



Newsletter on

Keeyask Workplace Culture Assessment

Final Report





Results of the Keeyask Workplace Culture Assessment

Last fall, in response to concerns raised by employees and community members, the Keeyask Hydropower Limited Partnership initiated an independent Workplace Culture Assessment at the Keeyask construction site. D. Carriere & Associates was contracted to conduct this assessment and provide recommendations on what could be done to create a better work environment.

Over a four-week period in late 2016, information was gathered from approximately 180 participants through in-person interviews, telephone conversations and online surveys. Participants included Indigenous and non-Indigenous workers, the Chief and Council of each Keeyask Partner First Nation, managers from Manitoba Hydro and site contractors, as well as representatives from various support services.

This information provided by individuals was invaluable to the assessment and we are grateful to those who took the time and had the courage to share their experiences and perspectives. All responses will be kept anonymous.

The Keeyask Workplace Culture Assessment is now complete and, based on the final report, we better understand the harassment and discrimination being experienced at site and affecting both Indigenous and non-Indigenous employees. The consultants also concluded that a lack of awareness about the policies intended to prevent this behavior, as well as inconsistency in their application, are significant contributors to the issue.

These findings are very concerning.

Simply put, we want everyone's experience at Keeyask to be positive and rewarding. If you are being subjected to harassment or discrimination, it should be reported – please see the back page of this newsletter for options. There is no place for this kind of behaviour on the project, and no tolerance for retribution against those who come forward with complaints.

The consultants included a number of recommendations for improving workplace culture at Keeyask in their report and we can confirm that efforts are already underway to address many of them, including:

- Standardizing policies and procedures at site, including the reporting and investigation of workplace complaints;
- Improving training for managers, supervisors and those involved in addressing workplace complaints; and
- Enhancing the supports available at site for employees.

A more detailed description of the specific actions taken is included in the following pages. A full copy of the report is also available on request by contacting the Keeyask Site Liaison Office at either 204-778-3910 or 204-778-3942.

The Keeyask Hydropower Limited Partnership is committed to creating a respectful workplace culture for all at site, free from discrimination and harassment and accepting of different cultures. Everyone has a role to play and we will continue to work with all parties to achieve that goal.

Yours truly,

5900345 Manitoba Ltd.
As General Partner of the
Keeyask Hydropower Limited Partnership

A handwritten signature in cursive script, reading "Lorne M. Midford", written over a horizontal line.

Lorne Midford
President

A handwritten signature in cursive script, reading "Sandra Nabess", written over a horizontal line.

Sandra Nabess
Vice President

Taking action to create a positive, productive workplace at Keeyask

The Keeyask Project Management team, in cooperation with site contractors, is already working to address the recommendations in the Keeyask Workplace Culture Assessment report, where feasible.

A joint committee at site is reviewing and acting on recommendations related to site management, and taking on the broader task of creating a more positive site culture. This Keeyask Site Committee includes representation from Manitoba Hydro, each of the partner First Nations and contractors at site. The remaining recommendations are assigned to various parties for consideration and action.

One initial focus was updating the Respectful Workplace Standard and developing appropriate training and communication tools to ensure the standard is well understood.

Below is a list of some specific actions already underway.

Respectful Workplace Standard

- Updating the Respectful Workplace Standard to reflect Indigenous perspectives, including the option to bring concerns regarding harassment or discrimination to a trusted advisor and have that advisor available as an advocate throughout any process to address that concern.
- Using a variety of approaches, including training for managers and supervisors, to improve understanding of the Respectful Workplace Standard for Keeyask.
- Working to better communicate processes already in place for reporting and responding to harassment or discrimination, including options for employees who want to contact someone about inappropriate behaviour.
- Adding HPMA contact information to Respectful Workplace Standard and working to communicate this role and the support that is available to employees.
- Reviewing conflict resolution training for supervisors and managers, in partnership with Employee Retention Services representatives, to ensure it is culturally sensitive and site-specific.





Workplace Culture

- Establishing the Keeyask Site Committee to bring together Keeyask Cree Nation site representatives and senior representatives from Manitoba Hydro and the contractors to act on recommendations related to site management, including the development of a strategic plan to drive a positive culture change at the project site.
- Planning for high energy social events to build goodwill and unify the team.
- Looking into how to best give employees an opportunity to share their perspectives and experiences at the project site.
- Rolling out an awareness campaign at the Keeyask site to encourage a broader discussion about the value of respect and reinforcing the commonalities shared by everyone at the project site.

Development and Mentorship

- Piloting a development and mentorship program developed by BBE, in collaboration with Keeyask Cree Nation site representatives and Manitoba Hydro, that pairs Keeyask Cree Nation employees working for BBE with an on-site mentor.
- Sharing program details with other contractors at site who are also working to create mentorship programs.
- Reviewing ways to better communicate promotion or training opportunities.

Other Actions

- Building a sweat lodge at Keeyask to support the spiritual practice and wellness of Indigenous employees.
- Increasing the number of couples rooms at site accommodations to provide more employees the opportunity to share a room with their spouse or partner.

Going forward, the Project Manager will provide the Keeyask Hydropower Limited Partnership with regular updates on progress, including key actions or action plans, to address the recommendations of the Keeyask Workplace Culture Assessment report.





What is harassment and discrimination?

Harassment: is abusive or unwelcome conduct or comments made on the basis of a characteristic protected under the Canadian Human Rights Act, such as race, gender, age, religion or disability.

Discrimination: is unfairly treating a person or a group of people differently from other people, whether favourably or unfavourably, on the basis of a protected characteristic.

What isn't harassment and discrimination?

Conflict: is a reasonable disagreement in the workplace that is not based on one of the protected characteristics. This includes occasional misunderstandings, oversights, thoughtlessness, poor communication or personality conflict.

Performance Management: is appropriate feedback, performance reviews, coaching or discipline by a supervisor or manager. This includes day-to-day management or supervisory decisions involving work assignments, employee requests, punctuality and attendance, provided they are carried out in a manner that is not discriminatory or abusive.



EXPECT RESPECT

Everyone is entitled to respect and equal opportunity at work.

Are you experiencing harassment or discrimination?

We can help.

✉ respect@hydro.mb.ca

☎ Tony Landry at 204-360-5737

You can also seek help from other resources:

- Your supervisor or manager
- Employment Retention Services (ERS)
- A trusted, confidential person
- An Allied Hydro Council (union) rep
- Site Liaison staff of Manitoba Hydro
- KCN Site representatives

All Communication is confidential and your privacy is protected.

