

Annex A: Workplace Assessment Action Plan – Tracking Sheet (as of November 23, 2018)

Findings	What needs to be done	Lead	Work to begin	Completion date	Current status
1. POLAR’s mandate and “sense of purpose” are quite clear.					
	1-A) Improve communication on POLAR’s mandate and information sharing on how to get there				
Disconnect with the practical reality, as well as the implementation plan	i. Share information on the existing framework / Strategic Plan	David Scott	Immediately	Mid-June 2018 (Complete)	COMPLETE All-staff meeting held June 28, 2018 to communicate POLAR’s mandate and governance structure, and the following top priorities of the Board for 2018-19 and how this relates to the work of each Division: <ol style="list-style-type: none"> 1) Develop and promote the POLAR “brand” across the north and nationally, leveraging the opening of the CHARS campus as key milestone. 2) Focus the intramural science mission, external science partnerships, and the effective operation of the CHARS campus, leveraging in Indigenous knowledge to maximize impact of new knowledge. 3) Solidify the organizational machinery of POLAR to position the organization to create additional domestic and international research partnerships in the Canadian Arctic knowledge creation ecosystem.
	ii. Develop and consult with staff on new Strategic Plan/placement for POLAR	Alex Lamontagne, with support from Planning and Reporting (and input from Senior Management Team)	End of May	April 2019	ON TRACK POLAR’s Senior Advisor of Planning and Reporting tasked with the development of POLAR’s 2020-25 Strategic Plan. Preliminary information meetings have taken place with key staff and plans are underway for workshops to inform the development of Vision and Values Statements.

	III. Share CEO/EX/Director's Performance Agreements including corporate objectives with staff	Senior Management Team	Underway	End of May 2018 (Complete)	COMPLETE Each Executive has shared their 2018-19 Performance Agreement with their staff.
	IV. Develop a "Logic Model" on where and how people fit in the organization	Alain Leclair	End of May	April 2019	ON TRACK Given strong linkage with POLAR's future 2020-25 Strategic Plan, will develop once Strategic Plan finalized, using an NRCan program logic model and narrative as an example.
1-B) Demonstrate leadership					
Pockets of the organization differ in their understanding of POLAR's mandate	I. Have an all-staff meeting to discuss mandate and employees' understanding of it	David Scott	Immediately	Mid-June (Complete)	COMPLETE All-staff meeting held June 28, 2018 to communicate POLAR's mandate and governance structure, and the Board's top priorities for 2018-19 and how this relates to the work of each division.
	II. Open-door follow-up opportunities to meetings	Senior Management Team	Immediately	Ongoing	ONGOING Staff are encouraged to ask questions and seek clarification with their manager/Director following team meetings, all-staff meetings and Senior Management Committee meetings.
1-C) Improve planning					
POLAR is trying to do too many things– not focused	I. Focus on three priorities identified by the Board for 2018-19	Senior Management Team	Immediately	Ongoing	ONGOING The Board's top three priorities have been communicated to Senior Management, and were reinforced via quarterly all-staff meetings in June and October 2018 (next meeting scheduled in January 2019).

<p>Changing priorities</p> <p>Constant reactive state</p> <p>Lack of strategic planning on project and conference planning and integration</p>	<p>II. Use three priorities as “touchstone” criteria to assess projects, activities, commitments, etc.</p>	<p>Senior Management Team</p>	<p>Immediately</p>	<p>Ongoing</p>	<p>ONGOING</p> <p>The Board’s top three priorities are a key consideration during bilateral meetings between the President and Chief Scientist and Directors, and at Senior Management Committee meetings as workload per 2018-19 Workplan is managed.</p> <p>A Communications-led Working Group with representatives from all POLAR divisions is working to ensure that POLAR leverages the CHARS campus opening to promote the POLAR ‘brand’ across the North and nationally – one of the top priorities of the Board.</p>
	<p>III. Renewed focus on planning</p>	<p>David Scott and Alex Lamontagne, with support from Planning & Reporting</p>	<p>Immediately</p>	<p>Ongoing</p>	<p>ONGOING</p> <p>POLAR’s Senior Advisor of Planning and Reporting is leading on the development of POLAR’s 2020-25 Strategic Plan and POLAR’s Chief Scientist is leading on the development of POLAR’s 2020-25 S&T Plan. POLAR’s strengths, weaknesses, opportunities and challenges are being considered when developing these plans.</p> <p>Timelines for upcoming Board meetings and Senior Management Committee meetings and the finalization of associated briefing materials circulated to support forward planning.</p> <p>POLAR will develop an integrated business and human resources plan to support the implementation of POLAR’s 2020-25 S&T and Strategic Plans.</p> <p>With respect to conference planning, POLAR Communications is supporting the coordination of POLAR’s participation at the ArcticNet Annual Scientific Meeting in December 2018, including representation at POLAR’s booth and key messaging.</p>

Findings	What needs to be done	Lead	Work to begin	Completion date	Current status
2. Strong leadership and management are necessary for the success of POLAR.					
2-A) Focused objectives					
Taking on too much without resources/ infrastructure “Cavalier” approach to commitments	i. Increase rigour – performance management	Senior Management Team with support from HR	Underway	Ongoing	ONGOING Finalized Executive Performance Agreements for 2018-19. Performance Agreement templates provided, and additional context and tools circulated to all staff on May 31, 2018, via an HR Communiqué email. Directors and Managers received training on November 14, 2018 to support them in effectively managing performance.
	ii. Understanding performance management process at all levels	Alex Lamontagne, with support from HR	Beginning/Mid-May 2018	Ongoing	ONGOING Performance Agreement templates provided, and additional context and tools circulated to all staff on May 31, 2018, via an HR Communiqué email. Directors and Managers received training on November 14, 2018 to support them in effectively managing performance. Comms and HR working towards the development of a managers’ orientation package.
	iii. Focus on three key priorities upon which to base decisions/ commitments	Senior Management Team	Underway	Ongoing	ONGOING The Board’s top three priorities are a key consideration during bilateral meetings between the President and Chief Scientist and Directors, and at Senior Management Committee meetings. Increased focus on one of the Board’s main priorities during the POLAR CHARS Campus Opening Working Group meetings.

2-B) Develop and communicate CHARS readiness plan					
Lack of awareness re: managing CHARS (facility)	i. De-brief from Director of Facilities re: progress and plans for CHARS – communicate phased-in occupancy and OHS readiness	Martin Turpin & Alain Leclair	Underway	Ongoing	<p>ONGOING</p> <p>Updates regarding CHARS campus and OHS readiness are communicated to all staff via quarterly all-staff meetings.</p> <p>POLAR’s Manager of Facilities developed high-level approach and overview of phased occupancy plan and requirements, which was communicated to staff in Cambridge Bay via a Q&A session. Overview of high-level approach, plan and requirements was circulated in October to all staff for awareness.</p> <p>Occupational Health and Safety (OHS) Gap Analysis conducted and list of required OHS Program components established for finalization in the short and longer term. POLAR has a field safety plan in place and is developing OHS procedures and protocols for phased-in MRB lab operations. Overview/status update to be circulated in January to all staff for awareness.</p>
	ii. Plan for operation and occupation of the CHARS campus produced and communicated across the organization	Martin Turpin (with input from other divisions)			
2-C) Proactive management					
Lack of action on issues coming to management’s attention	i. As issues are raised, they will be addressed by management in a timely manner	Senior Management Team	Immediately	Ongoing	<p>ONGOING</p> <p>Issues and follow-up actions are raised both informally and during bilats on a regular basis. Issues are also discussed and addressed at weekly Directors meetings.</p> <p>Workplace wellness is a standing agenda item for regular weekly meetings involving all Directors.</p> <p>A POLAR Managers’ Forum will be established in January 2019 to provide an opportunity for all managers to exchange information and best practices and discuss opportunities to address key issues.</p>

	ii. Commitment to action	Senior Management Team	Immediately	Ongoing	ONGOING Issues and follow-up actions are raised both informally and during bilats on a regular basis. Follow up actions from separate team meetings are being tracked and implemented. Workplace wellness is a standing agenda item for regular weekly meetings involving all Directors.
	iii. At bilats – incorporate regular check-in and follow up with employees on work environment & workload	Senior Management Team	Immediately	Ongoing	ONGOING Informal conversations/check-ins taking place during bilats on a regular basis. KM and S&T reviewed their division’s workplans and set priorities. FFM reviewing priorities on a monthly basis.

Findings	What needs to be done	Lead	Work to begin	Completion date	Current status
3. There is a need for planning in the organization.					
	3-A) Develop policy infrastructure				
Policies and procedures not developed and implemented	i. Administrative Support Desktop Procedures Manual	David J. Scott, with support from the President’s Office	Draft Complete	End of June 2018 (Complete)	COMPLETE Circulated on June 8, 2018 to all staff for reference and it will be reviewed at least once per year to consider whether updates will be required to ensure continued efficiency and use of best practices.

Past practices and current procedures	ii. HR Policy Review	Alex Lamontagne, with support from HR	Underway	Winter 2019	ON TRACK Foundational HR policies (HR delegation, Terms and Conditions, and HR Management Policy) approved in principle by POLAR's Board on June 7, 2018, and currently undergoing review by TBS before being finalized and circulated to all staff.
	iii. Communication of current list and status of policies & procedures	David Scott, with Internal Comms and Senior Management Team support	September 2018	TBD – dependent on timelines for updating Intranet site	ON TRACK Current policies and procedures are being made available via POLAR's Intranet. In the meantime, POLAR's Internal Communications Manager will support Directors in developing a list of current policies and procedures that can be added to the Intranet, once the internal site has been updated.
	iv. Education/ awareness plan to accompany policies and procedures	Senior Management Team (as applicable)	Concurrent with policy development	Concurrent with policy development	ONGOING Conflict of Interest awareness sessions and training delivered in Cambridge Bay on May 29 & 30, 2018 and in Ottawa on June 19 & 20, 2018. Further training delivered to employees in September 2018 covered ethical values and dilemmas, the Public Service Disclosure Protection Act, workplace wellbeing and conflict of interest. Procurement training delivered in Cambridge Bay on June 20, 2018, and in Ottawa on November 21, 2018. Implementation of Occupational Health and Safety awareness training initiated and continues to be monitored to ensure timely completion. Future education/awareness sessions planned for 2018-19 include: travel (December), financial delegation (January), fiscal year-end process (February), hospitality and events, including sponsorship (March), travel support letters (April), and honoraria (May).

3-B) Increase knowledge					
<p>Lack of cohesion between teams</p> <p>Lack of respect for the value of the work of other teams</p>	<p>i. Need for information, Q&A sessions on topics and challenges that intersect with other areas, i.e., procurement, HR, hospitality, interpreters, sponsorship, etc.</p>	<p>Martin Turpin</p>	<p>September 2018</p>	<p>Ongoing through to September 2019</p>	<p>ONGOING</p> <p>Procurement training delivered in Cambridge Bay on June 20, 2018, and delivered in Ottawa on November 21, 2018.</p> <p>Future education/awareness sessions planned for 2018-19 include: travel (December), financial delegation (January), fiscal year-end process (February), hospitality and events, including sponsorship (March), travel support letters (April), and honoraria (May).</p> <p>Developing a whole-of-agency approach related to simultaneous interpretation and translation for Inuktitut and Inuinnaqtun.</p>
	<p>ii. Regular meetings to tackle issues</p>	<p>Senior Management Team</p>	<p>Immediately</p>	<p>Ongoing</p>	<p>ONGOING</p> <p>Joint monthly KM/S&T meeting (including POLAR Communications) to share key updates and facilitate discussion regarding topics of interest to both divisions. Further sessions will be arranged to discuss better integration.</p> <p>Internal POLAR working group established by HRPR to facilitate discussion across divisions and support the development of POLAR's next Competitive Funding Process.</p> <p>Internal POLAR meetings taking place involving staff from FFM, S&T and KM to work towards a policy on the use of public space at the CHARS campus.</p> <p>Cambridge Bay staff meeting held every week. Weekly meetings of Directors to discuss priorities, key updates and topics of interest for all divisions.</p> <p>A POLAR Managers' Forum will be established in January 2019 to provide an opportunity for managers to exchange information and best practices and discuss opportunities to address key issues.</p>

	iii. Seek opportunities for joint project planning between teams	Senior Management Team	Immediately	Ongoing	<p>ONGOING</p> <p>An internal <i>Who Does What</i> document was developed for each division and shared with all staff in October 2018 to strengthen awareness of key roles and responsibilities of each staff member.</p> <p>Cambridge Bay staff meeting held every week.</p> <p>Internal POLAR working group established by HRPR to facilitate discussion across divisions and support the development of POLAR's next Competitive Funding Process.</p> <p>Internal POLAR meetings taking place involving staff from FFM, S&T and KM to work towards a policy on the use of public space at the CHARS campus.</p> <p>Monthly internal POLAR CHARS Campus Opening Working Group meetings including staff from FFM, S&T, KM, PO and HRPR.</p> <p>FFM and S&T staff working closely together on a committee focused on supporting research at the CHARS campus.</p>
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Findings	What needs to be done	Lead	Work to begin	Completion date	Current status
4. There are mixed levels of morale in the organization.					
4-A) Explore opportunities for streamlining					
Heavy workload Recognition of how long things take	i. Consider opportunities to increase efficiencies and minimize duplication	Senior Management Team	September 2018	April 2019	ON TRACK This will be further considered in the context of discussions to inform the 2020-25 Strategic Plan. In the meantime, an internal <i>Who Does What</i> document for all teams was developed and circulated to all staff to increase awareness of staff's roles and responsibilities. POLAR is working towards syncing the corporate planning and reporting cycles and corresponding reports for the Board and for Parliament to minimize duplication and ensure efficiency. POLAR has implemented an intranet renewal strategy to increase efficiencies and improve awareness of and access to key information and tools to perform daily tasks.
	ii. Organizational workplan - phased approach	David Scott and Alex Lamontagne, with support from Planning and Reporting	On approval of Strategic Plan	Ongoing	ON TRACK POLAR's Senior Advisor, Planning and Reporting is coordinating the development of an agency-wide workplan and budget for 2019-20 for Board approval in December 2018. The template for the TBS-required 2019-20 Departmental Plan was used as the basis for the 2019-20 Workplan and Budget for the Board, to minimize duplication and sync corporate planning and reporting cycles for the Board and for Parliament. In the meantime, POLAR is implementing the 2018-19 Workplan and Budget approved by the Board.

<p>iii. Directors to assist employees to prioritize requests, working toward top three priorities of the Board</p>	<p>Senior Management Team</p>	<p>Immediately</p>	<p>Ongoing</p>	<p>ONGOING</p> <p>The Board's top three priorities are a key consideration during bilateral meetings between Directors and staff.</p> <p>S&T, KM and FFM are reviewing work plan and setting priorities.</p> <p>POLAR's internal CHARS Campus Opening Working Group currently tackling one of the Board's top priorities, ensuring maximum impact of the event.</p> <p>Session on time management tools and tricks scheduled in November 2018 for Cambridge Bay staff.</p> <p>HRPR to circulate to all staff a list of relevant courses available via CSPA via next HR Communiqué.</p>
<p>iv. Partner with Innovation, Science and Economic Development (ISED) Workplace Wellness Centre and engage other supports, i.e., mental health consultant, Employee Assistance Program (EAP) presentations, etc.</p>	<p>Alex Lamontagne, with support from HR</p>	<p>June 2019</p>	<p>December 2018</p>	<p>ON TRACK</p> <p>MOU in place for informal conflict resolution services via ISED. Further information on how to access the Workplace Wellness Centre will be included in the next HR Communiqué. EAP available via Health Canada, and further information has been circulated to all staff about services available and how to access them.</p>
<p>v. Town Hall on Adapting to the North</p>	<p>Martin Raillard</p>	<p>Underway</p>	<p>End of October 2018 (Complete)</p>	<p>COMPLETE</p> <p>Expanded to become a broader discussion on mental health in the workplace in Cambridge Bay, which was held on October 12, 2018. Planning for follow-up discussion in January regarding mental health.</p>

4-B) Commitment for timely follow through					
Lack of trust	i. Commitment to action	Senior Management Team	Immediately	Ongoing	ONGOING Issues and follow-up actions raised both informally and during bilats on a regular basis.
	ii. Seeking information when answers not known before providing answers to employees	Senior Management Team	Immediately	Ongoing	ONGOING Issues and follow-up actions are raised both informally and during bilats on a continuous basis. Implementing an intranet renewal strategy to improve awareness of and access to key information and tools to perform daily tasks.
	iii. Support & implement action plan from WPA is a corporate commitment in Executive Performance Agreements	David Scott	Immediately	Ongoing	ONGOING Finalized Executive Performance Agreements for 2018-19. The President's Office checks in with Senior Management on a monthly basis to monitor progress against action items from the Workplace Assessment Report. Developing an internal communications plan based on the Workplace Assessment Report.
4-C) Communicate organizational structure					
Uncertainty regarding employment future	iv. Review letters of offer for quality assurance and clarify any inconsistencies.	Alex Lamontagne, with support from HR	April 2019	TBD	HR will start the review in April 2019, in conjunction with broader review of HR files.
	ii. Distribution of organization chart and establish criteria for assigning positions	David Scott and Alex Lamontagne, with support	Underway	TBD	ONGOING Organizational chart (as of April 1 st , 2018) signed off, and circulated to all staff via May 2018 HR Communiqué.

	based on organizational needs for Ottawa and Cambridge Bay	from HR			Further discussion will take place in mid January involving HR and Directors.
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Findings	What needs to be done	Lead	Work to begin	Completion date	Current status
5. Communication within teams is good, however within the organization it needs improvement.					
5-A) Communicate organizational structure					
Communication is not efficient or about the “right things” One-way communication Slow and/or unanswered messages	i. Assess POLAR’s current internal communications practices – develop plan to address communication issues (involving teams)	David Scott, with support from Internal Comms	Immediately	November 2018	ON TRACK Developing an internal communications plan based on the Workplace Assessment Report and the internal communications working group’s recommendations. Summary of key outcomes from each Senior Management Committee meeting circulated to all staff for their awareness. Each unit prepares a brief summary of key developments every 3 weeks for circulation to all staff (POLAR Priorities Update). Developed an Intranet Renewal Strategy which is currently being implemented in order to provide staff with additional tools and resources that meet their needs. The strategy is based on a staff survey regarding ways to increase the intranet’s efficiency and use.

Findings	What needs to be done	Lead	Work to begin	Completion date	Current status
6. The setup of the organization imposes challenges on efficiencies and relationships.					
6-A) Build knowledge					
Differing operational realities with current processes don't always work in the North	i. Consideration of Finance/ HR/ Procurement information and Q&A sessions on processes with checklists	Martin Turpin and Alex Lamontagne	September 2018	Ongoing through to September 2019	<p>ON TRACK</p> <p>Conflict of Interest awareness sessions and training delivered in Cambridge Bay on May 29 & 30, 2018 and in Ottawa on June 19 & 20, 2018. Further training delivered to employees in September 2018 covered ethical values and dilemmas, the public Service Disclosure Protection Act, workplace wellbeing and conflict of interest.</p> <p>Procurement training delivered in Cambridge Bay on June 20, 2018, and in Ottawa on November 21, 2018.</p> <p>Implementation of mandatory and recommended Occupational Health and Safety awareness training initiated, and monitored to ensure timely completion.</p> <p>Future education/awareness sessions planned for 2018-19 include: travel (December), financial delegation (January), fiscal year-end process (February), hospitality and events, including sponsorship (March), travel support letters (April), and honoraria (May).</p>
6-B) Build knowledge					
Differing geographic workplace cultures	i. Regular all-staff meetings (virtual)	David Scott	Mid May 2018	Ongoing	<p>ONGOING</p> <p>All-staff meeting held on June 28, 2018 to communicate POLAR's mandate and governance structure, and the Board's top priorities for 2018-19 and how this relates to the work of each division. All-staff meetings take place</p>

					following each quarterly Board meetings. Videoconferencing (VC) at Cambridge Bay is now operational. Public Services and Procurement Canada to connect Ottawa and Cambridge Bay offices.
	ii. Diversity and inclusiveness awareness	Senior Management Team	September 2018	March 2019	ON TRACK Currently exploring options for training and information sessions for staff.
	iii. Sharing and support for positive practices	Senior Management Team	Immediately	Ongoing	ONGOING Detailed conference report summary was prepared and circulated after POLAR staff participation in the international POLAR 2018 conference.

Findings	What needs to be done	Lead	Work to begin	Completion date	Current status
7. Capacity					
7-A) Develop organizational norms					
Leave replacement / lack of trained back-up support	i. Standardized process for absences – assigning acting replacements during absences and communicating this with staff	Senior Management Team	Immediately	End of June 2018 (Complete)	COMPLETE Standard template for out-of-office message included in Administrative Support Desktop Procedures Manual that was circulated to all staff on June 8, 2018. Staff provide notice to their teams in advance of leave. Message sent in July 2018 to remind staff of best practices when out-of-office, and highlight template for out-of-office messages. Directors responsible for ensuring staff follow this guidance.

Working beyond scope / limited resources	ii. Strategic discussion about what can be parcelled out to outside resources/ contractors – review current business model for common services (link with Strategic Plan to address sustainable operations)	Senior Management Team, in consultation with key staff	April 2019	TBD	Senior Management discussed options on contracting out work at July 4 meeting and is planning follow up discussions. Further discussions to take place in the coming months, in the context of discussions regarding POLAR’s 2020-25 S&T Plan and Strategic Plan. Divisions are also considering opportunities to develop MOUs with other federal government departments to access capacity.
7-B) Explore streamlining opportunities					
Lack of awareness of governing authorities & their application	i. Training & Awareness on responsibilities of being a Public Servant	Alex Lamontagne, with support from HR	September 2018	March 2019	<p>ON TRACK</p> <p>All new public servants encouraged to put the CSPS course ‘Who we work for’ (C218) on their learning plan for the 2018-2019 fiscal year. This is the old orientation to the public service course. All current employees were advised via HR Communiqué in May. Over the coming months, an outline will be developed for mandatory training for POLAR, which will include this course.</p> <p>Working on the development of a user-friendly onboarding package for new employees.</p>
	ii. Conflict of Interest and Values & Ethics Training	Alex Lamontagne	Underway	December 2018	<p>ON TRACK</p> <p>Conflict of Interest awareness sessions and training delivered in Cambridge Bay on May 29 & 30, 2018 and in Ottawa on June 19 & 20, 2018. Further Values and Ethics training delivered to employees in September 2018 covered ethical values and dilemmas, the Public Service Disclosure Protection Act, workplace wellbeing and conflict of interest.</p>

Findings	What needs to be done	Lead	Work to begin	Completion date	Current status
8. Conflict and tension are felt across the organization at all levels.					
8-A) Healthy Workplace					
Negative behaviours impacting work teams	i. Respectful Workplace Training / How to Deal with Conflict	Alex Lamontagne	September 2018	December 2018 (Complete)	COMPLETE Training delivered to Ottawa staff in September 2018 and Cambridge Bay staff in November 2018.
	ii. Management walk-arounds re: what is happening in own unit, take action, seek opportunities for team-building (formal and informal)	Senior Management Team	Immediately	Ongoing	ONGOING
	iii. Support/tools for employees and managers to have difficult conversations, address issues directly or with assistance	Alex Lamontagne, with support from HR	September 2018	TBD	Any conflicts among staff members are addressed in a timely manner by Directors, with advice from HR as needed.
	iv. Innovation, Science and Economic Development Canada (ISED) Informal Conflict Management Services	Alex Lamontagne, with support from HR	Underway	December 2018	ON TRACK MOU in place for informal conflict resolution services via ISED. Further information on how to access the Workplace Wellness Centre will be included in the next HR Communiqué.

	8-B) Forward planning				
Reticence to make requests for input from colleagues	I. Annual reporting cycle, Board meetings, operational, year-end deadlines – shared with all employees with timelines	David Scott and Alex Lamontagne, with input from Planning and Reporting	December 2018	Updated on an ongoing basis	<p>ONGOING</p> <p>POLAR's Senior Advisor, Planning and Reporting to develop an overview of key timelines for annual planning and reporting. POLAR is working towards syncing the corporate planning and reporting cycles and corresponding reports for the Board and for Parliament to minimize duplication and ensure efficiency.</p> <p>Timelines for upcoming Senior Management Committee meetings and the finalization of associated briefing materials circulated to Senior Management on June 20, 2018 to support forward planning.</p> <p>Timelines for upcoming Board meetings and the finalization of associated briefing materials circulated to Senior Management in July 2018 to support forward planning.</p>