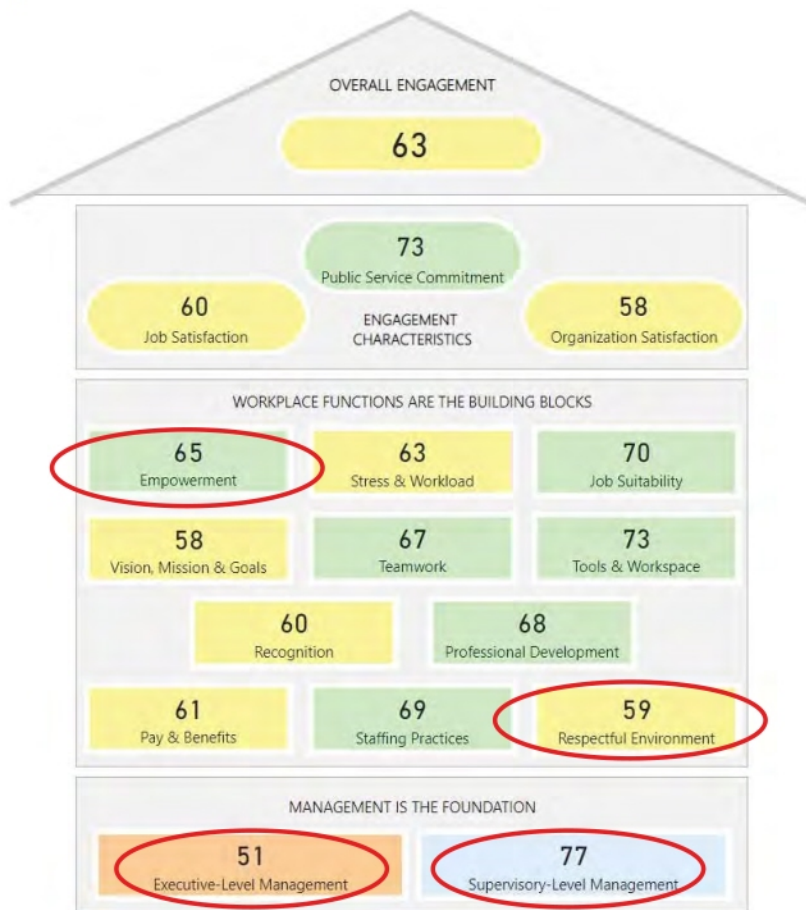
Brenda Lennox | Director

Policy and Legislation | Liquor and Cannabis Regulation Branch

Work (778) 974-5083 | Brenda.Lennox@gov.bc.ca

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WES scores: The WES House



The Big 4 Drivers

- There are 4 drivers that are mathematically shown to have the greatest causal effect on the WES outcomes of *Job Satisfaction* and *Organization Satisfaction*.
- They are: *Empowerment*, *Respectful Environment*, *Executive Level Management* and *Supervisory Level Management*.
- Improving these drivers will yield the best return on investment for your organization. Focus on these areas first, especially if these driver scores are low.

From: [Rodger, Thomas M LCRB:EX](#)
To: [Little, Kari LCRB:EX](#); [Lennox, Brenda LCRB:EX](#); [Davies, Leanne LCRB:EX](#)
Subject: RE: WES survey - cover email
Date: Monday, September 21, 2020 4:10:00 PM

Looks good to me as well – thanks Brenda

Tom

From: Little, Kari LCRB:EX <Kari.Little@gov.bc.ca>
Sent: September 21, 2020 4:08 PM
To: Lennox, Brenda LCRB:EX <Brenda.Lennox@gov.bc.ca>; Rodger, Thomas M LCRB:EX <Thomas.Rodger@gov.bc.ca>; Davies, Leanne LCRB:EX <Leanne.Davies@gov.bc.ca>
Subject: RE: WES survey - cover email

No edits or comments from me!

Kari Little, CPA, CA

Manager, Cannabis Policy and Legislation
Liquor and Cannabis Regulation Branch
Phone: 778-698-1798

SERVICE ACCOUNTABILITY TEAMWORK CURIOSITY PASSION COURAGE ALWAYS WITH INTEGRITY

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From: Lennox, Brenda LCRB:EX <Brenda.Lennox@gov.bc.ca>
Sent: Monday, September 21, 2020 4:06 PM
To: Rodger, Thomas M LCRB:EX <Thomas.Rodger@gov.bc.ca>; Little, Kari LCRB:EX <Kari.Little@gov.bc.ca>; Davies, Leanne LCRB:EX <Leanne.Davies@gov.bc.ca>
Subject: WES survey - cover email
Importance: High

Hi

Short notice but let me know if you have any edits/comments to make to the email before I hit send to staff.

Thanks
Brenda

Hi

The results of the 2020 Work Environment Survey for the LCRB Policy & Legislation Unit showed that employees have some concerns about the level of respect in their workplace. The scores and what we have heard anecdotally since then has provided much needed context for the respect issues within the unit.

Having a respectful work environment is extremely important for the safety and well-being of our team members. Your leadership team take your feedback very seriously and we recognize respect in the workplace has been an issue for some staff for some time. We want you to be aware that we are taking steps to address the issue from several directions. One of them is undertaking this survey at the link below. The purpose of the survey is to canvass all staff on what issues remain and how we can repair them. We've acknowledged there is a problem and now is the time to be forward thinking and focus on solutions.

The survey allows you to comment on other WES drivers so have attached our WES 'house' for easy reference.

The survey will be open September 21st to October 2nd. Your results go directly to SHR where the results will be confidentially tabulated. We expect the results back around October 23rd if not before. The results will help us develop an action plan to move forward.

I hope all of you take the opportunity to tell us your thoughts and suggestions. Happy to chat with anyone if you have questions.

Thanks
Brenda

Brenda Lennox | Director
Policy and Legislation | Liquor and Cannabis Regulation Branch
Work (778) 974-5083 | Brenda.Lennox@gov.bc.ca

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From: [Davies, Leanne LCRB:EX](#)
To: [Lennox, Brenda LCRB:EX](#)
Subject: Re: PLU WES Follow-up Survey
Date: Tuesday, September 22, 2020 7:00:10 AM

Question I hadn't considered - do you want the managers to complete the survey as well?

Cheers,
Leanne

On Sep 21, 2020, at 4:20 PM, Lennox, Brenda LCRB:EX wrote:

Hi

The results of the 2020 Work Environment Survey for the LCRB Policy & Legislation Unit showed that employees have some concerns about the level of respect in their workplace. The scores and what we have heard anecdotally since then has provided much needed context for the respect issues within the unit.

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The survey allows you to comment on other WES drivers so have attached our WES 'house' for easy reference.

Link to survey:

<https://survey.jag.gov.bc.ca/snapwebhost/s.asp?k=160044577602>

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I hope all of you take the opportunity to tell us your thoughts and suggestions. Happy to chat with anyone if you have questions.

Thanks

Brenda

Brenda Lennox | Director

Policy and Legislation | Liquor and Cannabis Regulation Branch

Work (778) 974-5083 | Brenda.Lennox@gov.bc.ca

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Brenda Lennox | Director

Policy and Legislation | Liquor and Cannabis Regulation Branch

Work (778) 974-5083 | Brenda.Lennox@gov.bc.ca

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From: [Rodger, Thomas M LCRB:EX](#)
To: [Coombs, Geoff LCRB:EX](#); [Jones, Kathleen LCRB:EX](#); [Foisy, Rachel E LCRB:EX](#); [Sanghe, Ramandeep LCRB:EX](#); [Corley, Tegan LCRB:EX](#)
Subject: FW: PLU WES Follow-up Survey - new closing date of October 9, 2020.
Date: Tuesday, October 6, 2020 10:48:00 AM
Importance: High

Hi all,

Another quick reminder if you haven't already, to consider filling out this survey. Mea culpa – I'm still mulling my answers, but I have blocked out time to complete today. I really think this will be a valuable exercise as we move forwards, and would encourage everyone to contribute however they feel able.

All the best - Tom

From: Lennox, Brenda LCRB:EX <Brenda.Lennox@gov.bc.ca>
Sent: October 1, 2020 4:09 PM
To: Agnew, Kyle LCRB:EX <Kyle.Agnew@gov.bc.ca>; Coombs, Geoff LCRB:EX <Geoff.Coombs@gov.bc.ca>; Corley, Tegan LCRB:EX <Tegan.Corley@gov.bc.ca>; Davies, Leanne LCRB:EX <Leanne.Davies@gov.bc.ca>; Derksen, Cameron LCRB:EX <Cameron.Derksen@gov.bc.ca>; Foisy, Rachel E LCRB:EX <Rachel.Foisy@gov.bc.ca>; Jones, Kathleen LCRB:EX <Kathleen.Jones@gov.bc.ca>; Little, Kari LCRB:EX <Kari.Little@gov.bc.ca>; Nendick, Cassidy LCRB:EX <Cassidy.Nendick@gov.bc.ca>; O'Neal, Anna LCRB:EX <Anna.ONeal@gov.bc.ca>; Rodger, Thomas M LCRB:EX <Thomas.Rodger@gov.bc.ca>; Sanghe, Ramandeep LCRB:EX <Ramandeep.Sanghe@gov.bc.ca>
Subject: RE: PLU WES Follow-up Survey - new closing date of October 9, 2020.
Importance: High

Hi

Just heard from SHR that they have only received five responses to the survey to date. Please note that this is your opportunity to be heard and we plan to use this as the basis of our go-forward plan so it is very important that you take the time and complete the survey.

Some of you are new to the unit or were away during the larger WES survey so may not think the survey is applicable to you. **I encourage all staff to complete it** as you may have good suggestions for the second question (ideas to create/build a culture of respect) and the third (comments on any other drivers) that you can bring forward. Suggestions such as best practices from another workplace or ideas you may have for other drivers are welcome.

Link to survey:

<https://survey.jag.gov.bc.ca/snapwebhost/s.asp?k=160044577602>

Given some folks are flexing tomorrow, we've bumped out the closing date to October 9, 2020.

Thanks
Brenda

From: Lennox, Brenda LCRB:EX
Sent: Monday, September 21, 2020 4:20 PM
To: Agnew, Kyle LCRB:EX <Kyle.Agnew@gov.bc.ca>; Coombs, Geoff LCRB:EX <Geoff.Coombs@gov.bc.ca>; Corley, Tegan LCRB:EX <Tegan.Corley@gov.bc.ca>; Davies, Leanne LCRB:EX <Leanne.Davies@gov.bc.ca>; Derksen, Cameron LCRB:EX <Cameron.Derksen@gov.bc.ca>; Foisy, Rachel E LCRB:EX <Rachel.Foisy@gov.bc.ca>; Jones, Kathleen LCRB:EX <Kathleen.Jones@gov.bc.ca>; Lennox, Brenda LCRB:EX <Brenda.Lennox@gov.bc.ca>; Little, Kari LCRB:EX <Kari.Little@gov.bc.ca>; Nendick, Cassidy LCRB:EX <Cassidy.Nendick@gov.bc.ca>; O'Neal, Anna LCRB:EX <Anna.ONeal@gov.bc.ca>; Rodger, Thomas M LCRB:EX <Thomas.Rodger@gov.bc.ca>; Sanghe, Ramandeep LCRB:EX <Ramandeep.Sanghe@gov.bc.ca>
Subject: PLU WES Follow-up Survey

Hi

The results of the 2020 Work Environment Survey for the LCRB Policy & Legislation Unit showed that employees have some concerns about the level of respect in their workplace. The scores and what we have heard anecdotally since then has provided much needed context for the respect issues within the unit.

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Link to survey:
<https://survey.jag.gov.bc.ca/snapwebhost/s.asp?k=160044577602>

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I hope all of you take the opportunity to tell us your thoughts and suggestions. Happy to chat with anyone if you have questions.

Thanks
Brenda

Brenda Lennox | Director

Policy and Legislation | Liquor and Cannabis Regulation Branch

Work (778) 974-5083 | Brenda.Lennox@gov.bc.ca

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Brenda Lennox | Director

Policy and Legislation | Liquor and Cannabis Regulation Branch

Work (778) 974-5083 | Brenda.Lennox@gov.bc.ca

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From: [Lennox, Brenda LCRB:EX](#)
To: [Bowers, Adrienne LCRB:EX](#)
Subject: FW: Results: PLU Respectful Environment Survey
Date: Friday, October 16, 2020 1:38:15 PM
Attachments: [image003.png](#)
Sensitivity: Confidential

Hi Adrienne

Please find attached the results from the PLU respectful workplace survey. I sent them to JR on Wed but haven't yet shared them with my managers. I am concerned that s.22 were mentioned by name so want to chat about that before it gets distributed to managers. I don't have any next steps planned with SHR so appreciate it if we could meet to discuss options for next steps.

I'm s.22 but don't really want to wait too long before sharing with managers. I'm s.22 ; s.22 but am now in meetings most of Monday morning so I'll schedule some time for us to have an initial chat if you are available.

Thanks

Brenda

From: AG SHR Business Research AG:EX
Sent: Tuesday, October 13, 2020 11:37 AM
To: Lennox, Brenda LCRB:EX
Subject: Results: PLU Respectful Environment Survey

Good Morning Brenda,

Attached, please see the results of the PLU Respectful Environment Qualitative Survey.

Please get in touch if you have any questions or require further analysis

Cheers

Rich Brown

Placeholder text for a signature or image that failed to load.

Dr. Richard Brown | Director, Business Research & Diagnostics

Strategic Human Resources | Corporate Management Services Branch

Ministries of Attorney General & Public Safety and Solicitor General

5th Floor, 910 Government St., Victoria, British Columbia, Canada

Phone: (250) 217-0372 | FAX: (250) 356-6323 | [Website](#)

UPDATED_CMSB Logo CMSB Email Signature_resize





From: [Lennox, Brenda LCRB:EX](#)
To: [Davies, Leanne LCRB:EX](#); [Rodger, Thomas M LCRB:EX](#); [Agnew, Kyle LCRB:EX](#)
Subject: Confidential: 201013 LCRB Respectful Workplace Survey October 26, 2020.pdf
Date: October 27, 2020 8:53:50 AM
Attachments: [201013 LCRB Respectful Workplace Survey October 26, 2020.pdf](#)
Sensitivity: Confidential

Hi

Please find attached the PLU results from the respectful workplace survey. Please don't share it to your teams just yet.

At the time it was taken we had ^{s.22} so SHR sees 12 respondents as a 100% response rate ^{s.13; s.22} I had mentioned to you that there were ^{s.13} in the version I received which SHR agreed with me could be removed and I have done so in the attached. FYI, JR and Adrienne have seen the unedited version.

Where do we go from here? For transparency all staff should see the attached and hopefully by the end of the week. I suggest the following and welcome your thoughts:

- I mention the survey results at the Thursday policy meeting and send it out to folks after that (prefer to give them a quick overview and then let them read it before meeting as a group to discuss).
- Follow up session for all of us facilitated by SHR focusing on action items going forward.
- Anything else?

With respect to the second bullet, in July SHR suggested two follow up sessions, the first one focused on included staff and a second session for all. The team dynamic has positively changed even since July so I'm more supportive of one session that we all attend (let me know if you see benefits from another approach). We don't need to have all of the next steps laid out for Thursday but at a minimum on Thursday would like to allude to an upcoming facilitated session.

Tom, can I mention on Thursday that ^{s.22} I will be leading the circle exercise (forgot the name)? Happy to not tie to the WES survey but want to acknowledge that staff pitched an idea, we agreed and now staff are moving forward on implementing.

Pls send your thoughts/suggestions by the end of today if possible.

Thanks
Brenda



Research Brief:

LCRB Policy & legislation Unit

Respectful Environment Qualitative Survey

Compiled October 2020



Corporate Management
Services Branch

Business Research and Diagnostics Group
Ministries of Attorney General and Public Safety & Solicitor General
Dr. Richard Brown, Georgina Nicoll, Cliona Quail-Bradley & Anna Parrott
PSS-2020-06903 Page 20 of 95

Summary Overview:

This research brief is based on the *LCRB Respectful Workplace Survey* conducted by the Liquor Control and Licensing Branch's Policy and Legislation Unit to determine the causal factors associated with lower than desired Work Environment Survey Scores in the *Respectful Environment* driver

The survey ran from 2020-09-18 to 2020-10-09. The response rate for the survey was 12 completed returns out of a total population of approximately 12. The total completion rate for the survey was therefore 100%. Since the survey was comprised completely of qualitative questions, no confidence interval is calculated.

This research brief differs from a full research report in that it does not make any recommendations or pursue any form of analysis beyond what is needed to present the results in a clear and concise manner.

The survey on which these results are based was completely anonymous and contained three short answer questions, each of which collected feedback on the issue of the LCRB Policy and legislation Unit's *Respectful Environment* driver. Data was collected via a secure research server accessible only to the Business Research & Diagnostics Team.

All information is presented in aggregate form to ensure respondent anonymity pursuant to provincial and federal legislation and research ethical guidelines. All data for this survey was collected and managed under *PIA PSSG19023* and is consistent with the *Tri Council Policy Statement on the Ethical Conduct of Research*.

Survey Results:

Qualitative responses are not edited in any way, other than to correct obvious spelling errors or remove information that may compromise the anonymity of the respondent. Where a respondent may have accidentally provided identifiable information, this information will be redacted by the Business Research and Diagnostics Team and replaced with the information tag: *[Researcher's note: comment removed to protect anonymity of respondent.]*.

If you have any questions about this report, please email businessresearch@gov.bc.ca or contact any of the following members of the Business Research and Diagnostics Team:

Dr. Richard Brown (250) 217-0372
Georgina Nicoll (250) 507-7963
Cliona Quail-Bradley (250) 818-4544
Anna Parrott (250) 217-7283

Qualitative Results by Question

Q.1) In your opinion, what issues still exist within the Policy and Legislation unit that could be contributing to the low Respectful Environment WES scores?

s.22

Page 23 of 95

Withheld pursuant to/removed as

s.22

s.22

Q.2) In your opinion, what would be the best way forward in creating/building a culture of respect within the Policy and Legislation unit?

s.22



s.22

Q.3) Taking this opportunity for direct and anonymous feedback, is there anything else you want us to know in relation to other WES drivers?

s.22

Page 26 of 95

Withheld pursuant to/removed as

s.22

From: [Rodger, Thomas M LCRB:EX](#)
To: [Lennox, Brenda LCRB:EX](#); [Davies, Leanne LCRB:EX](#); [Agnew, Kyle LCRB:EX](#)
Subject: RE: Confidential: 201013 LCRB Respectful Workplace Survey October 26, 2020.pdf
Date: October 27, 2020 3:26:00 PM
Sensitivity: Confidential

Thanks all. Yes, I'd like to join.

From: Lennox, Brenda LCRB:EX <Brenda.Lennox@gov.bc.ca>
Sent: October 27, 2020 2:19 PM
To: Davies, Leanne LCRB:EX <Leanne.Davies@gov.bc.ca>; Agnew, Kyle LCRB:EX <Kyle.Agnew@gov.bc.ca>; Rodger, Thomas M LCRB:EX <Thomas.Rodger@gov.bc.ca>
Subject: RE: Confidential: 201013 LCRB Respectful Workplace Survey October 26, 2020.pdf
Sensitivity: Confidential

Agree with your comments Leanne – I too thought the comments would come 'analyzed' into themes before being shared with us. Let's not release this week so we can have time to chat amongst ourselves before staff get the doc.

Leanne, can you set up a meeting with SHR (Catherine?) for sometime this week if possible. Tom/Kyle, let me know if you would like to join Leanne and I at that meeting.

Thanks

From: Davies, Leanne LCRB:EX <Leanne.Davies@gov.bc.ca>
Sent: Tuesday, October 27, 2020 2:09 PM
To: Agnew, Kyle LCRB:EX <Kyle.Agnew@gov.bc.ca>; Rodger, Thomas M LCRB:EX <Thomas.Rodger@gov.bc.ca>; Lennox, Brenda LCRB:EX <Brenda.Lennox@gov.bc.ca>
Subject: RE: Confidential: 201013 LCRB Respectful Workplace Survey October 26, 2020.pdf
Sensitivity: Confidential

I'm also still digesting.^{s.13}

s.13

s.22

s.13

My 2 cents.

From: Agnew, Kyle LCRB:EX <Kyle.Agnew@gov.bc.ca>

Sent: October 27, 2020 1:52 PM

To: Rodger, Thomas M LCRB:EX <Thomas.Rodger@gov.bc.ca>; Lennox, Brenda LCRB:EX <Brenda.Lennox@gov.bc.ca>; Davies, Leanne LCRB:EX <Leanne.Davies@gov.bc.ca>

Subject: RE: Confidential: 201013 LCRB Respectful Workplace Survey October 26, 2020.pdf

Sensitivity: Confidential

I am still digesting this. But I agree Brenda's proposed approach sounds good.

Re: the second bullet, I agree we are in a different place now than we were in July and we should consider managing perceptions of included/excluded division.^{s.13}

s.13

Kyle Agnew

A/Manager, Cannabis Policy and Legislation

Liquor and Cannabis Regulation Branch

Tel: 778-974-2982

SERVICE ACCOUNTABILITY TEAMWORK CURIOSITY PASSION COURAGE ALWAYS WITH INTEGRITY

This communication (both the message and any attachments) may be confidential and protected by privilege. It is intended only for the use of the person or persons to whom it is addressed. Any distribution, copying, or other use by anyone else is strictly prohibited. If you have received this communication in error, please destroy the email message and any attachments immediately and notify me by telephone or by email.

From: Rodger, Thomas M LCRB:EX <Thomas.Rodger@gov.bc.ca>

Sent: October 27, 2020 10:27 AM

To: Lennox, Brenda LCRB:EX <Brenda.Lennox@gov.bc.ca>; Davies, Leanne LCRB:EX <Leanne.Davies@gov.bc.ca>; Agnew, Kyle LCRB:EX <Kyle.Agnew@gov.bc.ca>

Subject: RE: Confidential: 201013 LCRB Respectful Workplace Survey October 26, 2020.pdf

Sensitivity: Confidential

Thanks Brenda. That's not an easy read.

Your proposed go-forward sounds good.

s.13

s.13

However, I agree on the need for transparency – and so long as people are braced for that in the meeting (noting identifying information has been removed), it's probably ok.

What was SHR's rationale for a separate analyst meeting? I'm very conscious to move us away from perceptions of included/excluded divides – but if they have a good reason, I wouldn't mind separate meets.

On Circle Agreement. No, I think we don't explicitly link it to the WES. I'd also like for ^{s.22} to raise it at one of those meetings, rather than management. They'd like to wait for some additional information to come in before making it 'public'. Next week perhaps?

Thanks - Tom

From: Lennox, Brenda LCRB:EX <Brenda.Lennox@gov.bc.ca>
Sent: October 27, 2020 8:54 AM
To: Davies, Leanne LCRB:EX <Leanne.Davies@gov.bc.ca>; Rodger, Thomas M LCRB:EX <Thomas.Rodger@gov.bc.ca>; Agnew, Kyle LCRB:EX <Kyle.Agnew@gov.bc.ca>
Subject: Confidential: 201013 LCRB Respectful Workplace Survey October 26, 2020.pdf
Sensitivity: Confidential

Hi

Please find attached the PLU results from the respectful workplace survey. Please don't share it to your teams just yet.

At the time it was taken we had ^{s.22} so SHR sees 12 respondents as a 100% response rate ^{s.13; s.22} I had mentioned to you that there were ^{s.13; s.22} in the version I received which SHR agreed with me could be removed and I have done so in the attached. FYI, JR and Adrienne have seen the unedited version.

Where do we go from here? For transparency all staff should see the attached and hopefully by the end of the week. I suggest the following and welcome your thoughts:

- I mention the survey results at the Thursday policy meeting and send it out to folks after that (prefer to give them a quick overview and then let them read it before meeting as a group to discuss).
- Follow up session for all of us facilitated by SHR focusing on action items going forward.
- Anything else?

With respect to the second bullet, in July SHR suggested two follow up sessions, the first one focused on included staff and a second session for all. The team dynamic has positively changed even since July so I'm more supportive of one session that we all attend (let me know if you see benefits from another approach). We don't need to have all of the next steps laid out for Thursday but at a minimum on Thursday would like to allude to an upcoming facilitated session.

Tom, can I mention on Thursday that ^{s.22} will be leading the circle exercise (forgot the name)? Happy to not tie to the WES survey but want to acknowledge that staff pitched an idea, we agreed and now staff are moving forward on implementing.

Pls send your thoughts/suggestions by the end of today if possible.

Thanks

Brenda

From: [Holder, Catherine AG:EX](#)
To: [Davies, Leanne LCRB:EX](#)
Subject: RE: PLU survey results
Date: Tuesday, October 27, 2020 4:03:58 PM
Attachments: [image003.png](#)

Good afternoon Leanne,

I received your meeting request and am happy to meet with you and your colleagues to discuss the results of the survey and how we can communicate the results and next steps.

I look forward to chatting with you also!

Kind regards,

Catherine Holder, CPHR

Director, Strategic Human Resources

Corporate Management Services Branch, Justice and Public Safety Sector

Victoria, British Columbia

Phone: 778-698-3539 | Catherine.holder@gov.bc.ca



Grateful to live, work, and play within the traditional territories of the Lekwungen people – known today as the Esquimalt and Songhees Nations.

From: Davies, Leanne LCRB:EX
Sent: Tuesday, October 27, 2020 3:27 PM
To: Holder, Catherine AG:EX
Subject: PLU survey results

Hi Catherine,

I just sent you an invitation for a meeting tomorrow to discuss the results of the follow up WES survey for our unit. We received the report from your team and would like to discuss some alternate presentation ideas that don't involve sharing raw responses with our team. We have concerns about the expectations our team had when completing the survey re: scrubbing of data, and about content in the responses that might lead to unproductive conversations. I'm hoping that we can find a way to present the information in a bit more of a themed analysis. Looking forward to chatting with you tomorrow!

Leanne

Leanne Davies | Manager
Policy and Legislation | Liquor and Cannabis Regulation Branch
Mobile: ^{s.17} | Leanne.Davies@gov.bc.ca

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From: [Rodger, Thomas M LCRB:EX](#)
To: [Rodger, Thomas M LCRB:EX](#)
Subject: WES survey discussion
Date: Wednesday, October 28, 2020 5:20:05 PM

Stockwell – PDs. Meeting on data.

Ashley Pearson. Catherine, Director.

- Summarized. Themes.
- Talk about drivers.
- Observations and issues.
- Recommendations on implementing changes.
- Then determine which pieces we move forward. Support in taking the actions.

- Sent to Brenda first. She shares with management team.

- Action planning session – decide as a group on the action items going forward.
- Something that wouldn't be captured in the draft actions –
- Appetite for team-building type sessions? Psychometric tools, or team.
- Elephant in the room. Conflict management?
 - Explain the process when things are happening, and confidentiality.

- Sometime next week.
- s.13; s.22
- Part of it is commitment to let things go. We're all human, we all screw up. Agree to move forward.

From: [Lennox, Brenda LCRB:EX](#)
To: [Davies, Leanne LCRB:EX](#)
Cc: [Rodger, Thomas M LCRB:EX](#)
Subject: FW: LCRB P&L Respectful Workplace Survey Summary
Date: Tuesday, November 10, 2020 11:37:20 AM
Attachments: [LCRB P&L Respectful Workplace Survey Summary Draft.pdf](#)
[image002.png](#)

Hi Leanne

Just had a quick chat with Tom and mentioned the same comments to him. ^{s.13}

^{s.13}

Tom and I are away the rest of the week so appreciate it if you could review and prepare feedback to SHR that we can discuss on Monday.

Many thanks

Brenda

From: Pearson, Ashlea AG:EX
Sent: Monday, November 9, 2020 1:56 PM
To: Lennox, Brenda LCRB:EX
Cc: Holder, Catherine AG:EX
Subject: LCRB P&L Respectful Workplace Survey Summary

Good afternoon Brenda,

Please find attached the draft summary from the Respectful Workplace Survey. The survey comments have been summarized to maintain confidentiality. Key themes have been identified from the survey that are contributing to the Respectful Environment WES results.

For each of the observations or issues identified, you will find high-level recommendations.

Catherine and myself are both looking forward to meeting to discuss next steps. I will be sending out a meeting invitation shortly for next week.

Please reach out to myself or Catherine if you have any questions.

Thank you,

Ashlea Pearson

Strategic Human Resources Consultant

Corporate Management Services Branch, Justice and Public Safety Sector

Victoria, British Columbia

Phone: 250.589.2095 | ashlea.pearson@gov.bc.ca

CMSB Logo CMSB Email Signature_resize 1000px



Grateful to live, work, and play within the traditional territories of the Lekwungen people – known today as the Esquimalt and Songhees Nations.



LCRB Policy & Legislation Unit 2020 Respectful Workplace Survey Summary

Prepared by Catherine Holder & Ashlea Pearson

About the Survey

The Liquor Control and Licencing Branch's Policy and Legislation Unit requested a survey to be completed by branch staff specifically on the area of Respectful Workplace. This survey was conducted to determine the factors associated with the 2020 Work Environment Survey Scores within the *Respectful Environment* driver. The survey was completed from 2020-09-18 to 2020-10-09. The total completion rate for the survey was 100%.

The survey contained three short answer questions, each of which collected feedback on the issue of the LCRB Policy and Legislation Unit's *Respectful Environment* driver. The three questions asked within the survey were as follows:

1. In your opinion, what issues still exist within the Policy and Legislation unit that could be contributing to the low Respectful Environment WES scores?
2. In your opinion, what would be the best way forward in creating/building a culture of respect within the Policy and Legislation unit?
3. Taking this opportunity for direct and anonymous feedback, is there anything else you want us to know in relation to other WES drivers?

The purpose of the survey was to gain an understanding of employees' perceptions specifically around Respectful Workplace in their work units and identify concerns and improvement opportunities to best move forward.

WES Drivers

Every driver in the WES has a specific definition, which describes how each aspect of the workplace contributes to employees' level of engagement. It is important to recognize that while each driver is measured independently, collectively they are all interconnected and can have impacts on each other.

Respectful Environment

This driver measures whether employees are experiencing a healthy and diverse atmosphere free from discrimination and harassment. The driver sits near the model's foundation because it either directly or indirectly impacts most elements of the work environment. Respectful Environment has a direct effect on Professional Development, Teamwork, Stress and Workload, Recognition and Empowerment. It's worth noting that the impact on Teamwork is the second strongest link in the entire model. The driver itself is influenced primarily by Supervisory-Level Management and Staffing

Practices, as these drivers help set the tone of the work environment in terms of respect. Executive Level Management also has a direct impact on Respectful Environment.

Survey Findings

This section explores the key themes from the survey that are contributing to the Respectful Environment WES results. The survey comments have been summarized to maintain confidentiality. For each of the observations or issues identified, you will find high-level recommendations and benefits.

	Observation/Issue identified	Recommendation	Benefit
1.	<i>Employees feel there is a lack of trust between employees and senior managers and executives. There is fear of reprisal for providing input and feedback.</i>	s.13	<i>Employees will see an active effort in rebuilding relationships and trust. Employees will feel that they are supported and respected by managers and senior leadership.</i>
2.	<i>Employees feel there is a lack of trust between employees.</i>		<i>Informal meetings foster team building, mentoring, information sharing and new perspectives. There will be improved relationships, collaboration, teamwork and respect.</i>

3.	<p><i>Employees would like to see staff included in decisions that impact them and their job responsibilities.</i></p>	s.13	<p><i>This will allow employees to have a voice in their work expectations, goals, and career aspirations. Regular stand-up or virtual meetings will provide supervisors the opportunity to keep their staff updated on matters transpiring pertaining specifically to their work. Employees will be apart of change that is impacting them.</i></p>
4.	<p><i>Employees expressed feelings of a lack of teamwork and shared information between all staff in the office.</i></p>		<p><i>Employees have the same information at the same time. Engaging with colleagues will increase the feeling of cohesiveness and understanding with the intent of positively impacting collaboration with other areas of the business.</i></p>
5.	<p><i>Employees feel that there is a lack of fairness in opportunities for development and training.</i></p>		<p><i>Employees will feel supported in their career development. There will be a sense of fairness in opportunities for development and career growth. Standardized practices and communication will support consistency and transparency.</i></p>

6.	<p><i>Employees feel that there is poor communication from senior managers and executives, specifically regarding changes that impact them.</i></p>	S.13	<p><i>Using a variety of formal and informal communication strategies to clarify work expectations and keep team members informed. Regular stand-up or virtual meetings will provide supervisors the opportunity to keep their staff updated on matters pertaining specifically to their work. Employees will have insight into any changes that impact them.</i></p>
7.	<p><i>Employees would like to see management demonstrate that they are listening and that their questions, concerns and ideas are acknowledged and addressed.</i></p>		<p><i>Employees will feel their ideas and concerns are heard, valued, important and acted on. Employees will be informed and involved, and see actions being taken.</i></p>
8.	<p><i>Employees would like to see senior managers and executive level management accountability towards action and follow up on questions, decisions and initiatives promised. If circumstances change, and you are not moving forward communicate the reasons why.</i></p>		<p><i>Employees will see demonstrated efforts to improve implementation of actions and initiatives promised. This will also demonstrate efforts to rebuild trust and improve communication.</i></p>

9.	<p><i>Employees expressed that some staff seemed to be overlooked or treated differently due to favouritism.</i></p>	s.13	<p><i>Employees will feel that all staff are treated with respect, held to the same standards and all have opportunities.</i></p>
10.	<p><i>Employees feel that managers allow disrespectful behavior to occur in the workplace. Employees also expressed that all employees should demonstrate respectful, professional behavior towards each other.</i></p>		<p><i>Employees will feel supported and treated with respect. Employees will feel that supervisors and managers create an environment of respect. All employees have a responsibility to contribute to a positive, supportive environment. Positive working relationships, supportive team members, and effective communication are key characteristics of highly engaged work units.</i></p>

Summary

By making improvements and positive change to these key highlighted areas, there will be significant overall benefits to the employees and the organization. This will take an ongoing commitment and accountability from the leadership team and employees to make these positive changes occur. The recommendations to address the above employee feedback will improve overall employee engagement and satisfaction, creating a better working environment for all employees.



From: [Davies, Leanne LCRB:EX](#)
To: [Lennox, Brenda LCRB:EX](#)
Cc: [Rodger, Thomas M LCRB:EX](#)
Subject: RE: LCRB P&L Respectful Workplace Survey Summary
Date: November 13, 2020 2:32:02 PM
Attachments: [Survey summary.docx](#)
[image001.png](#)

I themed and summarized. I think this is more what we were looking for. Have a look and let me know what you think. My eyes and brain hurt, and I know it needs a solid review before it's actually ready.

Happy to discuss next week.

Leanne

From: Lennox, Brenda LCRB:EX <Brenda.Lennox@gov.bc.ca>
Sent: November 10, 2020 11:37 AM
To: Davies, Leanne LCRB:EX <Leanne.Davies@gov.bc.ca>
Cc: Rodger, Thomas M LCRB:EX <Thomas.Rodger@gov.bc.ca>
Subject: FW: LCRB P&L Respectful Workplace Survey Summary

Hi Leanne

Just had a quick chat with Tom and mentioned the same comments to him. ^{s.13}
^{s.13}

Tom and I are away the rest of the week so appreciate it if you could review and prepare feedback to SHR that we can discuss on Monday.

Many thanks
Brenda

From: Pearson, Ashlea AG:EX <Ashlea.Pearson@gov.bc.ca>
Sent: Monday, November 9, 2020 1:56 PM
To: Lennox, Brenda LCRB:EX <Brenda.Lennox@gov.bc.ca>
Cc: Holder, Catherine AG:EX <Catherine.Holder@gov.bc.ca>
Subject: LCRB P&L Respectful Workplace Survey Summary

Good afternoon Brenda,

Please find attached the draft summary from the Respectful Workplace Survey. The survey comments have been summarized to maintain confidentiality. Key themes have been identified from the survey that are contributing to the Respectful Environment WES results.

For each of the observations or issues identified, you will find high-level recommendations. Catherine and myself are both looking forward to meeting to discuss next steps. I will be sending out a meeting invitation shortly for next week.

Please reach out to myself or Catherine if you have any questions.

Thank you,

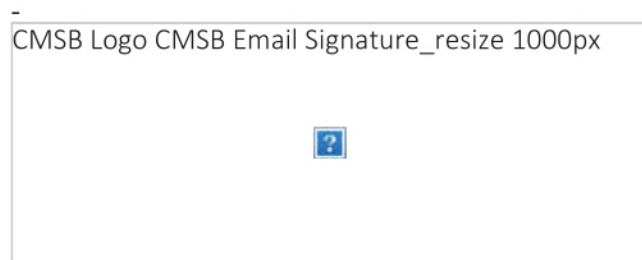
Ashlea Pearson

Strategic Human Resources Consultant

Corporate Management Services Branch, Justice and Public Safety Sector

Victoria, British Columbia

Phone: 250.589.2095 | ashlea.pearson@gov.bc.ca



Grateful to live, work, and play within the traditional territories of the Lekwungen people – known today as the Esquimalt and Songhees Nations.

Summary of Themes in Respectful Environment Survey

Individual Accountability

s.13; s.22

Workload

- There is a significant volume of work, very fast pace, and high expectations.
- The leadership team need support from senior leadership to enable the better management of timelines/projects/expectations.
- Focus has at times been on "results" over "relationships" - or even at the expense of relationships.
- Pressure on managers to deliver high volume.

Managing Difficult Staff

s.13; s.22

- Similarly, there needs to be a focus on stabilizing the management team and ensuring people are in those positions who have a focus on building constructive, supportive and trusting relationships between staff.

s.13; s.22

- Management needs to deal with the disrespectful team members
- Recent staffing changes might have a positive impact on overall team dynamics
- Some individual conflicts have been generalized to the team. Negative behaviours of ^{s.13} individuals have had a negative impact on the team:
 - Creating an "us vs them" atmosphere (mgmt. vs analysts; analysts vs analysts)
 - A focus on the negative
 - Some team members not wanting to move forward
 - Some analysts reluctant to speak in opposition to negative or unacceptable comments.
- Significant efforts were made by the management team to address these situations and support staff.
- The meeting in February felt accusatory; people feel uncertain and unsure about what is happening.
- ^{s.13} openness and transparency regarding specific issues between team members

Blame and Shame

- There is a culture of blame instead of approaching mistakes as learning opportunities, especially when direction is changed last minute
- People should not feel bad or intimidated for asking questions or providing constructive criticism
- Criticism of others, behind closed doors and with others present undermines a respectful environment.
- People don't speak up because they see no action being taken and have a fear of retaliation

Management Qualities

- Creating a "culture of respect" comes from the top by not tolerating disrespectful behaviour in the workplace.

s.13; s.22

- Management need to
 - s.13; s.22
 - Strong and respectful communicators
 - Committed to providing training and constructive criticism
 - Believe in flat leadership structure
- s.13; s.22

Training suggestions:

- Empathy/self awareness
 - Conflict resolution
- s.13; s.22
- Training to empower staff to speak up if they see colleagues engaging in conduct which does not meet Standards of Conduct.
 - How people respond differently to the same stimuli/How to work with people who have different approaches than you.

Activity suggestions to improve the workplace

- Encourage camera use to enhance team cohesion
- Include staff in conversations / discussions / meetings they may not normally be included on.
- Teambuilding exercises/activities that facilitate everyone getting to know each other and having fun
- Establish a set of ground rules that speak to what respect means for each team member. And a commitment from the team to follow those rules.

Communication

- Speak kindly; all team members should consider their tone (i.e., soften it) when communicating – it can come across differently than intended
- Acknowledge impact of communication style on others
- Communication should be two way between management and staff
- Criticism should be broached carefully, with consideration of the recipient
- Remote working makes conversations amongst the team more difficult
- Poor communication between cannabis and liquor, which materializes as lack of respect
- Empathy when communicating, especially in a fast-paced environment, is important.
- Untimely, poor and sometimes no communication between management and staff re: changes in direction on projects

From: [Rodger, Thomas M LCRB:EX](#)
To: [Lennox, Brenda LCRB:EX](#); [Davies, Leanne LCRB:EX](#)
Subject: RE: LCRB P&L Respectful Workplace Survey Summary
Date: November 16, 2020 5:29:00 PM
Attachments: [Survey summary \(002\) - TR comments.docx](#)
[image001.png](#)

Thanks Leanne – this was a yeoman’s work!

I’ve added a couple of comments and edits, and suggested a minor restructuring.

One general comment is the voice shifts (i.e., it flicks from a negative idea like ‘managers aren’t honest’, to something positively-couched like ‘managers should communicate more’) and sometimes it’s contradictory. It’s a tricky balance because we definitely want individual’s voices to come through. I’m just a little worried about confusing people, but I assume this will come with an explanatory preamble (and we can underscore in the email) that it’s a report of the themes as a basis for discussion, rather than a definitive list of issues (like the doc some analysts presented to JR).

Anyway, a few thoughts. But most of all – thanks to Leanne for pulling it together!

Tom

From: Lennox, Brenda LCRB:EX <Brenda.Lennox@gov.bc.ca>
Sent: November 16, 2020 10:59 AM
To: Davies, Leanne LCRB:EX <Leanne.Davies@gov.bc.ca>; Rodger, Thomas M LCRB:EX <Thomas.Rodger@gov.bc.ca>
Subject: RE: LCRB P&L Respectful Workplace Survey Summary

Thanks Leanne for taking this on! At first glance, it already looks more like what I was expecting.

Tom, please be a second set of eyes and look over the raw data and see if it lines up with Leanne’s comments. If so, I’d like to send this back to SHR on Wed as an alternative for their summary.

Thanks
Brenda

From: Davies, Leanne LCRB:EX <Leanne.Davies@gov.bc.ca>
Sent: Friday, November 13, 2020 2:32 PM
To: Lennox, Brenda LCRB:EX <Brenda.Lennox@gov.bc.ca>
Cc: Rodger, Thomas M LCRB:EX <Thomas.Rodger@gov.bc.ca>
Subject: RE: LCRB P&L Respectful Workplace Survey Summary

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Leanne

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Thank you,

Ashlea Pearson

Strategic Human Resources Consultant
Corporate Management Services Branch, Justice and Public Safety Sector
Victoria, British Columbia
Phone: 250.589.2095 | ashlea.pearson@gov.bc.ca



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Summary of Themes in Respectful Environment Survey

Individual Accountability

s.13

s.13; s.22

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- ~~The leadership team need support from senior leadership to enable the better management of timelines/projects/expectations.~~
- ~~Focus has at times been on "results" over "relationships" or even at the expense of relationships.~~
- ~~Pressure on managers to deliver high volume.~~

Management Qualities

- Creating a "culture of respect" comes from the top by not tolerating disrespectful behaviour in the workplace.

s.13; s.22

- Management need to

s.13; s.22

- Strong and respectful communicators
- Committed to providing training and constructive criticism
- Believe in flat leadership structure

s.13; s.22

s.13

- respond to and act on issues staff have raised

Managing Difficult Staff

- Recent staffing changes might have a positive impact on overall team dynamics

s.13; s.22

- Management needs to deal with the disrespectful team members

s.13; s.22

- Similarly, there needs to be a focus on stabilizing the management team and ensuring people are in those positions who have a focus on building constructive, supportive and trusting relationships between staff.

s.13; s.22

- ~~Management needs to deal with the disrespectful team members~~
- ~~Recent staffing changes might have a positive impact on overall team dynamics~~
- Some individual conflicts have been generalized to the team. Negative behaviours of ^{s.13} individuals have had a negative impact on the team:
 - Creating an "us vs them" atmosphere (mgmt. vs analysts; analysts vs analysts)
 - A focus on the negative
 - Some team members not wanting to move forward from previous conflicts
 - Some analysts reluctant to speak in opposition to negative or unacceptable comments.
- Significant efforts were made by the management team to address these situations and support staff.
- The meeting in February (about gossiping) felt accusatory; people feel uncertain and unsure about what is happening or if they had offended colleagues.
- People would like openness and transparency regarding specific issues between team members

Workload

- There is a significant volume of work, very fast pace, and high expectations.
- The leadership team need support from senior leadership to enable the better management of timelines/projects/expectations.
- Focus has at times been on "results" over "relationships" - or even at the expense of relationships.
- Pressure on managers to deliver high volume.

Blame and Shame

- There is a culture of blame instead of approaching mistakes as learning opportunities, especially when direction is changed last minute
- People should not feel bad or intimidated for asking questions or providing constructive criticism
- There are those who only contribute veiled criticisms of other's mistakes or shortcomings at meetings
- Criticism of others, behind closed doors and with others present undermines a respectful environment.
- People don't speak up because they see no action being taken and have a fear of retaliation

Management Qualities

- ~~Creating a "culture of respect" comes from the top by not tolerating disrespectful behaviour in the workplace.~~

s.13; s.22

- ~~Management need to~~
s.13; s.22

- ~~Strong and respectful communicators~~
- ~~Committed to providing training and constructive criticism~~
- ~~Believe in flat leadership structure~~

s.13; s.22

- ~~respond to and act on issues staff have raised~~

s.13

Training suggestions:

- Empathy/self awareness

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s.13

- Conflict resolution

s.13; s.22

- Training to empower staff to speak up if they see colleagues engaging in conduct which does not meet Standards of Conduct.
- How people respond differently to the same stimuli/How to work with people who have different approaches than you.

Activity suggestions to improve the workplace

- Encourage camera use to enhance team cohesion
- Include staff in conversations / discussions / meetings they may not normally be included on.
- Teambuilding exercises/activities that facilitate everyone getting to know each other and having fun
- Establish a set of ground rules that speak to what respect means for each team member. And a commitment from the team to follow those rules.

Communication

- Speak kindly; all team members should consider their tone (i.e., soften it) when communicating – it can come across differently than intended
- Acknowledge impact of communication style on others
- Communication should be two way between management and staff
- Criticism should be broached carefully, with consideration of the recipient
- Remote working makes conversations amongst the team more difficult
- Poor communication between cannabis and liquor, which materializes as lack of respect
- Empathy when communicating, especially in a fast-paced environment, is important.
- Untimely, poor and sometimes no communication between management and staff re: changes in direction on projects



From: [Davies, Leanne LCRB:EX](#)
To: [Rodger, Thomas M LCRB:EX](#)
Subject: FW: WES doc, revision
Date: November 24, 2020 9:22:24 AM
Attachments: [PLU survey summary Nov 23 2020 - TR.docx](#)

Comments and edits included. I tried to find a home for the leftover bullets – let me know what you think?

From: Rodger, Thomas M LCRB:EX <Thomas.Rodger@gov.bc.ca>
Sent: November 23, 2020 6:18 PM
To: Davies, Leanne LCRB:EX <Leanne.Davies@gov.bc.ca>
Subject: WES doc, revision

Hi Leanne,

I've taken a sweep at this.

My direction from Brenda was to synthesise what we prepared with the doc from Strat HR.

I've put it into a table, and re-themed it based (broadly) on the Strat HR approach. I've then associated the Themes with the Strat HR 'Observation/Issue identified' statement (except in one place, where I didn't have one. So I wrote it myself instead). I've then used our draft to populate the 'Description of feedback' and 'Suggestions' column. Synethsis!

s.13

Let me know what you think. If we're agreed on the approach, I'll tidy it up and polish it a bit.

s.22

Tom

Manager, Liquor Policy and Legislation
Pronouns: *he/him/his*

Liquor and Cannabis Regulation Branch | Ministry of Attorney General

Phone: 778 698-7402

SERVICE ACCOUNTABILITY TEAMWORK CURIOSITY PASSION COURAGE ALWAYS WITH INTEGRITY

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strictly prohibited. If you have received this communication in error, please destroy the email message and any attachments immediately and notify me by telephone or by email.

Summary of Themes in Respectful Environment Survey

	Theme	Summary of Comments	Description of Feedback	Suggestions
1	s.13			
2				
1				

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Summary of Themes in Respectful Environment Survey

	Theme	Summary of Comments	Description of Feedback	Suggestions
3	Respect	<div>s.13</div> <div>Managers allow disrespectful behavior to occur in the workplace. Employees also expressed that all employees should demonstrate respectful, professional behavior towards each other</div>	<div>Creating a "culture of respect" comes from the top by not tolerating disrespectful behaviour in the workplace.</div> <div>Management needs to actively and in timely fashion deal with disrespectful team members</div> <div>Poor communication between cannabis and liquor, which materializes as lack of respect</div>	<div>Training to empower staff to speak up if they see colleagues engaging in conduct which does not meet Standards of Conduct</div> <div>Managers need to be strong and respectful communicators</div> <div>Managers need to respond to and act on issues staff have raised</div> <div>Training in how people respond differently to the same stimuli/How to work with people who have different approaches than you</div> <div>Training in empathy/self awareness</div> <div>Establish a set of ground rules that speak to what respect means for each team member. And a commitment from the team to follow those rule</div> <div>Acknowledge impact of communication style on others</div>

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Summary of Themes in Respectful Environment Survey

	Theme	Summary of Comments	Description of Feedback	Suggestions
4	Trust	<p>s.13 <i>There is a lack of trust between employees and senior managers and executives. There is fear of reprisal for providing input and feedback</i></p> <p>s.13 <i>There is a lack of trust between employees.</i></p>	<p>Some individual conflicts have been generalized to the team. Negative behaviours of s.13 individuals have had a negative impact on the team</p> <ul style="list-style-type: none">• Creating an “us vs them” atmosphere (mgmt. vs analysts; analysts vs analysts)• A focus on the negative• Some team members not wanting to move forward from previous conflicts• Some analysts reluctant to speak in opposition to negative or unacceptable comments.• Significant efforts were made by the management team to address these situations and support staff. <p>The meeting in February (about gossiping) felt accusatory; people feel uncertain and unsure about what is happening or if they had offended colleagues.</p> <p>s.13 openness and transparency regarding specific issues between team members</p> <p>Focus has at times been on "results" over "relationships" - or even at the expense of relationships.</p>	

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Summary of Themes in Respectful Environment Survey

5	Teamwork	<p>s.13 s.13 <i>There is a lack of teamwork and shared information between all staff in the office</i></p> <p><i>Employees would like to see staff included in decisions that impact them and their job responsibilities</i></p> <p>s.13 -<i>There is poor communication from senior managers and executives, specifically regarding changes that impact them.</i></p> <p><i>Employees would like to see management demonstrate that they are listening and that their questions, concerns and ideas are acknowledged and addressed.</i></p> <p><i>Employees would like to see senior managers and executive level management accountability towards action and follow up on questions, decisions and initiatives promised. If circumstances change, and you are not moving forward communicate the reasons why.</i></p>	<p>Recent staffing changes might have a positive impact on overall team dynamics</p> <p>Needs to be a focus on stabilizing the management team and ensuring people are in those positions who have a focus on building constructive, supportive and trusting relationships between staff.</p> <p>There is a culture of blame instead of approaching mistakes as learning opportunities, especially when direction is changed last minute</p> <p>People should not feel bad or intimidated for asking questions or providing constructive criticism</p> <p>s.13 only contribute veiled criticisms of other's mistakes or shortcomings at meetings</p> <p>Criticism of others, behind closed doors and with others present undermines a respectful environment.</p> <p>People don't speak up because they see no action being taken and have a fear of retaliation</p> <p>Communication should be two way between management and staff</p> <p>Remote working makes conversations amongst the team more difficult</p>	<p>Encourage camera use to enhance team cohesion</p> <p>Include staff in conversations / discussions / meetings they may not normally be included on</p> <p>Managers need to be committed to providing training and constructive criticism</p> <p>Teambuilding exercises/activities that facilitate everyone getting to know each other and having fun</p> <p>Speak kindly; all team members should consider their tone (i.e., soften it) when communicating – it can come across differently than intended</p> <p>Criticism should be broached carefully, with consideration of the recipient</p> <p>Empathy when communicating, especially in a fast-paced environment, is important.</p> <p>Untimely, poor and sometimes no communication between management and staff re: changes in direction on projects</p> <p>Training in conflict resolution</p> <p>The leadership team need support from senior leadership to enable the better management of timelines/projects/expectations.</p>
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s.13

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Summary of Themes in Respectful Environment Survey

	Theme	Summary of Comments	Description of Feedback	Suggestions
			There is a significant volume of work, very fast pace, and high expectations. Pressure on managers to deliver high volume.	

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s.13

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Management Qualities

s.13

s.13

NEXT STEPS:

Training suggestions:

s.13; s.22

From: [Davies, Leanne LCRB:EX](#)
To: [Rodger, Thomas M LCRB:EX](#)
Subject: FW: WES doc, revision
Date: Tuesday, November 24, 2020 11:30:33 AM
Attachments: [PLU survey summary Nov 23 2020 - TR LD 2.docx](#)

I accepted some changes and removed some comments and I think it's good to go to Brenda.

Also, I think we can include a few things in the pre-amble, including:

- these themes are highly interrelated and categorizing them is subjective in many cases
- some people indicated that they did not see problems in all these areas, so please note that each comment is not reflective of each person's individual experience
- the analysis needed to strike a balance between capturing the overall experience of the group as a whole, and reflecting individual comments without revealing any identifying information

From: Rodger, Thomas M LCRB:EX

Sent: November 24, 2020 11:06 AM

To: Davies, Leanne LCRB:EX

Subject: RE: WES doc, revision

I think... good!

I've re-read through the WES comments and added a couple more items. ^{s.13}

s.13

s.13

So I found a few. Let me know if you disagree.

s.13

s.13

Perhaps a simple note in the

Description of Feedback column that relevant comments are through the doc?

s.13

Thanks - Tom

From: Davies, Leanne LCRB:EX <Leanne.Davies@gov.bc.ca>

Sent: November 24, 2020 9:22 AM

To: Rodger, Thomas M LCRB:EX <Thomas.Rodger@gov.bc.ca>

Subject: FW: WES doc, revision

Comments and edits included. I tried to find a home for the leftover bullets – let me know what you think?

From: Rodger, Thomas M LCRB:EX <Thomas.Rodger@gov.bc.ca>

Sent: November 23, 2020 6:18 PM

To: Davies, Leanne LCRB:EX <Leanne.Davies@gov.bc.ca>

Subject: WES doc, revision

Hi Leanne,

I've taken a sweep at this.

My direction from Brenda was to synthesise what we prepared with the doc from Strat HR.

I've put it into a table, and re-themed it based (broadly) on the Strat HR approach. I've then

associated the Themes with the Strat HR 'Observation/Issue identified' statement (except in one

place, where I didn't have one. So I wrote it myself instead). I've then used our draft to populate the

'Description of feedback' and 'Suggestions' column. Synethsis!

Let me know what you think. If we're agreed on the approach, I'll tidy it up and polish it a bit.

s.22

Tom

Manager, Liquor Policy and Legislation

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SERVICE ACCOUNTABILITY TEAMWORK CURIOSITY PASSION COURAGE ALWAYS WITH INTEGRITY

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Summary of Themes in Respectful Environment Survey

	Theme	Summary of Comments	Description of Feedback	Initial Suggestions
1	s.13			
2				

s.13

?

Summary of Themes in Respectful Environment Survey

	Theme	Summary of Comments	Description of Feedback	Initial Suggestions
3	Respect	<p><i>All employees should demonstrate respectful, professional behavior towards each other</i></p> <p><i>Managers allow disrespectful behavior to occur in the workplace.</i></p>	<p>Creating a "culture of respect" comes from the top by not tolerating disrespectful behaviour in the workplace.</p> <p>Management needs to actively and in timely fashion deal with disrespectful team members</p> <p>Poor communication between cannabis and liquor, which materializes as lack of respect</p>	<p>Training to empower staff to speak up if they see colleagues engaging in conduct which does not meet Standards of Conduct</p> <p>Managers need to be strong and respectful communicators</p> <p>Managers need to respond to and act on issues staff have raised</p> <p>Training in how people respond differently to the same stimuli/How to work with people who have different approaches than you</p> <p>Training for all in empathy/self awareness</p> <p>Establish a set of ground rules that speak to what respect means for each team member. And a commitment from the team to follow those rule</p> <p>Acknowledge impact of communication style on others</p>

Summary of Themes in Respectful Environment Survey

	Theme	Summary of Comments	Description of Feedback	Initial Suggestions
4	Trust	<p><i>There is a lack of trust between employees and senior managers and executives. There is fear of reprisal for providing input and feedback</i></p> <p><i>There is a lack of trust between employees.</i></p>	<p>Some individual conflicts have been generalized to the team. Negative behaviours of individuals have had a negative impact on the team</p> <ul style="list-style-type: none"> • Creating an “us vs them” atmosphere (mgmt. vs analysts; analysts vs analysts) • A focus on the negative • Some team members not wanting to move forward from previous conflicts • Some analysts reluctant to speak in opposition to negative or unacceptable comments. • Significant efforts were made by the management team to address these situations and support staff. <p>The meeting in February (about gossiping) felt accusatory; people feel uncertain and unsure about what is happening or if they had offended colleagues.</p> <p>Negativity about workplace issues over last year lingers. This undermines a respectful environment and phycological safety.</p> <p>Openness and transparency regarding specific issues between team members</p> <p>Focus has at times been on "results" over "relationships" - or even at the expense of relationships.</p>	<p>Address workplace issues with the team member involved; do not bring in the whole group.</p> <p>Managers to talk to everyone on one-to-one basis to clear the air about workplace issues and “start from scratch”.</p>

Summary of Themes in Respectful Environment Survey

	Theme	Summary of Comments	Description of Feedback	Initial Suggestions
5	Teamwork	<p><i>There is a lack of teamwork and shared information between all staff in the office</i></p> <p><i>Employees would like to see staff included in decisions that impact them and their job responsibilities</i></p> <p><i>There is poor communication from senior managers and executives, specifically regarding changes that impact them.</i></p> <p><i>Employees would like to see management demonstrate that they are listening and that their questions, concerns and ideas are acknowledged and addressed.</i></p> <p><i>Employees would like to see senior managers and executive level management accountability towards action and follow up on questions, decisions and initiatives promised. If circumstances change, and you are not moving forward communicate the reasons why.</i></p>	<p>Recent staffing changes might have a positive impact on overall team dynamics</p> <p>Need to focus on stabilizing management team and ensuring people are in those positions who have a focus on building constructive, supportive and trusting relationships between staff.</p> <p>There is a culture of blame instead of approaching mistakes as learning opportunities, especially when direction is changed last minute</p> <p>People should not feel bad/intimidated for asking questions or providing constructive criticism</p> <p>Some people only contribute veiled criticisms of other's mistakes or shortcomings at meetings</p> <p>Criticism of others behind closed doors & with others present undermines respectful environment.</p> <p>People don't speak up because they see no action being taken and have a fear of retaliation</p> <p>Communication should be two way between management and staff</p> <p>Remote working makes team conversations more difficult</p> <p>There is a significant volume of work, very fast pace, and high expectations. Pressure on managers to deliver high volume.</p>	<p>Encourage camera use to enhance team cohesion</p> <p>Include staff in conversations / discussions / meetings they may not normally be included on</p> <p>Managers need to be committed to providing training and constructive criticism</p> <p>Teambuilding exercises/activities that facilitate everyone getting to know each other and having fun</p> <p>Speak kindly; all team members should consider their tone (i.e., soften it) when communicating – it can come across differently than intended</p> <p>Criticism should be broached carefully, with consideration of the recipient</p> <p>Empathy when communicating, especially in a fast-paced environment, is important.</p> <p>Untimely, poor and sometimes no communication between management and staff re: changes in direction on projects</p> <p>Training in conflict resolution</p> <p>The leadership team need support from senior leadership to enable the better management of timelines/projects/expectations.</p> <p>Believe in flat leadership structure</p>

From: [Lennox, Brenda LCRB:EX](#)
To: [Pearson, Ashlea AG:EX](#)
Cc: [Holder, Catherine AG:EX](#); [Rodger, Thomas M LCRB:EX](#); [Davies, Leanne LCRB:EX](#)
Subject: RE: LCRB P&L Respectful Workplace Survey Summary
Date: November 23, 2020 12:30:28 PM
Attachments: [PLU survey summary Nov 23 2020.docx](#)
[image001.png](#)

Hi Ashlea

Thank you for your summary and look forward to discussing it at our meeting at 1:00 pm. We had also prepared a summary and I wanted to share it here although realize it is very short notice to review before our meeting.

Thanks
Brenda

From: Pearson, Ashlea AG:EX <Ashlea.Pearson@gov.bc.ca>
Sent: Monday, November 9, 2020 1:56 PM
To: Lennox, Brenda LCRB:EX <Brenda.Lennox@gov.bc.ca>
Cc: Holder, Catherine AG:EX <Catherine.Holder@gov.bc.ca>
Subject: LCRB P&L Respectful Workplace Survey Summary

Good afternoon Brenda,

Please find attached the draft summary from the Respectful Workplace Survey. The survey comments have been summarized to maintain confidentiality. Key themes have been identified from the survey that are contributing to the Respectful Environment WES results.

For each of the observations or issues identified, you will find high-level recommendations. Catherine and myself are both looking forward to meeting to discuss next steps. I will be sending out a meeting invitation shortly for next week.

Please reach out to myself or Catherine if you have any questions.

Thank you,

Ashlea Pearson

Strategic Human Resources Consultant
Corporate Management Services Branch, Justice and Public Safety Sector
Victoria, British Columbia
Phone: 250.589.2095 | ashlea.pearson@gov.bc.ca

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Grateful to live, work, and play within the traditional territories of the Lekwungen people – known today as the Esquimalt and Songhees Nations.

Summary of Themes in Respectful Environment Survey

s.13

Individual Accountability

s.13; s.22

Management Qualities

- Creating a "culture of respect" comes from the top by not tolerating disrespectful behaviour in the workplace.

s.13; s.22

- Management need to

s.13; s.22

- Strong and respectful communicators
- Committed to providing training and constructive criticism
- Believe in flat leadership structure

s.13; s.22

s.13; s.22

Managing Difficult Staff

- Recent staffing changes might have a positive impact on overall team dynamics
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- Significant efforts were made by the management team to address these situations and support staff.

- The meeting in February (about gossiping) felt accusatory; people feel uncertain and unsure about what is happening or if they had offended colleagues.
- s.13 openness and transparency regarding specific issues between team members

s.13

Workload

- There is a significant volume of work, very fast pace, and high expectations.
- The leadership team need support from senior leadership to enable the better management of timelines/projects/expectations.
- Focus has at times been on "results" over "relationships" - or even at the expense of relationships.
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s.13

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- People don't speak up because they see no action being taken and have a fear of retaliation

NEXT STEPS:

Training suggestions:

- Empathy/self awareness
- Conflict resolution

s.13; s.22

- Training to empower staff to speak up if they see colleagues engaging in conduct which does not meet Standards of Conduct
- How people respond differently to the same stimuli/How to work with people who have different approaches than you

Activity suggestions to improve the workplace

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To: [Davies, Leanne LCRB:EX](#)
Subject: WES doc, revision
Date: November 23, 2020 6:18:00 PM
Attachments: [PLU survey summary Nov 23 2020 - TR.docx](#)

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s.13

Let me know what you think. If we're agreed on the approach, I'll tidy it up and polish it a bit.

s.22

Tom

Manager, Liquor Policy and Legislation

Pronouns: *he/him/his*

Liquor and Cannabis Regulation Branch | Ministry of Attorney General

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Summary of Themes in Respectful Environment Survey

	Theme	Summary	Description of Feedback	Suggestions
1	s.13			
2				

s.13

Summary of Themes in Respectful Environment Survey

3	Respect	<i>Employees feel that managers allow disrespectful behavior to occur in the workplace. Employees also expressed that all employees should demonstrate respectful, professional behavior towards each other</i>	<p>Creating a "culture of respect" comes from the top by not tolerating disrespectful behaviour in the workplace.</p> <p>Management needs to actively and in timely fashion deal with disrespectful team members</p> <p>Poor communication between cannabis and liquor, which materializes as lack of respect</p>	<p>Training to empower staff to speak up if they see colleagues engaging in conduct which does not meet Standards of Conduct</p> <p>Managers need to be strong and respectful communicators</p> <p>Managers need to respond to and act on issues staff have raised</p> <p>Training in how people respond differently to the same stimuli/How to work with people who have different approaches than you</p> <p>Training in empathy/self awareness</p> <p>Establish a set of ground rules that speak to what respect means for each team member. And a commitment from the team to follow those rule</p> <p>Acknowledge impact of communication style on others</p>
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Summary of Themes in Respectful Environment Survey

4	Trust	<p><i>Employees feel there is a lack of trust between employees and senior managers and executives. There is fear of reprisal for providing input and feedback</i></p> <p><i>Employees feel there is a lack of trust between employees.</i></p>	<p>Some individual conflicts have been generalized to the team. Negative behaviours of specific individuals have had a negative impact on the team</p> <ul style="list-style-type: none">• Creating an “us vs them” atmosphere (mgmt. vs analysts; analysts vs analysts)• A focus on the negative• Some team members not wanting to move forward from previous conflicts• Some analysts reluctant to speak in opposition to negative or unacceptable comments.• Significant efforts were made by the management team to address these situations and support staff. <p>The meeting in February (about gossiping) felt accusatory; people feel uncertain and unsure about what is happening or if they had offended colleagues.</p> <p>People would like openness and transparency regarding specific issues between team members</p> <p>Focus has at times been on "results" over "relationships" - or even at the expense of relationships.</p>	
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Summary of Themes in Respectful Environment Survey

5	Teamwork	<p><i>Employees expressed feelings of a lack of teamwork and shared information between all staff in the office</i></p> <p><i>Employees would like to see staff included in decisions that impact them and their job responsibilities</i></p> <p><i>Employees feel that there is poor communication from senior managers and executives, specifically regarding changes that impact them.</i></p> <p><i>Employees would like to see management demonstrate that they are listening and that their questions, concerns and ideas are acknowledged and addressed.</i></p> <p><i>Employees would like to see senior managers and executive level management accountability towards action and follow up on questions, decisions and initiatives promised. If circumstances change, and you are not moving forward communicate the reasons why.</i></p>	<p>Recent staffing changes might have a positive impact on overall team dynamics</p> <p>Needs to be a focus on stabilizing the management team and ensuring people are in those positions who have a focus on building constructive, supportive and trusting relationships between staff.</p> <p>There is a culture of blame instead of approaching mistakes as learning opportunities, especially when direction is changed last minute</p> <p>People should not feel bad or intimidated for asking questions or providing constructive criticism</p> <p>There are those who only contribute veiled criticisms of other's mistakes or shortcomings at meetings</p> <p>Criticism of others, behind closed doors and with others present undermines a respectful environment.</p> <p>People don't speak up because they see no action being taken and have a fear of retaliation</p> <p>Communication should be two way between management and staff</p> <p>Remote working makes conversations amongst the team more difficult</p>	<p>Encourage camera use to enhance team cohesion</p> <p>Include staff in conversations / discussions / meetings they may not normally be included on</p> <p>Managers need to be committed to providing training and constructive criticism</p> <p>Teambuilding exercises/activities that facilitate everyone getting to know each other and having fun</p> <p>Speak kindly; all team members should consider their tone (i.e., soften it) when communicating – it can come across differently than intended</p> <p>Criticism should be broached carefully, with consideration of the recipient</p> <p>Empathy when communicating, especially in a fast-paced environment, is important.</p> <p>Untimely, poor and sometimes no communication between management and staff re: changes in direction on projects</p> <p>Training in conflict resolution</p>
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Summary of Themes in Respectful Environment Survey

			There is a significant volume of work, very fast pace, and high expectations. Pressure on managers to deliver high volume.	The leadership team need support from senior leadership to enable the better management of timelines/projects/expectations.
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Management Qualities
s.13

NEXT STEPS:
Training suggestions:
s.13; s.22

From: [Rodger, Thomas M LCRB:EX](#)
To: [Davies, Leanne LCRB:EX](#)
Subject: RE: WES doc, revision
Date: November 24, 2020 11:05:00 AM
Attachments: [PLU survey summary Nov 23 2020 - TR LD 2.docx](#)

I think... good!

I've re-read through the WES comments and added a couple more items. ^{s.13}

s.13

s.13

So I found a few. Let me know if you disagree.

s.13

s.13

Perhaps a simple note in the
Description of Feedback column that relevant comments are through the doc?

s.13

Thanks - Tom

From: Davies, Leanne LCRB:EX <Leanne.Davies@gov.bc.ca>
Sent: November 24, 2020 9:22 AM
To: Rodger, Thomas M LCRB:EX <Thomas.Rodger@gov.bc.ca>
Subject: FW: WES doc, revision

Comments and edits included. I tried to find a home for the leftover bullets – let me know what you think?

From: Rodger, Thomas M LCRB:EX <Thomas.Rodger@gov.bc.ca>
Sent: November 23, 2020 6:18 PM
To: Davies, Leanne LCRB:EX <Leanne.Davies@gov.bc.ca>
Subject: WES doc, revision

Hi Leanne,

I've taken a sweep at this.

My direction from Brenda was to synthesise what we prepared with the doc from Strat HR.

I've put it into a table, and re-themed it based (broadly) on the Strat HR approach. I've then associated the Themes with the Strat HR 'Observation/Issue identified' statement (except in one place, where I didn't have one. So I wrote it myself instead). I've then used our draft to populate the 'Description of feedback' and 'Suggestions' column. Synethsis!

s.13

Let me know what you think. If we're agreed on the approach, I'll tidy it up and polish it a bit.

s.22

Tom

Manager, Liquor Policy and Legislation

Pronouns: *he/him/his*

Liquor and Cannabis Regulation Branch | Ministry of Attorney General

Phone: 778 698-7402

SERVICE ACCOUNTABILITY TEAMWORK CURIOSITY PASSION COURAGE ALWAYS WITH INTEGRITY

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Summary of Themes in Respectful Environment Survey

Theme				Summary of Comments	Description of Feedback	Initial Suggestions	Formatted: Width: 27.94 cm
1	s.13						s.13
2							

Summary of Themes in Respectful Environment Survey

	Theme	Summary of Comments	Description of Feedback	Initial Suggestions
3	Respect	<p><u>All employees should demonstrate respectful, professional behavior towards each other</u></p> <p><i>Managers allow disrespectful behavior to occur in the workplace.</i></p> <p><u>All employees should demonstrate respectful, professional behavior towards each other</u></p>	<p>Creating a "culture of respect" comes from the top by not tolerating disrespectful behaviour in the workplace.</p> <p>Management needs to actively and in timely fashion deal with disrespectful team members</p> <p>Poor communication between cannabis and liquor, which materializes as lack of respect</p>	<p>Training to empower staff to speak up if they see colleagues engaging in conduct which does not meet Standards of Conduct</p> <p>Managers need to be strong and respectful communicators</p> <p>Managers need to respond to and act on issues staff have raised</p> <p>Training in how people respond differently to the same stimuli/How to work with people who have different approaches than you</p> <p>Training <u>for all</u> in empathy/self awareness</p> <p>Establish a set of ground rules that speak to what respect means for each team member. And a commitment from the team to follow those rule</p> <p>Acknowledge impact of communication style on others</p>

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s.13

Summary of Themes in Respectful Environment Survey

	Theme	Summary of Comments	Description of Feedback	Initial Suggestions
4	Trust	<p><i>There is a lack of trust between employees and senior managers and executives. There is fear of reprisal for providing input and feedback</i></p> <p><i>There is a lack of trust between employees.</i></p>	<p>Some individual conflicts have been generalized to the team. Negative behaviours of individuals have had a negative impact on the team</p> <ul style="list-style-type: none"> • Creating an “us vs them” atmosphere (mgmt. vs analysts; analysts vs analysts) • A focus on the negative • Some team members not wanting to move forward from previous conflicts • Some analysts reluctant to speak in opposition to negative or unacceptable comments. • Significant efforts were made by the management team to address these situations and support staff. <p>The meeting in February (about gossiping) felt accusatory; people feel uncertain and unsure about what is happening or if they had offended colleagues.</p> <p><u>Negativity about workplace issues over last year lingers. This undermines a respectful environment and phycological safety.</u></p> <p>s.13 <u>Openness and transparency</u> regarding specific issues between team members</p> <p>Focus has at times been on "results" over "relationships" - or even at the expense of relationships.</p>	<p><u>Address workplace issues with the team member involved; do not bring in the whole group.</u></p> <p><u>Managers to talk to everyone on one-to-one basis to clear the air about workplace issues and “start from scratch”.</u></p>

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s.13

Summary of Themes in Respectful Environment Survey

5	Teamwork	<p><i>There is a lack of teamwork and shared information between all staff in the office</i></p> <p><i>Employees would like to see staff included in decisions that impact them and their job responsibilities</i></p> <p><i>There is poor communication from senior managers and executives, specifically regarding changes that impact them.</i></p> <p><i>Employees would like to see management demonstrate that they are listening and that their questions, concerns and ideas are acknowledged and addressed.</i></p> <p><i>Employees would like to see senior managers and executive level management accountability towards action and follow up on questions, decisions and initiatives promised. If circumstances change, and you are not moving forward communicate the reasons why.</i></p>	<p>Recent staffing changes might have a positive impact on overall team dynamics</p> <p>Needs to be a focus on stabilizing the management team and ensuring people are in those positions who have a focus on building constructive, supportive and trusting relationships between staff.</p> <p>There is a culture of blame instead of approaching mistakes as learning opportunities, especially when direction is changed last minute</p> <p>People should not feel bad or intimidated for asking questions or providing constructive criticism</p> <p>There are those who only contribute veiled criticisms of other's mistakes or shortcomings at meetings</p> <p>Criticism of others, behind closed doors and with others present undermines a respectful environment.</p> <p>People don't speak up because they see no action being taken and have a fear of retaliation</p> <p>Communication should be two way between management and staff</p> <p>Remote working makes conversations amongst the team more difficult</p>	<p>Encourage camera use to enhance team cohesion</p> <p>Include staff in conversations / discussions / meetings they may not normally be included on</p> <p>Managers need to be committed to providing training and constructive criticism</p> <p>Teambuilding exercises/activities that facilitate everyone getting to know each other and having fun</p> <p>Speak kindly; all team members should consider their tone (i.e., soften it) when communicating – it can come across differently than intended</p> <p>Criticism should be broached carefully, with consideration of the recipient</p> <p>Empathy when communicating, especially in a fast-paced environment, is important.</p> <p>Untimely, poor and sometimes no communication between management and staff re: changes in direction on projects</p> <p>Training in conflict resolution</p> <p>The leadership team need support from senior leadership to enable the better management of timelines/projects/expectations.</p> <p>Believe in flat leadership structure</p>
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Summary of Themes in Respectful Environment Survey

Theme	Summary of Comments	Description of Feedback	Initial Suggestions
		There is a significant volume of work, very fast pace, and high expectations. Pressure on managers to deliver high volume.	

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s.13

Management Qualities

s.13

From: [Rodger, Thomas M LCRB:EX](#)
To: [Lennox, Brenda LCRB:EX](#)
Cc: [Davies, Leanne LCRB:EX](#)
Subject: WES survey, Strat HR revision
Date: Tuesday, November 24, 2020 12:47:20 PM
Attachments: [PLU survey summary Nov 24 2020 .docx](#)

Hi Brenda,

Leanne and I have synthesised our doc and the Strat HR doc, attached. We've used their Themes (but reduced the numbers) and Summary of Comments, but then populated those with the feedback bullets from our original doc.

We've also added a pre-amble to note the subjective (and to some extent arbitrary) distinctions being made. And also that people who commented that they did not see problems (at all, or in specific areas) are not represented in the table.

Let us know what you think. Thanks!

Tom

Manager, Liquor Policy and Legislation

Pronouns: *he/him/his*

Liquor and Cannabis Regulation Branch | Ministry of Attorney General

Phone: 778 698-7402

SERVICE ACCOUNTABILITY TEAMWORK CURIOSITY PASSION COURAGE ALWAYS WITH INTEGRITY

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Summary of Themes in Respectful Environment Survey

- The below table attempts to strike a balance between capturing reflecting individual experiences and that of the group as a whole, without revealing any identifying information.
- The themes which have been identified are highly interrelated. Themes have been created to help understand the feedback, but it may be possible to theme the reponses in different ways.
- The table below gathers comments about difficulties in the workplace and suggestions for solutions. Note: some people indicated that they did not see problems in the workplace, or did not see problems in all of the areas identified.

PTO

Summary of Themes in Respectful Environment Survey

	Theme	Summary of Comments	Description of Feedback	Initial Suggestions
1	s.13			
2				

Summary of Themes in Respectful Environment Survey

	Theme	Summary of Comments	Description of Feedback	Initial Suggestions
3	Respect	<p><i>All employees should demonstrate respectful, professional behavior towards each other</i></p> <p><i>Managers allow disrespectful behavior to occur in the workplace.</i></p>	<p>Creating a "culture of respect" comes from the top by not tolerating disrespectful behaviour in the workplace.</p> <p>Management needs to actively and in timely fashion deal with disrespectful team members</p> <p>Poor communication between cannabis and liquor, which materializes as lack of respect</p>	<p>Training to empower staff to speak up if they see colleagues engaging in conduct which does not meet Standards of Conduct</p> <p>Managers need to be strong and respectful communicators</p> <p>Managers need to respond to and act on issues staff have raised</p> <p>Training in how people respond differently to the same stimuli/How to work with people who have different approaches than you</p> <p>Training for all in empathy/self awareness</p> <p>Establish a set of ground rules that speak to what respect means for each team member. And a commitment from the team to follow those rule</p> <p>Acknowledge impact of communication style on others</p>

Summary of Themes in Respectful Environment Survey

	Theme	Summary of Comments	Description of Feedback	Initial Suggestions
4	Trust	<p><i>There is a lack of trust between employees and senior managers and executives. There is fear of reprisal for providing input and feedback</i></p> <p><i>There is a lack of trust between employees.</i></p>	<p>Some individual conflicts have been generalized to the team. Negative behaviours of individuals have had a negative impact on the team</p> <ul style="list-style-type: none"> • Creating an “us vs them” atmosphere (mgmt. vs analysts; analysts vs analysts) • A focus on the negative • Some team members not wanting to move forward from previous conflicts • Some analysts reluctant to speak in opposition to negative or unacceptable comments. • Significant efforts were made by the management team to address these situations and support staff. <p>The meeting in February (about gossiping) felt accusatory; people feel uncertain and unsure about what is happening or if they had offended colleagues.</p> <p>Negativity about workplace issues over last year lingers. This undermines a respectful environment and phycological safety.</p> <p>Openness and transparency regarding specific issues between team members</p> <p>Focus has at times been on "results" over "relationships" - or even at the expense of relationships.</p>	<p>Address workplace issues with the team member involved; do not bring in the whole group.</p> <p>Managers to talk to everyone on one-to-one basis to clear the air about workplace issues and “start from scratch”.</p>

Summary of Themes in Respectful Environment Survey

	Theme	Summary of Comments	Description of Feedback	Initial Suggestions
5	Teamwork	<p><i>There is a lack of teamwork and shared information between all staff in the office</i></p> <p><i>Employees would like to see staff included in decisions that impact them and their job responsibilities</i></p> <p><i>There is poor communication from senior managers and executives, specifically regarding changes that impact them.</i></p> <p><i>Employees would like to see management demonstrate that they are listening and that their questions, concerns and ideas are acknowledged and addressed.</i></p> <p><i>Employees would like to see senior managers and executive level management accountability towards action and follow up on questions, decisions and initiatives promised. If circumstances change, and you are not moving forward communicate the reasons why.</i></p>	<p>Recent staffing changes might have a positive impact on overall team dynamics</p> <p>Need to focus on stabilizing management team and ensuring people are in those positions who have a focus on building constructive, supportive and trusting relationships between staff.</p> <p>There is a culture of blame instead of approaching mistakes as learning opportunities, especially when direction is changed last minute</p> <p>People should not feel bad/intimidated for asking questions or providing constructive criticism</p> <p>Some people only contribute veiled criticisms of other's mistakes or shortcomings at meetings</p> <p>Criticism of others behind closed doors & with others present undermines respectful environment.</p> <p>People don't speak up because they see no action being taken and have a fear of retaliation</p> <p>Communication should be two way between management and staff</p> <p>Remote working makes team conversations more difficult</p> <p>There is a significant volume of work, very fast pace, and high expectations. Pressure on managers to deliver high volume.</p>	<p>Encourage camera use to enhance team cohesion</p> <p>Include staff in conversations / discussions / meetings they may not normally be included on</p> <p>Managers need to be committed to providing training and constructive criticism</p> <p>Teambuilding exercises/activities that facilitate everyone getting to know each other and having fun</p> <p>Speak kindly; all team members should consider their tone (i.e., soften it) when communicating – it can come across differently than intended</p> <p>Criticism should be broached carefully, with consideration of the recipient</p> <p>Empathy when communicating, especially in a fast-paced environment, is important.</p> <p>Untimely, poor and sometimes no communication between management and staff re: changes in direction on projects</p> <p>Training in conflict resolution</p> <p>The leadership team need support from senior leadership to enable the better management of timelines/projects/expectations.</p> <p>Believe in flat leadership structure</p>

Summary of Themes in Respectful Environment Survey

Individual Accountability

s.13; s.22

Workload

- There is a significant volume of work, very fast pace, and high expectations.
- The leadership team need support from senior leadership to enable the better management of timelines/projects/expectations.
- Focus has at times been on "results" over "relationships" - or even at the expense of relationships.
- Pressure on managers to deliver high volume.

Managing Difficult Staff

s.13; s.22

- Similarly, there needs to be a focus on stabilizing the management team and ensuring people are in those positions who have a focus on building constructive, supportive and trusting relationships between staff.

s.13; s.22

- Management needs to deal with the disrespectful team members
- Recent staffing changes might have a positive impact on overall team dynamics
- Some individual conflicts have been generalized to the team. Negative behaviours of ^{s.13} individuals have had a negative impact on the team:
 - Creating an "us vs them" atmosphere (mgmt. vs analysts; analysts vs analysts)
 - A focus on the negative
 - Some team members not wanting to move forward
 - Some analysts reluctant to speak in opposition to negative or unacceptable comments.
- Significant efforts were made by the management team to address these situations and support staff.
- The meeting in February felt accusatory; people feel uncertain and unsure about what is happening.
- ^{s.13} openness and transparency regarding specific issues between team members

Blame and Shame

- There is a culture of blame instead of approaching mistakes as learning opportunities, especially when direction is changed last minute
- People should not feel bad or intimidated for asking questions or providing constructive criticism
- Criticism of others, behind closed doors and with others present undermines a respectful environment.
- People don't speak up because they see no action being taken and have a fear of retaliation

Management Qualities

- Creating a "culture of respect" comes from the top by not tolerating disrespectful behaviour in the workplace.

s.13; s.22

- Management need to
 - s.13; s.22
 - Strong and respectful communicators
 - Committed to providing training and constructive criticism
 - Believe in flat leadership structure

s.13; s.22

Training suggestions:

- Empathy/self awareness
- Conflict resolution

s.13; s.22

- Training to empower staff to speak up if they see colleagues engaging in conduct which does not meet Standards of Conduct.
- How people respond differently to the same stimuli/How to work with people who have different approaches than you.

Activity suggestions to improve the workplace

- Encourage camera use to enhance team cohesion
- Include staff in conversations / discussions / meetings they may not normally be included on.
- Teambuilding exercises/activities that facilitate everyone getting to know each other and having fun
- Establish a set of ground rules that speak to what respect means for each team member. And a commitment from the team to follow those rules.

Communication

- Speak kindly; all team members should consider their tone (i.e., soften it) when communicating – it can come across differently than intended
- Acknowledge impact of communication style on others
- Communication should be two way between management and staff
- Criticism should be broached carefully, with consideration of the recipient
- Remote working makes conversations amongst the team more difficult
- Poor communication between cannabis and liquor, which materializes as lack of respect
- Empathy when communicating, especially in a fast-paced environment, is important.
- Untimely, poor and sometimes no communication between management and staff re: changes in direction on projects

From: [Davies, Leanne LCRB:EX](#)
To: [Agnew, Kyle LCRB:EX](#); [Rodger, Thomas M LCRB:EX](#); [Holder, Catherine AG:EX](#); [Lennox, Brenda LCRB:EX](#)
Cc: [Pearson, Ashlea AG:EX](#)
Subject: Discussion re: PLU survey results

Discussion re: PLU WES follow-up survey results

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Ministries of Attorney General & Public Safety and Solicitor General

LCRB Policy & Legislation – Respectful Workplace Survey

About this survey:

The results of the 2020 Work Environment Survey for the LCRB Policy & Legislation division showed that employees have some concerns about the level of respect in their workplace.

Having a respectful work environment is extremely important for the safety and well-being of our team members. Your managers take your feedback very seriously. We want to make sure that you have the opportunity to share your opinions in a safe and anonymous way. We are committed to understanding the problems and working to fix them, and in order to that we need to hear directly from you. Please take the time to respond to this survey.

The questions in this survey will ask you to describe **what the main problem is**, and then what needs to **stop happening**, **start happening**, and **continue happening** in order to resolve it.

When answering the questions, please keep in mind the following points:

- **Please be sure to complete the first four questions.** They are designed to work together to create a complete picture of your work environment.
- **Please be as specific as possible in responding to the questions.** The more information you can provide, the better the picture we can develop of the issues occurring. Identifying issues in broad generalities, such as "workload" or "management style", doesn't help in developing a greater understanding of why the issue may be causing problems for you and your colleagues. If possible, your identification of the issues should include: **who** (*actual names where appropriate*), **what**, **where**, **when**, **why** and **how**.
- You will need to complete the survey in a single session. It is not possible to log out and return at a later date. If you feel that this is problematic for longer responses, please compile your responses in an outside program, such as MS Word or Notepad, and then cut and paste your information into the appropriate text box.

If you have questions about this survey, please contact [client contact name] xyz@gov.bc.ca

Commented [NGA1]: Modify intro as necessary.

Protecting your information:

This survey is completely anonymous. No comments will be attributed to any individual in reports resulting from this survey. All data from this survey is collected and managed in accordance with the provisions of **PIA AG/SG19023**, sections 26 (c.) and (e.) of the **Freedom of Information and Protection of Privacy Act** and the **Tri-Council Policy Statement on Research Ethics**. This survey is administrated by the BC Justice Sector's Business Research & Diagnostics team at Corporate Management Services Branch on behalf of the Liquor and Cannabis Regulation Branch. If you have any questions or concerns regarding data use, privacy or confidentiality issues, please email BusinessResearch@gov.bc.ca.

Commented [NGA2]: Optional, but usually a good idea to provide a contact person to field questions.

Survey Questions

1. In your opinion, what has caused a decline in the level of respect in the workplace?

2. What needs to start happening in order to address the problem you identified in question 1?

3. What needs to stop happening in order to address the problem you identified in question 1?

4. What needs to continue happening in order to address the problem you identified in question 1?

5. Do you have any additional comments? (Optional)

Thank you for taking the time to complete this survey.

To upload your data to our secure server, click on the "Submit" button below.



Ministries of Attorney General & Public Safety and Solicitor General

LCRB Policy & Legislation Unit – Respectful Workplace Survey

About this survey:

The results of the 2020 Work Environment Survey for the LCRB Policy & Legislation Unit showed that employees have some concerns about the level of respect in their workplace. s.13

s.13

Having a respectful work environment is extremely important for the safety and well-being of our team members. Your s.13 take your feedback very seriously s.13

s.13

When answering the questions, please keep in mind the following points:

- **Please be sure to complete** s.13 They are designed to work together to create a complete picture of your work environment.
- **Please ensure your responses are as descriptive as possible.** s.13
- You will need to complete the survey in a single session. It is not possible to log out and return at a later date. If you feel that this is problematic for longer responses, please compile your responses in an outside program, such as MS Word or Notepad, and then cut and paste your information into the appropriate text box.

If you have questions about this survey, please contact [client contact name] xyz@gov.bc.ca

Protecting your information:

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s.13

s.13

Commented [NGA3]: Optional, but usually a good idea to provide a contact person to field questions.

Commented [LBL4R3]: Agreed, can this be someone from your shop?

s.13

Survey Questions

1. In your opinion, ^{s.13}

2. ^{s.13}

3. ^{s.13}

4. Do you have any additional comments? *(Optional)*

Thank you for taking the time to complete this survey.

To upload your data to our secure server, click on the "Submit" button below.

↺ Reset

Submit ✓