

PROTECTED B

FINAL REVIEW REPORT

**PRIVY COUNCIL OFFICE
OTTAWA, ONTARIO**

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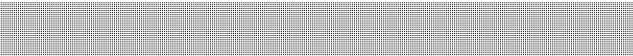
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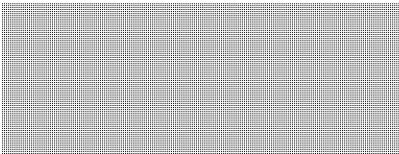
**Privy Council Office
Ottawa, Ontario**

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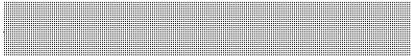
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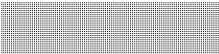
Appendix A: CBC Article, 21 July 2020

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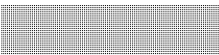
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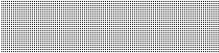
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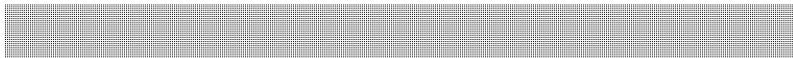
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4 November 2020

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FINAL REVIEW REPORT

**Privy Council Office
Ottawa, Ontario**

I. EXECUTIVE SUMMARY

On 21 July 2020, anonymous concerns were raised in the public sphere of a “toxic workplace” within the Office of the Secretary of the Governor General (OSGG) and of inappropriate conduct on the part of Her Excellency the Right Honourable Julie Payette (Her Excellency) and the Secretary to the Governor General, Ms. Assunta Di Lorenzo (Ms. Di Lorenzo). On 31 August 2020, the Privy Council Office (PCO) mandated Quintet Consulting Corporation (Quintet) to conduct the present Review.

Quintet took seriously the task of carrying out its assigned role, ensuring that the process was fair for all of those involved, respecting the principles of procedural fairness. Consistent with the mandate to gather information at a *prima facie* level, the Report does not make findings of fact or determine whether reported conduct took place.

The Review began by completing the preparatory work required by the PCO Terms of Reference (TOR) and Statement of Work (SOW), addressing procedural issues that arose, and holding preliminary meetings with members of OSGG management, [REDACTED] [REDACTED] did not respond to Quintet’s invitations to meet. From 19 October to 23 November 2020, the Review Team conducted 92 interviews with participants, including current employees, former employees and knowledgeable individuals identified by the Review Team.

Prior to being interviewed, participants were provided with detailed information about the process and given the opportunity to ask questions. A consistent and detailed interview protocol was followed scrupulously by all members of the Review Team.

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The information and examples presented in the Report reflect what participants provided spontaneously, in response to the single open-ended question that members of the Review Team posed, relating to observations and concerns about the work environment within the OSGG.

Following the interviews, more than 500 pages of interview summaries were prepared, reviewed and validated by the individual participants. All information received was carefully considered, [REDACTED]

The overwhelming majority participated confidentially to raise concerns about the work environment and/or their individual treatment, [REDACTED] Forty-three participants described the general work environment as hostile or negative or used other words to that effect. Twenty-six participants used the words “toxic” or “poisoned” to describe the general work atmosphere at the OSGG during the current mandate.

Twenty participants reported having witnessed harassment in their workplace or referred to harassing behaviours in the workplace. However, Quintet did not receive any formal complaints of harassment that were within the scope of this Review, as set out by the TOR and SOW.

As summarized in the Report, many participants reported conduct that, if it occurred, would lead to a toxic workplace. Reports included allegations of yelling, screaming, aggressive conduct, demeaning comments and public humiliations. Therefore, by any objective standard, including that set by the Treasury Board Secretariat (TBS), the reported conduct summarized in the Report, if it occurred as alleged, would lead to a toxic workplace.

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Quintet concludes that there is a serious problem that requires PCO's immediate attention. In reaching this conclusion, Quintet respects the unproven nature of the reported concerns and draws on its decades of experience in the field of conflict management and prevention.

II. INTRODUCTION

On 23 July 2020, the Privy Council Office (PCO) announced that it would launch a thorough, independent, and impartial review (the Review) to examine concerns raised in the public sphere by past and current employees of the Office of the Secretary to the Governor General (OSGG) during the tenure of the 29th Governor General of Canada¹. At the time the Review was launched, PCO indicated that no formal complaints had been received by the OSGG or other authorities related to the alleged conduct described in the media reports.

The announcement came two days after a 21 July 2020 article was posted on the CBC English-language website, entitled: “Gov. Gen. Payette has created a toxic climate of harassment and verbal abuse at Rideau Hall, sources allege” (Appendix A). The article described reports by anonymous sources of alleged harassment and other potentially inappropriate behaviours by Her Excellency the Right Honourable Julie Payette (Her Excellency), as well as the Secretary to the Governor General, Ms. Assunta Di Lorenzo (Secretary or Ms. Di Lorenzo). The 21 July 2020 article was followed by a posting on the Radio-Canada website on 22 July 2020, which contained a similar story. Other media outlets also posted stories about the work environment in the OSGG.

In launching the Review, PCO announced that it had done so with the full support of the OSGG. Further, on 23 July 2020, Her Excellency tweeted the following: “I take workplace harassment issues very seriously. I am committed to ensuring that every employee who works at Rideau Hall enjoys a secure and healthy work environment at all times and under all circumstances. I have requested the conduct of an independent review” (Appendix B).

On 31 August 2020, PCO announced that it had hired Quintet Consulting Corporation (Quintet) to undertake the Review. PCO also announced that the Honourable Dominic LeBlanc, President of the Queen’s Privy Council for Canada and Minister of Intergovernmental Affairs, would be overseeing the Review on behalf of the Right Honourable Justin Trudeau, Prime Minister.

The importance of this matter to everyone involved was evident throughout the process, not only because of the national media attention that the Review attracted, but also in terms of the high level of engagement and interest it elicited from OSGG management², current and former employees³ and knowledgeable individuals⁴. Quintet took seriously the task of carrying out the role assigned to it in the Terms of Reference (TOR) and Statement of Work (SOW) (Appendix C), ensuring that the process was fair for all those who participated, including for the OSGG as an organization, its management, employees, former employees and knowledgeable individuals.

This Report is organized into the following Parts:

- Part I, Executive Summary

¹ The tenure of the 29th Governor General began on 2 October 2017.

² OSGG management is used in this Report to indicate one or more managers speaking in their official capacities as representatives of the OSGG, rather than as individuals in their personal right.

³ Former employees refer to those who left the OSGG during the tenure of the 29th Governor General of Canada.

⁴ Knowledgeable individuals refer to those non-OSGG personnel who work or worked on OSGG premises or who may have witnessed key events during the tenure of the 29th Governor General of Canada.

- Part II, Introduction
- Part III, Mandate
- Part IV, Methodology and Chronology of the Review
- Part V, Relevant Norms, Standards and Policies
- Part VI, Method of Analysis
- Part VII, Contextual Background
- Part VIII, Summary of Concerns and Allegations
- Part IX, Conclusions
- Part X, Recommendations for Next Steps and Future Actions
- Part XI, Closing Comments

III. MANDATE

The TOR for this Review, which were released publicly on 31 August 2020, indicate that Quintet was mandated to conduct an independent and impartial review into concerns raised in the public sphere about the work environment at the OSGG during the tenure of the 29th Governor General of Canada.

PCO also provided Quintet with an SOW.

The complementary TOR and SOW formed the basis of the mandate which Quintet, drawing on its nearly three decades of experience working in the field of conflict management and prevention, necessarily interpreted throughout the process to ensure that the Review was thorough, independent and impartial.

In brief, after the anonymous concerns of a “toxic workplace” were raised in the public sphere, Quintet was mandated to gather information, from current and former OSGG employees. The principal purpose of the Review was to provide current and former employees a voluntary and confidential forum to clearly identify their workplace concerns.

In the TOR and SOW, PCO indicated that the scope was limited to “gathering concerns and sufficient facts about the workplace environment”, in a manner that was “sufficiently detailed to allow decisions to be made with respect to next steps”. Additionally, PCO indicated that, “the scope includes the possibility that an employee may wish to make a complaint under a relevant workplace policy”. PCO specified further that it wished to know “precisely the allegation(s), of workplace harassment and/or behaviours that would create a toxic workplace” and “what the allegations were and the person and/or persons against whom the allegations were made”.

Consistent with the TOR and SOW, in summary, Quintet was mandated to:

- Review relevant documentation and information.
- Arrange for a conversation with OSGG management, including Her Excellency and the Secretary to the Governor General, to explain the Review process, to respond to any questions they had, and offer OSGG management an opportunity to provide relevant background and context relating to the Review.

- Meet with the Head of Human Resources (HR), OSGG, to review the workplace laws and policies that apply to the OSGG, including any code of conduct, and workforce management policies and initiatives that require the OSGG to protect its employees from harassment and to provide a safe and healthy environment.
- Contact current and former employees, in order to invite them, on a voluntary basis, to participate in meetings and interviews.
- Identify knowledgeable individuals, and invite them to be interviewed, on a voluntary basis.
- Explain the Review process, including:
 - Remind participants⁵ of their responsibilities to respect the confidentiality of the Review process.
 - Inform participants that the contents of the Review Report would not be released publicly, unless required by law, and that information would be handled in accordance with the requirements of the *Access to Information Act* and the *Privacy Act*. However, participants with their knowledge and consent could agree to have their names disclosed in the confidential Review Report.
- Respond to any questions from participants.
- If deemed necessary to determine whether a “*prima facie* allegation”⁶ has been made, participants and/or individuals identified as respondents could be given the opportunity to provide additional or responsive information.
- Prepare an interview summary after each interview for the individual’s review and comments.
- Conduct the Review with the utmost discretion.
- Provide bi-weekly updates to PCO management relating to the status of the Review.
- Prepare and submit a Preliminary Review Report to PCO⁷, which was to include:
 - An Executive Summary of the scope of the Review, including concerns and/or “formal allegations”, the conclusions and recommended next steps;
 - A detailed summary of all relevant information gathered;
 - For concerns, sufficient information and facts and recommended next steps;
 - If allegations of harassment were made, provide a description of the nature of the incidents, and determine whether the allegation(s) meet the definition of harassment, on a *prima facie* basis;

⁵ The term participant refers to current and former OSGG employees who voluntarily chose to participate in the Review. It also includes knowledgeable individuals identified by Quintet and who voluntarily agreed to participate.

⁶ A *prima facie* allegation is understood to mean an allegation that, if its constituent facts were proven, would violate a given norm.

⁷ The Preliminary Review Report was delivered to PCO on 4 January 2021.

- If allegations of behaviours leading to a toxic work environment were made, provide a description of the nature of the allegation(s), and determine whether the conduct alleged would be considered inappropriate, on a *prima facie* basis; and
- Recommendations for Next Steps and Future Actions.

PCO was then to provide comments to Quintet with respect to clarity and conformity of the Preliminary Review Report to the SOW⁸, and then Quintet prepared and submitted this Final Review Report to PCO.

Before proceeding, two aspects of the mandate should be underlined:

- This Review was not an investigation. Therefore, the mandate did not include determining whether any alleged conduct or behaviour relating to the concerns or allegations is proven to have occurred.
- While many of the concerns raised in the public sphere related to the reported conduct of Her Excellency, the focus of this Review was the work environment in the OSGG.

IV. METHODOLOGY AND CHRONOLOGY OF THE REVIEW

A. Launch of the Review

Immediately after PCO announced Quintet as the independent Reviewer on 31 August 2020, the Quintet Review Team (Review Team) began work on the file. The Review Team consisted of six members, all experienced and bilingual consultants in the area of the prevention and management of conflict in the workplace, including harassment, with a specific expertise in the federal public service.

Quintet began by reviewing the information available in the public sphere within the parameters stipulated in both the TOR and SOW.

In the first week of the Review, members of the Review Team participated in conference calls with representatives from PCO and also sought clarification in writing from PCO about the scope of work and mandate.

The first step in the Review process was to develop a detailed plan for the Review. Care was taken to develop a detailed plan for the Review, all of the required communication materials, including the *Information for Participants in the OSGG Review* document (Appendix D), as well as communication and interview protocols. These materials were prepared by the Review Team, for the Review, in English and French. These materials were followed scrupulously by the various members of the Review Team in communicating with and interviewing participants.

Most of this preparatory work was completed before 10 September 2020.

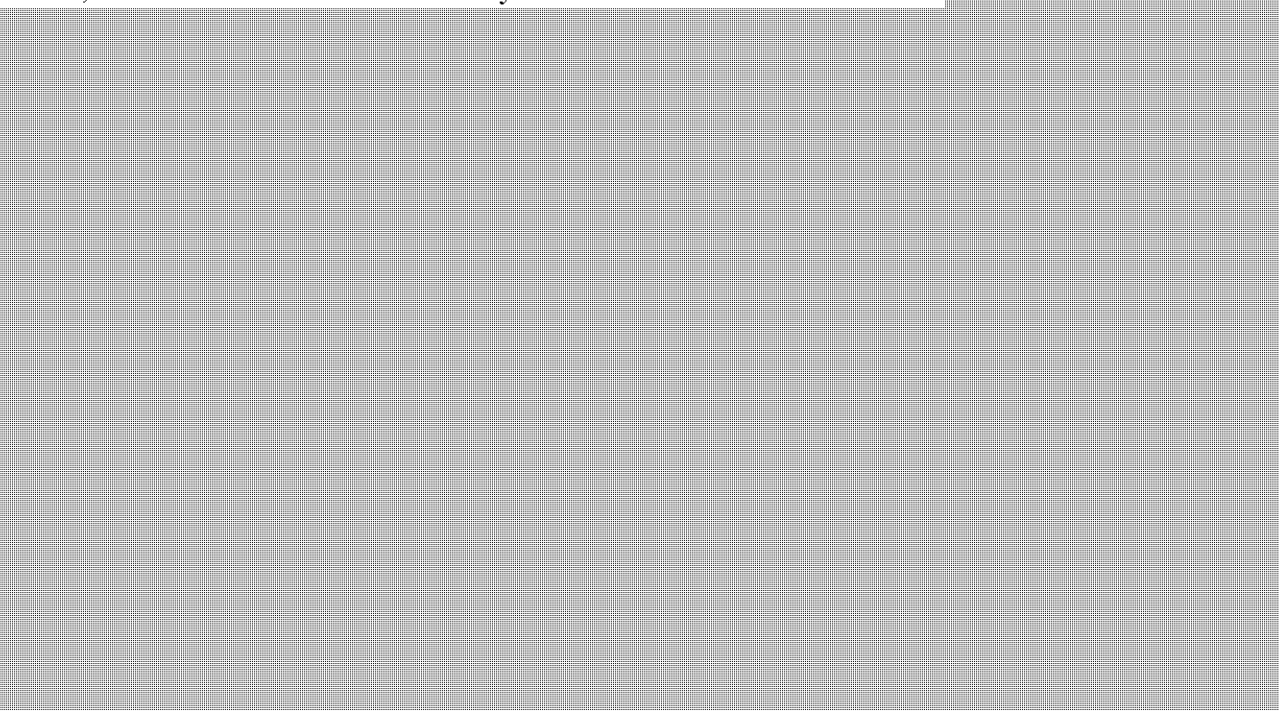
⁸ This occurred on 8 January 2021.

B. Preliminary Meetings

On 10 September 2020, consistent with the TOR and SOW, the Review Team wrote an email to ██████████ of the OSGG, providing ██████████ with information about the Review. The email also requested that ██████████ provide the Review Team with the names and contact information of current and former employees, as well as the workplace laws and policies that apply to the OSGG, including any code(s) of conduct, and any initiatives designed to provide employees with a safe and healthy work environment. Finally, the email extended an invitation to ██████████ to provide the Review with any additional background or contextual information ██████████ felt may be relevant (Appendix E).

On 14 September 2020, ██████████ replied to the Review Team indicating that ██████████ wished to have a discussion with members of the Review Team before providing the requested information.

On 15 September 2020, members of the Review Team spoke with ██████████ by telephone. After the Review Team provided ██████████ with an explanation of the Review process, ██████████ asked questions about the Review, some of which were answered directly by the members of the Review Team, and others of which were relayed to PCO for its consideration. ██████████



Quintet transmitted to PCO the questions from ██████████ that were addressed to them (PCO). These questions from ██████████ needed to be addressed by PCO before Quintet could proceed. On 18 September 2020, PCO instructed Quintet to proceed with the Review based on the TOR and SOW, and to begin contacting OSGG employees based on publicly available information (described further below).

Through a series of emails on 15, 16 and 21 September 2020, ██████████ provided the Review Team with the applicable workplace policies that apply to the OSGG, as well as the codes of

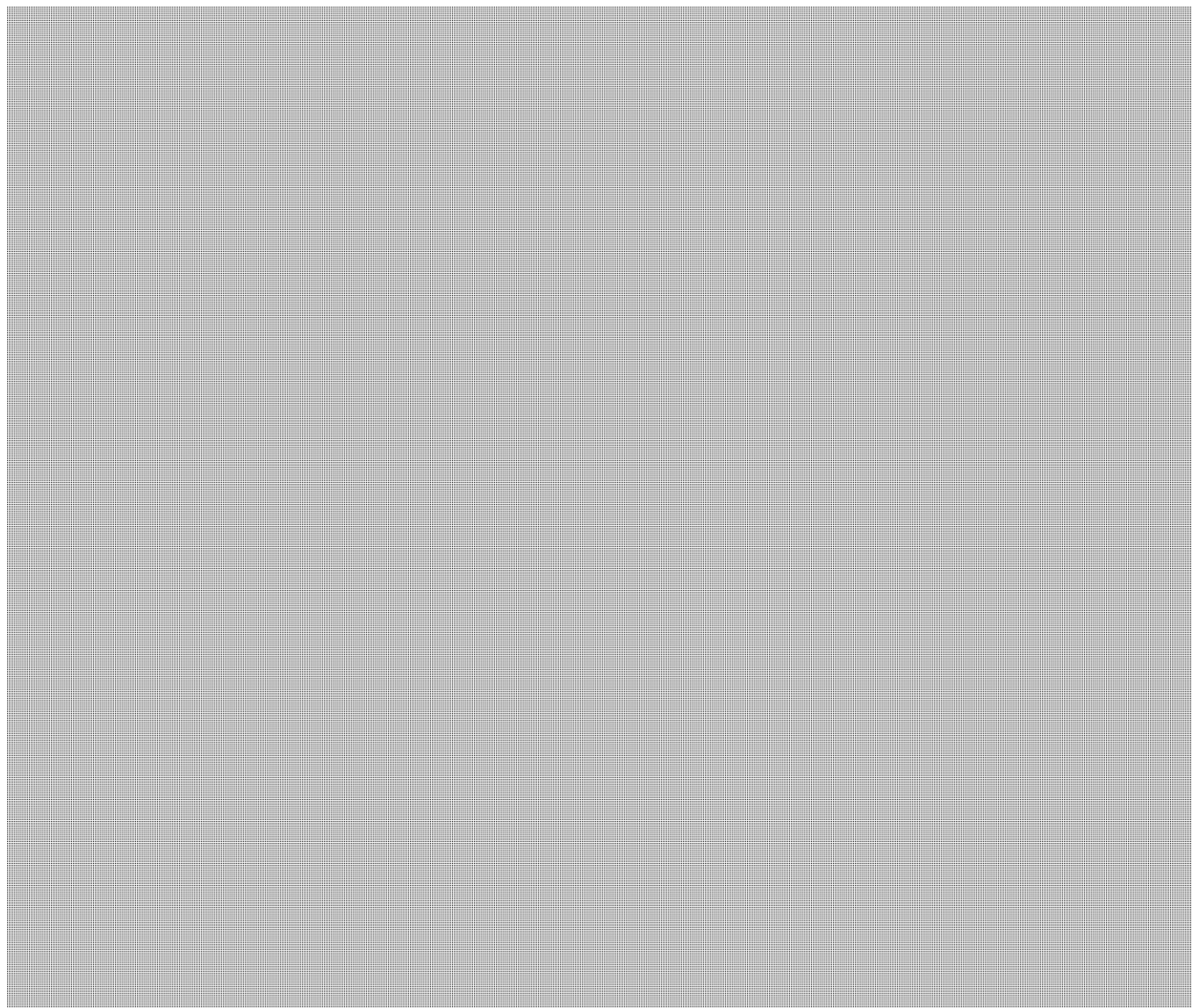
conduct that are in place for employees of the OSGG, and OSGG results from the Public Service Employee Survey (PSES). [REDACTED] subsequently provided Quintet with an Organizational Chart on 23 October 2020 and a document that listed the avenues for conflict resolution available to employees on 26 October 2020.

On 24 September 2020, the Review Team wrote an email to [REDACTED] describing the Review process and inviting [REDACTED] to meet with members of the Review Team, to answer further questions [REDACTED] might have about the process, and hear any contextual and background information [REDACTED] wished to share (Appendix F). An email with nearly identical content was subsequently sent to [REDACTED] that same day (Appendix G).

On 25 and 29 September 2020, [REDACTED] replied to the Review Team's email and a meeting was scheduled for 2 October 2020. On 30 September 2020, the 2 October 2020 meeting was rescheduled for 5 October 2020 (described further below).

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[REDACTED] did not respond to Quintet's 24 September 2020 email.



[REDACTED]

On 13 October 2020, the Review Team sent an email to [REDACTED] to confirm a meeting with [REDACTED] via Microsoft Teams on 16 October 2020 (Appendix J). In the same email, the Review Team highlighted that, as indicated by way of email on 24 September 2020, and pursuant to the TOR, the purpose of the meeting was to explain the Review process to [REDACTED], answer questions [REDACTED] may have about it, and invite [REDACTED] to provide any background and context [REDACTED] believed to be relevant to the Review. The Review Team also noted that, as [REDACTED] already knew, the Review was not an investigation, and Quintet would be carrying out the Review in a fair and impartial manner. The Review Team indicated that while Quintet would be collecting evidence, the TOR did not extend to making factual findings about any of the reported concerns or conduct. However, in light of the sensitivity of the Review, prior to the start of interviews with participants, Quintet wished to ensure that [REDACTED] had the opportunity to share [REDACTED] perspective with respect to the concerns that were raised in the public sphere about the work environment within the OSGG, including providing any background or context to the reported concerns. Further, the Review Team invited [REDACTED] to submit written comments before the 16 October 2020 meeting or by 13 November 2020. The Review Team indicated that if [REDACTED] had any questions, [REDACTED] was invited to send them in advance of the meeting. [REDACTED] was also informed that interviews with participants would begin the week of 19 October 2020. [REDACTED] did not submit written comments or questions prior to the meeting.

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On 14 October 2020, the Review Team sent a similar email to [REDACTED] reiterating the invitation to her for a meeting (Appendix K). [REDACTED]

On 16 October 2020, members of the Review Team met with [REDACTED] via Microsoft Teams. The meeting was also attended by counsel for the OSGG and PCO. Prior to the start of the meeting, Quintet clarified that counsel for the OSGG and PCO were present as observers only, and that counsel for PCO did not represent Quintet, which was acting as the independent Reviewer. [REDACTED] asked questions about the Review process which members of the Review Team answered to the extent possible. [REDACTED] then provided background and context regarding the OSGG, [REDACTED]

On 22 October 2020, members of the Review Team spoke with [REDACTED] by telephone; [REDACTED] provided background and context regarding the work environment at the OSGG, [REDACTED]

C. Scope of Participation in the Review

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i) Current and Former OSGG Employees

As indicated above, the SOW foresaw Quintet receiving the names and contact information of current and former employees from [REDACTED]. However, on 15 September 2020, [REDACTED] indicated that [REDACTED] was not able to provide this information until [REDACTED] received a legal opinion on the matter.

On 18 September 2020, PCO provided Quintet with a list of 197 employees⁹ and their email addresses, based on publicly available information.

On 24 September 2020, the Review Team sent individual introductory emails to the publicly available list of 197 employees of the OSGG that PCO had supplied, in both English and French, to invite them to participate in the Review on a voluntary basis and providing them with a description of the process, consistent with the TOR. These employees were asked to express their interest in participating in the Review by responding to the email on or before 5 October 2020 (Appendix L).

On 25 September 2020, in order to make the Review process more accessible to potential participants, PCO updated its statement of 31 August 2020 on its website to include the Review Team's dedicated and confidential email address (Appendix M).

On 29 September 2020, [REDACTED] provided PCO with a list of current employees with contact information and a list of former employees without contact information. PCO provided these two lists to Quintet.

Subsequently, on 30 September 2020, the Review Team sent individual introductory emails, in both English and French, to those current OSGG employees whose names had not appeared on the list of 197 employees that PCO had provided to the Review Team, and thus had not been sent the email on 24 September 2020. These employees were asked to express their interest in participating in the Review by responding to the email on or before 7 October 2020 (Appendix N).

On 1 October 2020, PCO provided Quintet with the contact information for many of the former employees on the list that had been provided by [REDACTED]. On 8 October 2020, the Review Team subsequently sent individual introductory emails to 28 former employees who had not been contacted yet and for whom contact information had been provided by PCO, in both English and French. These employees were asked to indicate if they wished to receive additional information about the Review before 14 October 2020 (Appendix O). If they requested more information, they

⁹ The OSGG has approximately 150 employees. Therefore, this publicly available list, which PCO provided to Quintet to use, necessarily included some former employees because the public list was not entirely up to date.

were subsequently invited to express their interest in participating in the Review by responding to the email on or before 21 October 2020.

As outlined above, in September and October 2020, the Review Team made all reasonable efforts to contact current and former OSGG employees directly, as required by the TOR and SOW, to solicit their interest in participating in the Review on a voluntary basis.

The emails to current and former employees introduced Quintet and the Review Team, outlined the principal purpose of the Review, described the interview and Review process and informed them what would be done with any information they provided to the Review. They were told that if they wished to participate in an interview for the Review, they should respond to the email, at which time they would receive more detailed information as well as a possible interview date. These introductory emails can be reviewed in their entirety at Appendix L, N and O.

On 14 October 2020, Quintet began to schedule interviews with participants, with interviews beginning on 19 October 2020. When the interview date was communicated to participants, Quintet provided more detailed information, including an *Information for Participants in the OSGG Review* document, to those current and former employees who expressed an interest in participating. Quintet also responded to any specific questions that any potential participant had posed prior to their scheduled interview.

The *Information for Participants in the OSGG Review* document provided the same background information regarding Quintet and the mandate of the Review, as outlined in the earlier communication that current and former employees had received.

It indicated that:

- The principal purpose of the mandate of the Review was to provide participants with a voluntary forum to clearly identify workplace concerns.
- The mandate also foresaw the possibility that participants might raise allegations under the relevant policies and codes that were in place to provide employees a healthy and harassment free workplace. It referenced the TOR regarding the types of allegations that should be included in the Review Report.
- By choosing to participate in the Review, they would be invited to an interview, where they could share their perspective on the OSGG workplace. They could also choose to submit a written statement or documents.
- They should send any questions they had about the process beforehand, in writing, in advance of their interview.
- Whether they provided information confidentially or made an allegation or complaint pursuant to an applicable workplace policy or code, they would have an opportunity to review the information they provided for accuracy, and suggest corrections if they were warranted.

- They could have a support person of their choice accompany them to the interview as long as that person's involvement did not undermine any of the guiding principles of the Review process and that they did not speak on the participant's behalf or interfere with the process.
- As per PCO's TOR, they were asked to respect the confidentiality of the process.
- They were invited to participate in the interview in the official language of their choice.
- If a participant intended to make an allegation or complaint pursuant to an applicable workplace policy or code, their identity might need to be revealed and could be included in the Review Report; they had to consent to this, by signing an *Informed Consent* form.
- Statements and information, including the Review Report, were subject to the *Access to Information Act* and the *Privacy Act*, through which individuals may obtain certain information, including personal information about themselves. They were told that the contents of the Review Report would not be released publicly, unless required by law.

The *Information for Participants in the OSGG Review* document can be reviewed in its entirety at Appendix D.

In total, 70 current and former employees were interviewed by members of the Review Team. Of these 70 employees, 41 were current OSGG employees at the time of their interview and 29 were former employees at the time of their interview. One of the current employees who was interviewed subsequently communicated their wish to withdraw from the process.

ii) Knowledgeable Individuals

The TOR and SOW also tasked Quintet with identifying "knowledgeable individuals", including non-OSGG personnel who work or worked on OSGG premises or who may have witnessed key events, and inviting them to be interviewed, on a voluntary basis.

From 2 September 2020 to 29 October 2020, 27 individuals contacted the Review Team, presenting themselves as having relevant information, directly or indirectly and to varying degrees, relating to the mandate of the Review.

The Review Team saw it as its role, following the mandate of the Review, to identify which of these people were "knowledgeable individuals" and to invite them to an interview on a voluntary basis. In deciding who to identify as a "knowledgeable individual", consideration was given to the likelihood that the individual would provide information relating to the mandate of the Review.

In total, out of the 27 individuals who contacted the Review Team, 22 were identified as knowledgeable individuals and invited to an interview on a voluntary basis. One individual was invited to submit a written submission, as they contacted the Review Team late in the process, on

29 October 2020 (further details below). One more individual was also identified as a knowledgeable individual and was invited to an interview by the Review Team. That individual was questioned about the parameters and function of their position, due to its relevance to the matters under Review.

Prior to being interviewed, knowledgeable individuals were provided, in substance, with the same background information and explanation of the Review process, that current and former employees were provided, as explained above¹⁰.

iii) Number of Participants

When the Review began, the number of potential participants was not known. In total, by 6 October 2020, the Review Team had already received more than 81 requests for interviews, from current employees, former employees and those presenting themselves as having relevant information about the mandate of the Review (i.e. potentially knowledgeable individuals). This was substantially more than anticipated. The compelling need to ensure that participants be provided a forum to be heard had to be balanced with PCO's legitimate requirement that the Review be completed as quickly as possible. Therefore, PCO requested, and Quintet agreed, that Review interviews be limited, to the extent possible, to a maximum of one hour per person.

As the Review progressed, the Review Team continued to receive interview requests. To ensure that the Review could meet the mandated timeframe, beginning at noon on 29 October 2020 and with PCO's agreement, the Review Team invited any potential participant who would earlier have received an interview invitation to make a written submission instead. One individual participated in the Review in this manner.

iv) Positive Observations

Members of OSGG management as well as a few potential participants asked the Review Team whether participants were able to share positive observations about the work environment. The stated intent of the Review, as stipulated in the publicly available TOR, was to provide a forum for current and former employees to disclose concerns and allegations. In the invitation to participate and during the interviews, the Review Team invited participants to share their concerns and observations, without attempting to determine in advance what these might be. While soliciting positive observations was not a requirement or expectation of the mandate, Quintet listened attentively to and documented the concerns and observations that all participants provided, including those that were markedly more positive than negative.

D. Participants' Identity

i) Confidentiality and Consent to Disclose Identity

As described further below, one participant submitted a formal complaint pursuant to the *Harassment Policy*. The *Informed Consent* form that this participant signed prior to their interview

¹⁰ The one exception was for the individual who was questioned only about the parameters and function of their role, and not about any specific knowledge they might have had about the work environment at the OSGG.

indicated that, by signing it, prior to their interview, they understood that by making an allegation or a complaint in this manner, their identity might need to be revealed, and that their name and the nature of the allegations that they were making could be transmitted to the PCO, included in the Report, and disclosed to the person or persons against whom the allegation(s) had been made.

Five other participants signed a modified version of the *Informed Consent* form; they authorized their identity to be revealed in the Report, if required, but did not choose to submit a formal complaint pursuant to an applicable workplace policy or code. Quintet provided these *Informed Consent* forms to PCO at the time of delivering this Report.

The remaining participants chose to participate confidentially. The Review Team told these participants that, subject to the *Access to Information Act* and the *Privacy Act*, their name and identifying information would not be included in the Report.

Additional comments are required about the matter of confidentiality. Participants stated that they chose to participate confidentially for a variety of reasons, including: the high-profile nature of the Review, concern for their reputation, and fear of reprisal or retaliation. Others expressed that they were participating confidentially due to a lack of time or energy to engage in a lengthy and arduous process or a lack of conviction that submitting a complaint would lead to any significant change. Others were silent on their reasons for electing confidentiality.

Respecting confidentiality required different practices for those participating in English and in French. In the English interview summaries, the interviewees were referred to not by name, but as “the participant”. In that language, a gender-neutral pronoun was used throughout the interview summary. In the French interview summaries, the interviewees were referred to as “la personne”; the pronoun “elle” was subsequently used when referring to “la personne”. It was understood that the name and identifying information of anyone participating confidentially were, to the extent possible, not to be included in this Report. To further protect the confidentiality of participants, PCO indicated on 14 September 2020 that it was not to receive the list of interviewees who participated confidentially or their interview summaries following the completion of the Review.

Participants expressed varying degrees of concern about the possibility of their identity becoming known after participating in the Review. In preparing this Report, given that the vast majority of participants participated confidentially, Quintet had to balance PCO’s requirement to know what employees’ concerns are relating to the work environment in a sufficient level of detail to allow decisions to be made with respect to next steps, with the need to ensure that, as per the *Information for Participants in the OSGG Review* document, participants’ “name and identifying information would not be included in the Report, which would be submitted to PCO”.

In preparing this Report, Quintet took all reasonable efforts to ensure that, unless a participant provided their consent for their identity to be revealed, the examples were abstracted in such a manner that they would not conclusively identify the source of the information. Some of the examples require sufficient details to capture the essence of the material that was submitted. In such instances, a knowledgeable reader may still be able to identify a group, but not an individual, as the potential source of the information.

If PCO is required to release the Report, in whole or in part, consideration should be given to removing further information that could, in certain circumstances, identify individuals or groups.

ii) Confirming Identity of Participants

Potential participants contacted the Review Team through a variety of means. In order to safeguard the integrity of the Review process, and as a precautionary step to ensure that the members of the Review Team were speaking to the right person during the interview, the potential participants who contacted the Review Team through an unverified personal email address were asked to sign a *Certification of Identity* form (Appendix P) or, if this was not possible, show a piece of photo identification on camera at the beginning of the interview.

E. Interviews

From 19 October to 23 November 2020, the Review Team conducted a total of 92 interviews with participants, including current employees, former employees and knowledgeable individuals identified by the Review Team. These interviews were in addition to the preliminary meetings described earlier and the interview with the knowledgeable individual about their position. Due to the COVID-19 pandemic, all interviews were conducted virtually, primarily using Microsoft Teams with a number also conducted by telephone, as chosen by the participant. Due to the large number of participants in the Review, as indicated earlier, the interviews were limited to approximately one hour. The vast majority of participants completed their interview within that time.

After participants had confirmed their interest in participating in the Review, and had verified their identity if applicable, a member of the Review Team sent the participant an MS Outlook invitation for their interview. The Outlook invitation thanked them for confirming their availability for an interview with the Review Team. The invitation also informed them that, by participating in the interview, they were acknowledging that they had received, reviewed and understood the contents of the *Information for Participants in the OSGG Review* document and had been provided an opportunity to ask questions concerning their participation in this matter. Participants were also again reminded that they could be accompanied by a support person. Either one or two members of the Review Team attended each of the interviews. To ensure consistency, the same interview format was followed, regardless of which member of the Review Team led the interview:

- The member of the Review Team thanked the participant for participating in the important Review concerning the work environment within the OSGG during the tenure of the 29th Governor General.
- The participant again explicitly confirmed that they had received, reviewed and understood the contents of the *Information for Participants in the OSGG Review* document sent to them by email by Quintet and that they had been provided an opportunity to ask questions concerning their participation in the Review prior to their interview. The participants also confirmed that they understood the Review process, were participating voluntarily in the Review, and that they wished to speak confidentially, if applicable.

- The participants who signed and submitted an *Informed Consent* form confirmed that they received, reviewed and understood the contents of the *Information for Participants in the OSGG Review* document and that they had been provided an opportunity to ask questions concerning their participation in the Review. They also confirmed that they understood the Review process, and the parameters of their participation described in the *Information for Participants in the OSGG Review* document and the *Informed Consent*.
- The member of the Review Team told participants that they would be taking notes, and that after the interview, they (the participant) would have an opportunity to review the information they had provided for accuracy and to suggest corrections. They were told that Quintet was not recording the meeting and presumed that they (the participants) were not doing so either, given the sensitive nature of the Review process. None of the participants indicated that they were recording the meeting.

After the introductory matters were covered, the member of the Review Team asked each participant the following:

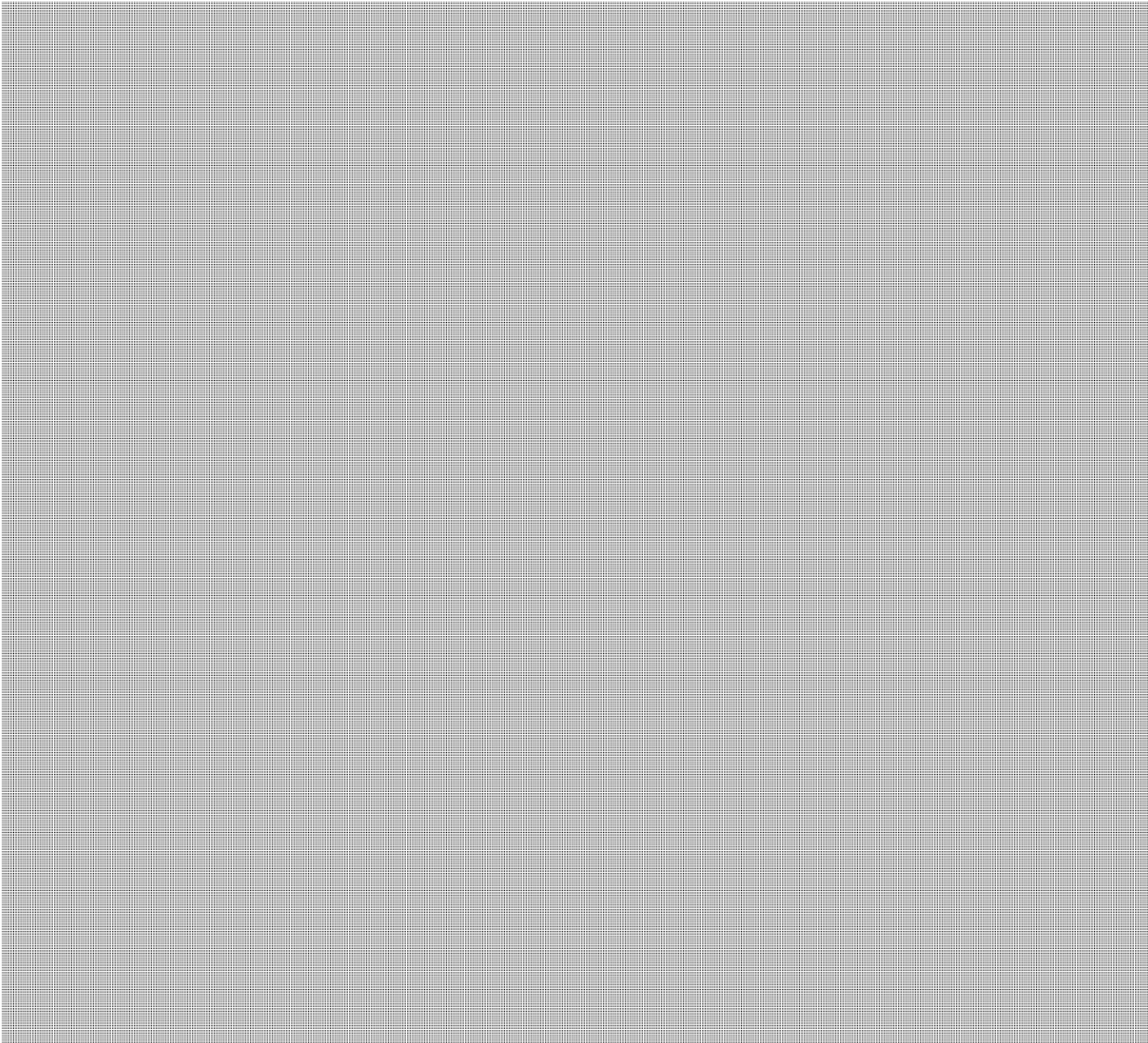
- To briefly describe their history with the OSGG, to the extent that it was relevant to the matters they wanted to raise to the Review. This could include relevant contextual information, their role at the OSGG or the basis upon which they had information to provide to the Review.
- What they would like to share with the Review Team about their observations and concerns (words used in French were “*observations et préoccupations*”) about the work environment within the OSGG.
- What their hopes were for the Review process.

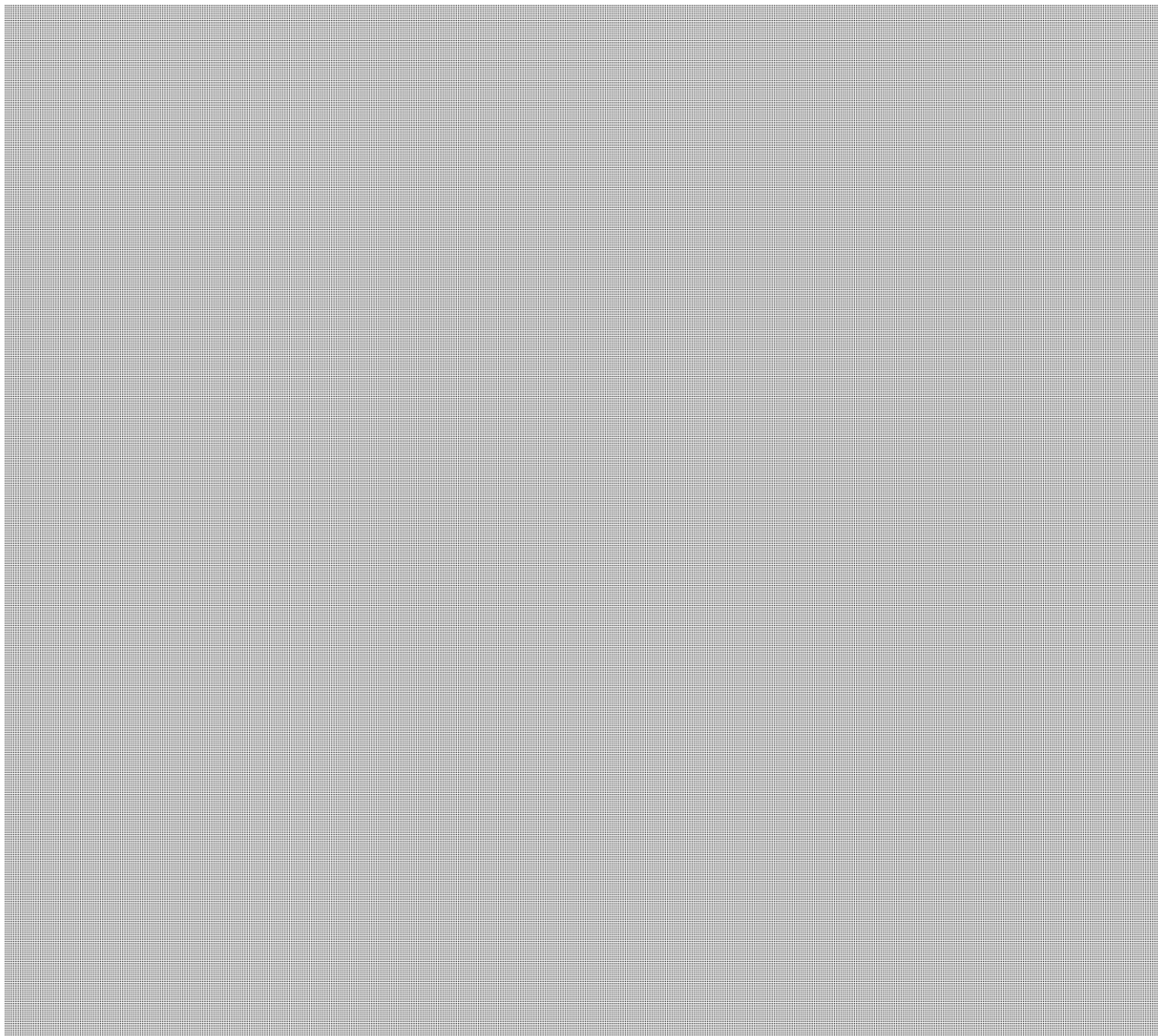
The information and examples presented later in the Report, and the corresponding numbers related to the accounts of the described behaviours, reflect what participants provided spontaneously, without prompting, in response to the single open-ended question that members of the Review Team posed relating to their observations and concerns about the work environment within the OSGG. The members of the Review Team conducting interviews did not attempt to elicit information, and asked few follow-up and clarifying questions only when the participant did not provide sufficient details for Quintet to understand the issue they had raised.

After the interview was concluded, the members of the Review Team reminded participants that an interview summary would be prepared based on the information they provided at their interview and sent to them (the participant) to review for accuracy. The members of the Review Team told participants that the interview summary would be sent to them by email, password protected. They were asked to confirm the email address they wished the members of the Review Team to use for this purpose. The members of the Review Team thanked participants for their contribution to the Review.

F. Interview Summaries

After each interview, the Review Team sent the participant an email to which was attached an encrypted document summarizing the information that they provided during their interview. These were non-verbatim, but accurate summaries. This process allowed the interviewees the opportunity to correct inaccuracies or clarify and explain the information they gave in their interview. Quintet told participants that if they did not provide any comments or suggest corrections by the indicated due date, it would be assumed that there were none and the version the participant had been sent would be considered final. Quintet also told participants that upon written request, Quintet would provide them with a final, validated version of their statement. A few individuals made such a request and were accommodated.





H. Drafting of the Preliminary Review Report and the Final Review Report

After interviews were completed and interview summaries finalized, the Preliminary Review Report was prepared, in a manner consistent with the TOR and SOW. All members of the Quintet Review Team participated in the internal review of the Report. The Preliminary Review Report was delivered to PCO on 4 January 2021.

On 8 January 2021, PCO indicated that it did not have any comments with respect to the clarity of the Preliminary Review Report or its conformity to the SOW, thereby accepting the Preliminary Review Report as it was written and requesting that Quintet proceed to produce this Final Review Report. This Final Review Report is, therefore, the same in form and substance as the Preliminary Review Report.

V. RELEVANT NORMS, STANDARDS AND POLICIES

A. *Professional Code of Conduct for the Office of the Secretary to the Governor General*

The *Professional Code of Conduct for the Office of the Secretary to the Governor General (OSGG Code)* and the *Values and Ethics Code for the Public Sector (Public Sector Code)* apply to all OSGG employees and to exempt staff¹¹.

The *OSGG Code*, which was updated in 2016 and was in effect at all applicable times, presents and describes the Values and Ethical Risks of the OSGG, with a view to encouraging dialogue on values and ethics among staff, inspiring staff to do their best and guiding staff in all of their professional activities. It is one of the documents that forms part of the conditions of employment for all OSGG employees, including senior management, term employees, students, exempt staff, and casual employees.

The *OSGG Code* states that the OSGG's Statement of Values, which reflects its vision, mission and values, is as follows:

It is with honour and dedication that we work together to support the Governor General to serve Canadians with integrity, in a politically neutral manner, putting public interest ahead of our own. We take pride in offering professional, high-quality services that are respectful of the needs and dignity of all parties. We recognize trust and respect as pre-requisites to all successful interactions. We foster mutual collaboration by promoting a safe and healthy work environment where employees and partners are valued for their diversity and expertise. We recognize that professional development enables us to grow and provide better services. We recognize and celebrate our achievements and strive to attain a healthy balance between our work and personal lives.

Section 2. Context, indicates that the OSGG is a unique institution with distinctive characteristics and responsibilities. It is also a federal organization bound by laws, regulations, policies and guidelines that serve to provide administrative boundaries and ensure accountability to Canadians. Within that context, the *OSGG Code* seeks to highlight the OSGG's personality as a federal institution that supports the Governor General and serves Canadians, reinforcing the nation's sense of pride.

Section 3. Values, indicates that values are the embodiment of what an organization stands for and should be the basis for the behaviour of its members. The *OSGG Code* indicates that the values are the core beliefs that guide and motivate attitudes and actions. The *OSGG Code* notes that the *Values and Ethics Code for the Public Sector* includes the following five values that are a condition of employment for all federal public servants, and are required to be integrated into an organization's decisions, actions, policies, processes and systems:

1. Respect for democracy
2. Respect for people

¹¹ The Governor General is entitled to appoint a specified number of exempt staff on a discretionary basis.

3. Integrity
4. Stewardship
5. Excellence

Further, the *OSGG Code* indicates that, in addition, the OSGG has the following five values that take into account its unique vision and mission:

1. Pride and Honour in Service
2. Proficiency in Duty
3. Respect and Trust
4. Political Neutrality and Integrity
5. Collaboration and Teamwork

The *OSGG Code* elaborates on each of the five OSGG values. Under Respect and Trust, the *OSGG Code* indicates as follows:

1. We recognize that respect and trust are the underpinnings of all productive relationships;
2. We show respect for the Crown, for one another and for others;
3. We communicate openly and honestly, treating people with dignity, courtesy and fairness;
4. We ensure a safe and healthy work environment that is free from harassment and discrimination. We deal with workplace conflicts in a timely and appropriate manner;
5. We are trustworthy in our dealings with all; we demonstrate openness and do what we commit to doing or explain ourselves when this is not possible; and
6. We recognize trust as a key component of a healthy work environment and that we are able to rely on each other to achieve objectives.

In addition, under Collaboration and Teamwork, the *OSGG Code* states as follows:

1. We value teamwork, assist one another in achieving objectives and recognize our interdependence;
2. We welcome the diversity of our people and the ideas they generate;
3. We recognize that each member of a group has a contribution to make to the objectives to be accomplished. As leaders, we are responsible for recognizing the interests and talents of each member and for treating each person equitably;
4. We strive to achieve work-life balance and to facilitate flexible work arrangements that consider the needs of the organization and the needs of the employees;
5. We support colleagues uniting for a common purpose, respecting each other's abilities to work toward that purpose;
6. We recognize that our mandate is large and our organization is small and thus we need to help and support each other and occasionally cover for one another's responsibilities;
7. We co-operate with and experience the strength of teamwork with various groups, taking care to avoid preferential treatment in dealings with staff members; and

8. We co-operate effectively with partner departments and other organizations that assist us in achieving our mandate while ensuring that work is performed in accordance with our high standards of quality.

The Review Team was informed by the OSGG that, at the time of writing this Report, a new *OSGG Code* was being developed.

B. *Values and Ethics Code for the Public Sector*

As noted above, the *Public Sector Code* has five values that are a condition of employment for all federal public servants and are required to be integrated into an organization's decisions, actions, policies, processes and systems.

The *Public Sector Code* Statement of Values indicates:

Respect for People

Treating all people with respect, dignity and fairness is fundamental to our relationship with the Canadian public and contributes to a safe and healthy work environment that promotes engagement, openness and transparency. The diversity of our people and the ideas they generate are the source of our innovation.

Further, the *Public Sector Code* indicates under Expected Behaviours:

Respect For People

Public servants shall respect human dignity and the value of every person by:

- 2.1 Treating every person with respect and fairness.
- 2.2 Valuing diversity and the benefit of combining the unique qualities and strengths inherent in a diverse workforce.
- 2.3 Helping to create and maintain safe and healthy workplaces that are free from harassment and discrimination.
- 2.4 Working together in a spirit of openness, honesty and transparency that encourages engagement, collaboration and respectful communication.

C. The Treasury Board Secretariat *Policy on Harassment Prevention and Resolution*

The objective of the Treasury Board Secretariat (TBS) *Policy on Harassment Prevention and Resolution (Harassment Policy)*, which was in effect at all applicable times¹² and which is followed by the OSGG, is to provide deputy heads with strategic directions and set out expected results to foster a respectful workplace and address potential situations of harassment.

¹² With the coming into force of the *Work Place Harassment and Violence Prevention Regulations*, the *Harassment Policy* was superseded on or around 1 January 2021.

The *Harassment Policy* defines harassment as follows:

Harassment is improper conduct by an individual, that is directed at and offensive to another individual in the workplace, including at any event or any location related to work, and that the individual knew or ought reasonably to have known would cause offence or harm. It comprises objectionable act(s), comment(s) or display(s) that demean, belittle, or cause personal humiliation or embarrassment, and any act of intimidation or threat. It also includes harassment within the meaning of the *Canadian Human Rights Act* (i.e. based on race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability and pardoned conviction).

Harassment is normally a series of incidents but can be one severe incident which has a lasting impact on the individual.

Various TBS documents explain the relationship between the definition of harassment and the proper exercise of managerial authority.

For example, *Preventing and Resolving Harassment in the Workplace - A Guide for Managers*, states:

It is important to note that the legitimate and proper exercise of management's authority or responsibility does not constitute harassment if it is within what a reasonable person would see as "good management" and if the decisions are made in the interest of the organization, not in the best interest of the manager. This is true for the disciplinary process, the performance review process, giving directions for work, management of absenteeism etc. However, these actions might qualify as harassment if they are carried out in a manner that is offensive, humiliating or embarrassing or when power and authority are used in a non-professional way such as using threats, fear and intimidation.

D. Is it Harassment? A Tool to Guide Employees

The TOR indicate that this Review is to collect facts to determine precisely the allegation(s) of workplace harassment, behaviours that would create a toxic workplace, or both.

The Government of Canada does not have a standard definition of a toxic workplace. However, the TBS document, *Is it Harassment? A Tool to Guide Employees (Guide)*, contains a definition of a poisoned work environment, as follows:

A poisoned work environment refers to a workplace in which comments or behaviours create a hostile or offensive environment for individuals or groups and negatively affects communication and productivity. These activities (e.g., yelling at no one in particular; pounding a desk in frustration) are not necessarily directed at anyone in particular.

All employees are expected to act towards other individuals professionally and respectfully and to speak out against unacceptable behaviours in the workplace in a skillful and sensitive manner. As the improper conduct is not directed at anyone in particular, as per the definition of harassment, a witness may not file a harassment complaint. Witnessing offensive behaviour towards others in the workplace does not constitute harassment for that witness. However, the situation should be reported to the supervisor or to the manager at the next level and prompt action is expected to be taken. All managers are expected to intervene promptly when they become aware of improper or offensive conduct even when no complaint has been made.

However, please note that a behaviour not directed at any one identifiable person becomes harassment only when it relates to a prohibited ground of discrimination (such as displaying sexually explicit material or telling racist or religious jokes).

In Quintet's view, there is no meaningful difference between a "poisoned" and "toxic" work environment for the purpose of this Review; therefore, the description in the *Guide* will be used as a reference point for the concept of a "toxic" workplace, as described in the TOR and SOW.

E. Application of the Policies and Codes

The *OSGG Code*, the *Public Sector Code* and the *Harassment Policy* apply to all employees of the OSGG, as do other workplace policies designed to foster and maintain a healthy work environment.

The Secretary to the Governor General is a Governor in Council appointee and subject to the *Terms and Conditions for Governor in Council Appointees*. This includes adhering to the *Public Sector Code* and its obligations with respect to the workplace as well as any principles of any code of conduct applicable to the OSGG, including the *OSGG Code* and the *Harassment Policy*.

Her Excellency is not an employee of the OSGG, nor is the Governor General a Governor in Council appointee. As such, according to the information provided to Quintet by PCO, Her Excellency is not subject to the workplace policies in place. However, PCO also informed Quintet on 10 September 2020 that, this notwithstanding, "it is the expectation that all persons uphold the highest standards of behaviour in the workplace".

VI. METHOD OF ANALYSIS

As previously indicated and consistent with the TOR and SOW, this Review served the purpose of gathering information and facts, from current employees, former employees and, where appropriate, knowledgeable individuals, to identify precisely the concerns and/or allegations that may have led to media reports from anonymous sources of a toxic workplace being raised in the public sphere on 21 July 2020.

A. Procedural Fairness and Nature of the Review

The exigencies of procedural fairness depend on context, including the seriousness of the stakes for those affected. Procedural fairness includes the principle that a decision-maker, before making a decision that adversely affects an individual, must hear that individual's side of the story.

The TOR and SOW dictate that the Review was to be conducted at a *prima facie* level. The non-definitive nature of the *prima facie* conclusions foreseen by the TOR and SOW conditioned the duty of procedural fairness applicable to the process. Quintet did not investigate the veracity of the concerns and allegations raised by participants. For example, Quintet did not test the quality of the evidence gathered, or assess participants' credibility. It follows, importantly, that the description of alleged conduct in this Report does not establish that such conduct occurred. Findings of fact, and conclusions of misconduct arising from them, as the case might be, could only follow from a subsequent process, one having full regard for the procedural fairness rights of all involved parties.

At the outset of the Review, prior to beginning interviews with any participants, on 13 and 14 October respectively, Quintet explained to [REDACTED] by email that, "in light of the sensitivity of the Review, Quintet wished to ensure [they] had the opportunity to share [their] perspective about the concerns that were raised in the public sphere about the work environment within the OSGG, including providing any background or context to the reported concerns". [REDACTED] participated in the Review in two capacities: [REDACTED]

s.19(1)

By 21 July 2020, the main aspects of the reported inappropriate conduct on the part of [REDACTED]

After the interviews were complete, it was determined that reaching the *prima facie* conclusions mandated for this Report did not require seeking additional responsive information from individuals alleged to have acted inappropriately, a possibility anticipated by the TOR and SOW.

Given the nature of the Review described in the TOR and SOW, notably the *prima facie* character of its conclusions, and the opportunities available to provide information to the Review, including by interview, Quintet has satisfied any duty of procedural fairness applicable to its work.

B. Key Terminology

i) Concerns and Allegations

The mandate of the Review, especially as articulated in the SOW, distinguishes "concerns" and "allegations".

In the context of the Review:

- A concern was understood to represent a negative observation or assessment of the workplace of the OSGG, including ones that may have led to the reports of a toxic workplace being raised in the public sphere mentioned above. On this understanding, concerns raised during the Review could be more or less general or specific. In the case of concerns, Quintet was asked to include in this Report “sufficient information and facts and recommended next steps”.
- An allegation was understood to refer to a participant’s detailed description of inappropriate conduct by one or more named individuals. It might indicate the applicable workplace code, policy or practice in the light of which the conduct was viewed as inappropriate. For allegations, Quintet was asked to describe any allegations “precisely” and to identify “the person and/or persons against whom the allegations are being made”.

In practice, once the Review was underway and participants – who overwhelmingly chose to participate confidentially – began providing information to the Review, there was often considerable overlap between reported concerns and allegations. Indeed, sometimes they were indistinguishable. Therefore, in the rest of the Report, the words “concern” and “allegation” will be used largely interchangeably when referencing the negative observations (contrary to a specific norm, standard or practice) that participants provided to the Review about the behaviour of one or more individuals. There is one exception, detailed immediately below, respecting the two categories of allegations contemplated by the TOR and SOW.

ii) Categories of Allegations

The TOR and SOW contemplated that the Review might collect allegations of at least two kinds:

- allegations of harassment; and
- allegations of behaviours leading to a toxic work environment.

a. Allegations of Harassment

The TOR and SOW both foresaw the possibility that an employee could make a formal complaint of harassment, pursuant to the *Harassment Policy*. It was determined that the *Harassment Policy* would only be considered if a formal complaint of harassment was made, and the participant making the complaint provided explicit consent for their name and identity to be revealed to a potential respondent. A *prima facie* case of harassment would be considered to have been made out where an allegation(s), assumed to be true at this stage, satisfied the definition of harassment in the *Harassment Policy*.

During the course of the Review, one formal complaint of harassment was made. However, the allegations described in the complaint fell outside of the anticipated scope of the Review, as they did not relate to the specific concerns that were raised in the public sphere about the work environment in the OSGG. This complaint was nonetheless received by the Review Team and a *prima facie* analysis will be conducted and delivered separately to PCO. No further reference will be made to this complaint in the Report.

b. Allegations of Behaviour Leading to a Toxic Workplace

The TOR and SOW also foresaw the possibility that allegations of behaviour leading to a toxic workplace could be made. As explained in the *Guide*, these behaviours would include, but not be limited to, yelling, pounding a desk in frustration, and other comments and behaviour that would create a hostile or offensive work environment for individuals or groups and negatively affect communication or productivity in the workplace.

As detailed further below, many participants made allegations of such behaviour and conduct and described the work environment as poisoned or toxic. The *Guide*, *OSGG Code* and *Public Sector Code* do not contain any requirement that an allegation of inappropriate behaviour be made by a specific complainant who agrees to identify themselves to a potential respondent. Therefore, due to the nature of these allegations, they did not need to be submitted in the form of a complaint with the name of a participant attached, agreeing to reveal their identity as a complainant.

When considering the alleged conduct and behaviour in this category, the reference point for “inappropriate” conduct that would create a toxic workplace, on a *prima facie* basis, will be the expected behaviour and norms of conduct described in the *OSGG* and *Public Sector Codes*.

VII. CONTEXTUAL BACKGROUND

In order to properly contextualize the subsequent Parts of this Report, some background information from the OSGG website: <https://www.gg.ca/en> has been included below. More specific background and context about the OSGG was provided during preliminary meetings, and some of this is also summarized below. Additionally, participants provided information that was considered relevant background and context to the concerns that were raised in the public sphere, and it is summarized further below under Part VIII, Summary of Concerns and Allegations.

A. Nature of the Work

The OSGG is responsible for supporting the Governor General in fulfilling the constitutional, State, ceremonial and other responsibilities of the position. The vision of the OSGG is to connect, honour and inspire Canadians. The mission of the OSGG is to support the Governor General as The Queen’s representative in Canada and to serve Canadians.

The OSGG is responsible for planning and implementing the Governor General’s programs and the many activities undertaken across Canada and abroad. The activities that the OSGG focuses on are showcasing Canada on the world stage, recognizing outstanding achievements by Canadians, encouraging the pursuit of excellence, supporting the Governor General as the commander-in-chief of Canada and fostering national identity, unity and pride in Canadian values. The OSGG also aims to promote Canadian values such as the respect for diversity, community participation and public education.

B. Organization of the OSGG

An Organizational Chart, provided by the OSGG, is included at Appendix R.

The Secretary to the Governor General is the administrative head of the OSGG and is based at Rideau Hall. The Secretary serves as senior advisor to the Governor General, holds a number of positions within the OSGG, and is Herald Chancellor of the Canadian Heraldic Authority.

The Policy, Program and Protocol Branch of the OSGG helps the Governor General connect with Canadians through public events and visits. In addition, the Branch is responsible for the Governor General and commander-in-chief programs in Canada and abroad. Through its visitor and interpretation programs, the Branch also shares the history of the institution with as many as 300,000 Canadians and international annual visitors to Rideau Hall and the Citadelle.

The OSGG's Chancellery of Honours recognizes and honours Canadians with medals, awards and decorations. It administers all aspects of the Canadian Honours System and several Governor General's Awards. The Chancellery is also home to the Canadian Heraldic Authority, which is headed by the Governor General and creates and records armorial bearings in Canada.

The Corporate Services Branch of the OSGG provides internal services and implements central agency policies and guidelines that apply across the organization. This Branch is divided into two related sections. The first involves financial and material management, information technology, information resources and mail management. The second focuses on human resources, strategic planning, and internal communications, as well as security and transportation services.

The Rideau Hall Press Office team is responsible for communicating the OSGG's and the Governor General's official events and activities to media and Canadians.

The senior management team of the OSGG consists of a Secretary to the Governor General, an Associate Secretary, a Deputy Secretary of Honours, and a Director General, Corporate Services.

C. Federal Partners

In addition to the support provided by the OSGG, six federal government departments and agencies are also mandated to support the activities of the Governor General.

The National Capital Commission (NCC) is responsible for preservation, maintenance and capital construction projects for all of the official residences located in Canada's Capital Region, including Rideau Hall.

The Royal Canadian Mounted Police (RCMP) provides support in matters related to the security and personal protection services for the Governor General through the Governor General's Protective Detail (GGPS), domestically and abroad.

The Department of National Defence (DND) provides logistical support to and transportation for the Governor General in an official capacity.

Public Services and Procurement Canada (PSPC) provides the OSGG with support for the Citadelle and accommodation for the Chancellery of Honours, as well as such services as those of the Receiver General.

Global Affairs Canada (GAC) advises the Governor General on all matters related to foreign policy and funds activities related to incoming State visits, as well as the Governor General's international program and activities undertaken at the request of the prime minister.

Canadian Heritage is the lead department for activities including Royal tours, State funerals, national memorial services and special anniversary celebrations in which the Governor General is involved.

D. Additional Contextual Information

Representatives of OSGG management provided background and contextual information related to the work environment within the OSGG during the period of time covered by this Review. They shared this information as representatives from OSGG management and not as participants in the Review or in their personal capacity. This included descriptions about the distinct nature of the OSGG, challenges identified during previous mandates and changes introduced to address some of these challenges. OSGG management specifically spoke about the challenges associated with needing to modernize some aspects of the OSGG, including related to HR policies, technology and the system of honours. They reported that some OSGG staff were quite resistant to these changes that were taking place.

Some of these initiatives were reported to include:

- Hiring a statistician to gather information on some of the OSGG operations to achieve greater efficiencies.
- Achieving efficiencies through modernized technology by updating servers, installing Wi-Fi, electronic planning tools and introducing an organization-wide Outlook calendar.
- Introducing A-based budgeting, giving managers more responsibility for their budgets.
- Streamlining the process and procedures for the Order of Canada.
- Creation of a "Mission Control Centre" by Her Excellency for weekly operational meetings attended by 10-12 senior staff, with other staff as required.
- New initiatives in Communications, including the establishment of a website task force, improving social media presence, introducing "GG Interactive" and "GG Conversations".

Representatives of OSGG management also stated that reports of harassment at the OSGG predated the current mandate and they (OSGG management) had, in recent years, taken many important steps to improve the health of the workplace.

They described initiatives that were taken to address areas identified as requiring attention and to improve employee well-being, such as:

- In the fall of 2018, conducting a “World Café”, a strategic session with all OSGG employees to better understand their concerns on different topics including harassment prevention, communications and employee well-being. This reportedly resulted in 18 recommendations, the selection of champions by employees for each of the 18 recommendations, and the assembly of teams to assist the champions in addressing the recommendations.
- The adoption of the 2019-2022 Workplace Well-being and Harassment Prevention Action Plan. No similar plan had reportedly been put in place before.
- The adoption of policies related to conflict of interest and diversity.
- The organization of training sessions on “Respect in the Workplace”, “Working Minds”, a training session on “story telling”, and two sessions with the Ombudsman assigned to the OSGG.
- The promotion of mental health and the employee assistance program (EAP), as well as other supports provided to employees.
- A review plan of all OSGG procedures and policies by directorates and branches. This project is reportedly being led by managers who, together with their staff, have prepared their review timeline. OSGG management indicated that most staff are happy about this project, as they are building their own institution, and their own Directorate and further that the project allows new staff to share their experience and new ideas.
- Ensuring, in collaboration with HR, that all necessary steps are taken to address any potential harassment or discrimination issues that may affect the workplace.

VIII. SUMMARY OF CONCERNS AND ALLEGATIONS

A. Overview

Following the interviews, more than 500 pages of interview summaries were prepared, reviewed and validated and all of the information provided by participants was carefully considered, including written submissions.

As described under Part IV, Methodology and Chronology of the Review, participants were asked one substantive, open-ended question: what they would like to share with the Review Team with respect to their observations and concerns about the work environment within the OSGG. The information and examples presented below, and the corresponding numbers related to the reports of those described behaviours, reflect what participants provided spontaneously, without prompting, in response to that question. The member of the Review Team conducting interviews did not attempt to elicit information with respect to the categories presented below; rather, these categories emerged from the interviews.

Fewer than 10 participants, some of whom were not current or former employees, reported only positive or neutral information about the work environment. However, the overwhelming majority of participants described experiences that would objectively be considered “concerns and allegations”, as those terms were defined earlier in the Report, about the work environment, even if some of those participants had some positive experiences to relate. Remaining true to the mandate of the Review, Quintet made every effort to include an appropriate level of detail and information relating to these negative observations to provide PCO a basis for understanding the Conclusions and Recommendations for Next Steps and Future Actions.

Negative observations that were deemed to fall within the mandate of this Review have been categorized under a number of headings and summarized in a manner that respects the confidentiality of the Review; representative examples are included where appropriate, in some cases quoting the words or phrases used by the participants themselves in their language of participation, if appropriate, ensuring that this did not identify the participant who provided the information. Some of the representative examples reflect the words and sentiments described by more than one participant. Further, some of the representative examples applied to more than one category; they have been included where judged to be most pertinent.

[REDACTED]

[REDACTED] in order to clearly identify the person about whom the allegation of inappropriate behaviour was being made. Some matters more broadly described the overall work environment and this information has been captured under a separate heading. It should be noted that when participants raised concerns, [REDACTED] that were deemed to fall outside of the scope of the Review, these were not included in this Report.

[REDACTED]

B. Relevant Context and Background Provided by Participants

i) Description of Participants

Some of the current and former employees only worked at the OSGG [REDACTED]
[REDACTED] They represented all Branches within the OSGG.

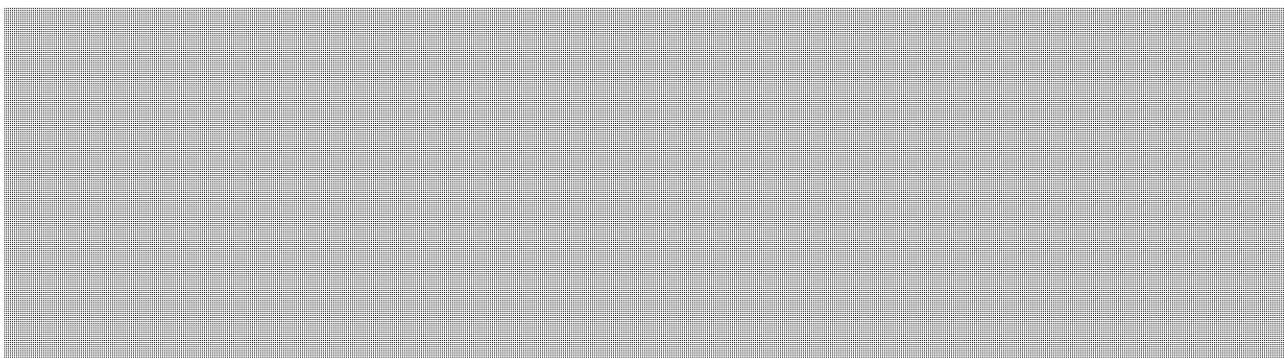
The number of Governors General under whom participants had worked ranged from [REDACTED]. Of the participants who provided details regarding their background with the OSGG, 58 said that they had also worked for Governors General other than Her Excellency. In other words, they indicated that they had other points of reference when describing their concerns vis-a-vis the current work environment.

The knowledgeable individuals were largely employees from the six federal government departments and agencies (see Federal Partners, previously), which are mandated to support the activities of the OSGG, as well as professionals from a cross-section of Canadian society who have worked with or collaborated with the OSGG during the current mandate.

ii) General Description of the OSGG

The OSGG was described by participants as an organization that honours Canadians, the kind of place that attracts people who believe in what they do and are invested in the work. It was noted that it was not unusual for employees to spend their entire careers there, serving during the mandates of successive Governors General. Participants also said that the OSGG provides rare opportunities in terms of the nature of the work, and although there is little room for promotion, there are other benefits to working there that compensate for that. A number of participants also said that, given the relatively small number of employees working at Rideau Hall, they come to feel like they are a family, and that their experiences create strong interpersonal bonds. Current and former employees described their pride in serving Canadians, with some indicating that doing so under successive Governors General is one of the best parts of working for the OSGG.

C. General Descriptions of the Work Environment



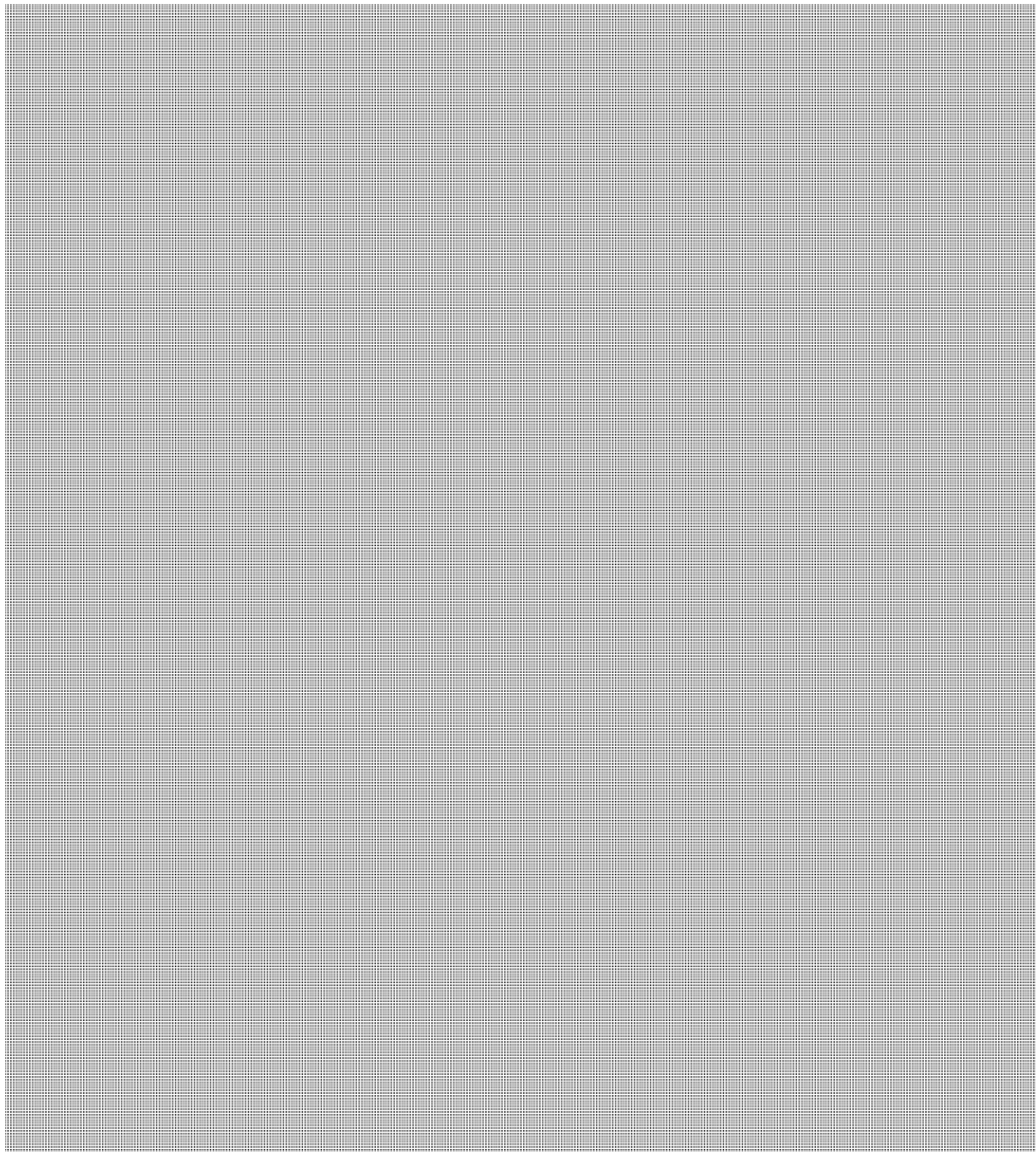
Forty-three participants described the general work environment as hostile, negative or other words to that effect¹³. Twenty-six participants specifically used the words “toxic” or “poisoned” to describe the general work atmosphere at the OSGG during the current mandate. Eight participants used the expressions climate/reign of fear/terror and 12 participants said they were “walking on eggshells”.

Twenty participants reported having witnessed harassment in their workplace or referred to harassing behaviours in the workplace.

¹³ Words used, apart from hostile and negative, were, referring to the work environment, not positive, not good or not going well, difficult, not healthy, unhealthy, tense, tensions (in the work environment), poor, dead; in French: hostile, négatif, difficile, tendu, tensions, malsain, pas sain, pauvre, mort, pénible, ne va pas bien.

Other representative descriptions of the atmosphere within the OSGG during the mandate of the 29th Governor General, as reported by participants, are as follows:

- “Humiliation, disrespect, condescension”, a “non-inclusive workplace”, “the definition of a poisoned work environment”, employees are “stressed out” and “worn out”.



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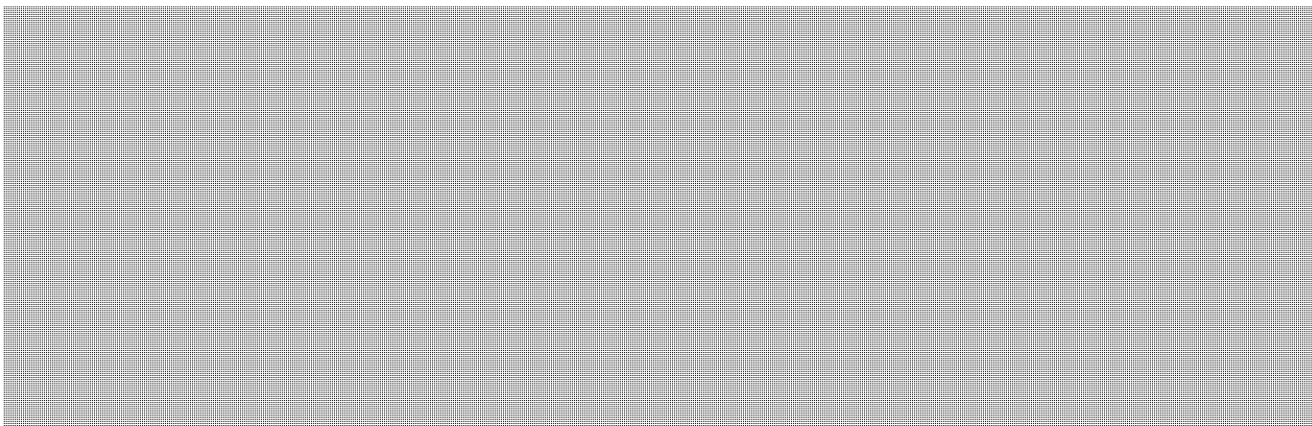
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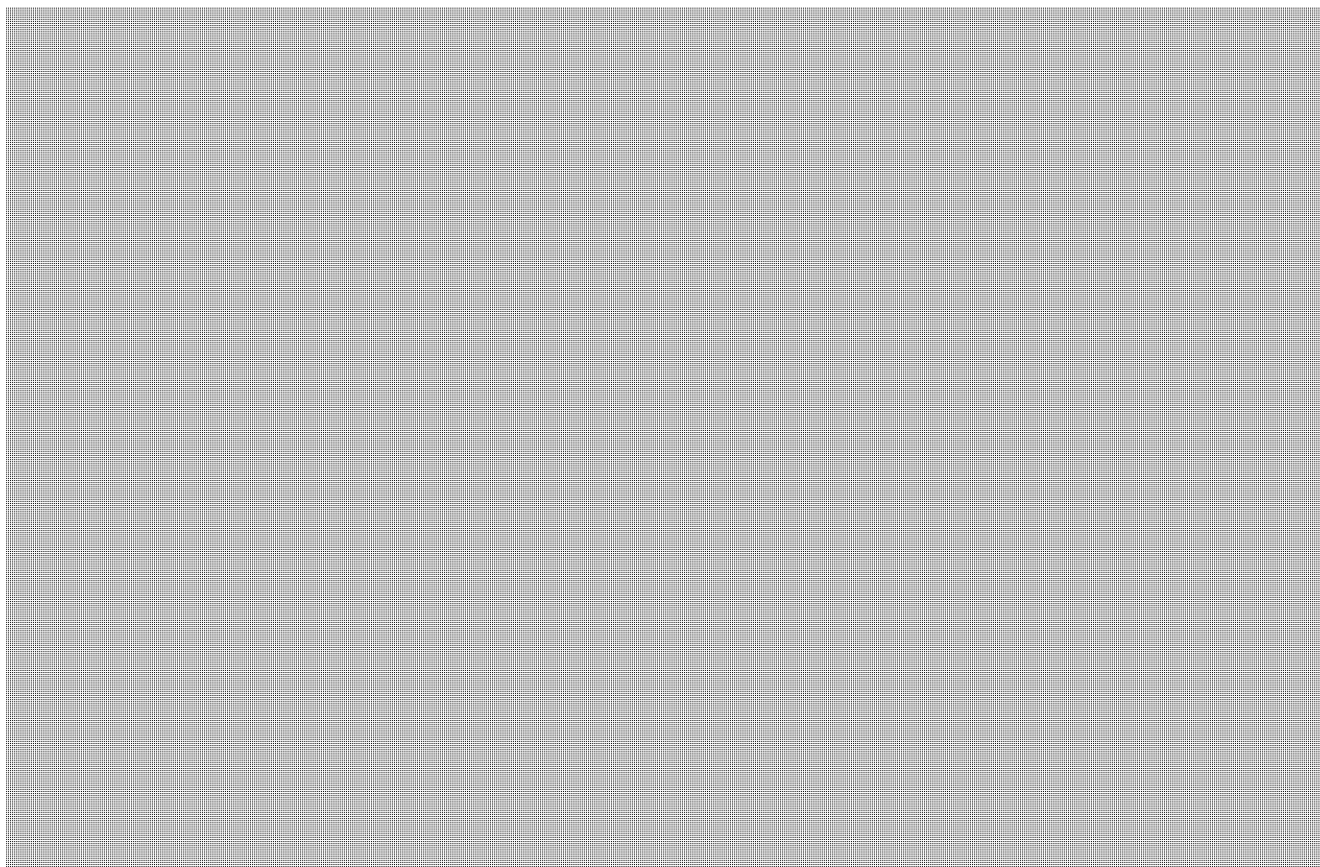
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D. Specific Concerns Related to the Work Environment

These categories represented the most serious and, in many cases, oft-repeated descriptions of behaviour that would lead to a toxic workplace. The examples as a whole spanned the entire mandate of the 29th Governor General, and described behaviours that were in most cases repeated and persistent.



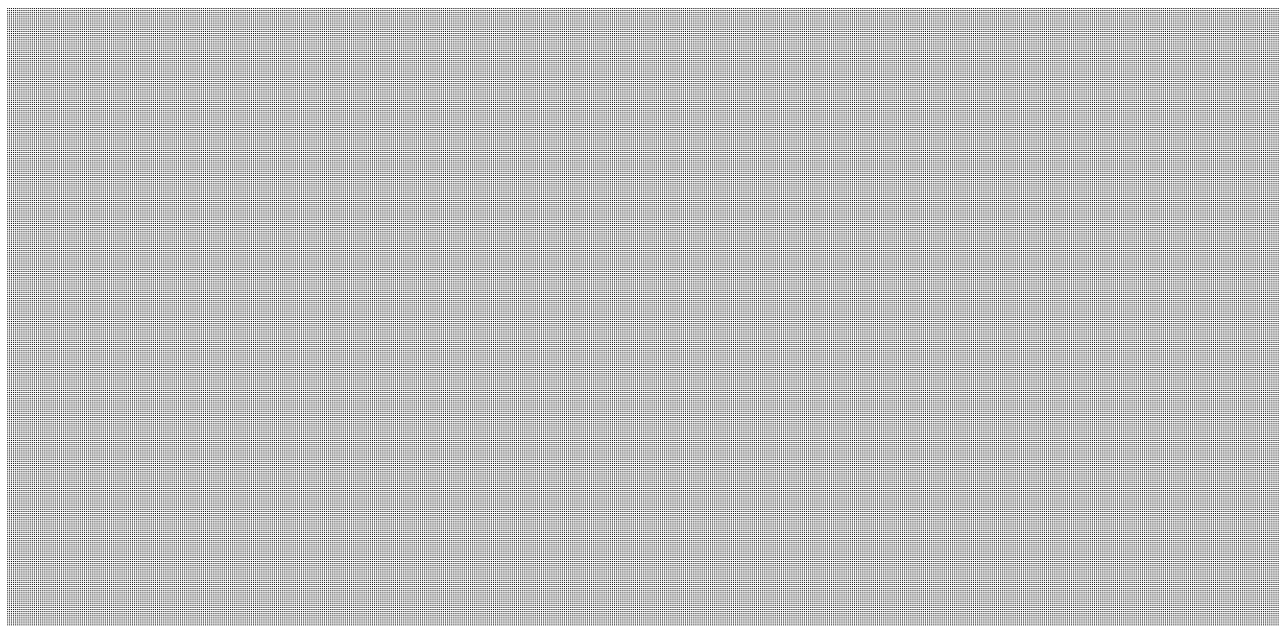
- v. Systemic Concerns
 - a. Internal Mechanisms to deal with Workplace Complaints
 - b. Lack of Ownership for Contribution to the Negative Work Environment
- vi. Impact of the Reported Behaviours
 - a. Personal Impacts on Employees
 - b. Departures of Employees



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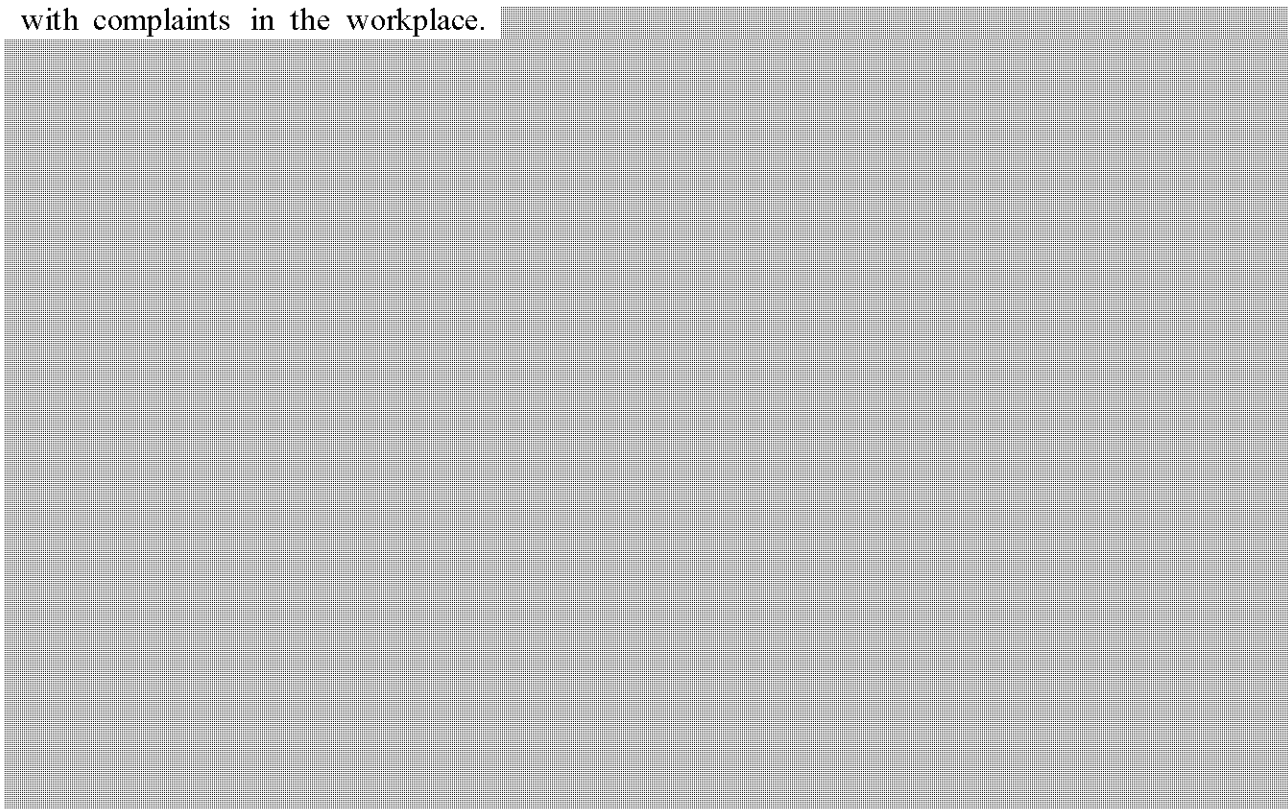


Many employees expressed doubt that the Review would bring about meaningful change.

v) Systemic Concerns

a. Internal Mechanisms to deal with Workplace Complaints

Many participants raised concerns regarding the internal mechanisms within the OSGG to deal with complaints in the workplace.



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It was further reported that:

- Employees did not feel that they had a way to express their concerns.
- Employees felt the HR practices at the OSGG were inadequate and that there was a need for a review of the internal complaint process.
- The fact that stories about the workplace at the OSGG came out in the media demonstrated that there was no internal working mechanism to raise the allegations at the OSGG.
- The fact that employees did not feel they had a place to go with their complaints made the work environment “really unhealthy” to the point people felt they had to go to the media.
- The September 2018 World Café Report previewed many concerns that were raised in the public sphere. The clear message from the participant was that staff had reported problems to OSGG management and that little or no change resulted.

b. Lack of Ownership for Contribution to the Negative Work Environment

It was reported that OSGG management did not properly acknowledge the negative PSES results or employees’ concerns; that there was no acknowledgement of management’s responsibility for the workplace climate,

vi) Impact of the Reported Behaviours

a. Personal Impacts on Employees

b. Departures of Employees

It was reported that since 2017 when the current mandate began, many employees have left the OSGG, either permanently, temporarily or on sick leave; this included a number who had worked there for long periods. Participants described that “staff turnover is at record levels”, that “people are leaving in droves”, there were “waves of departures” and an “exodus” of “quite a few competent, accomplished, experienced personnel”. Several participants said that a lot of staff have left during this mandate, initially mainly from the Chancellery of Honours and more recently from Communications. It was stated that some of those who left “adored” the organization but felt they could not stay.

Specifically, 17 participants reported that they left the OSGG during the current mandate because of the work environment at the OSGG.

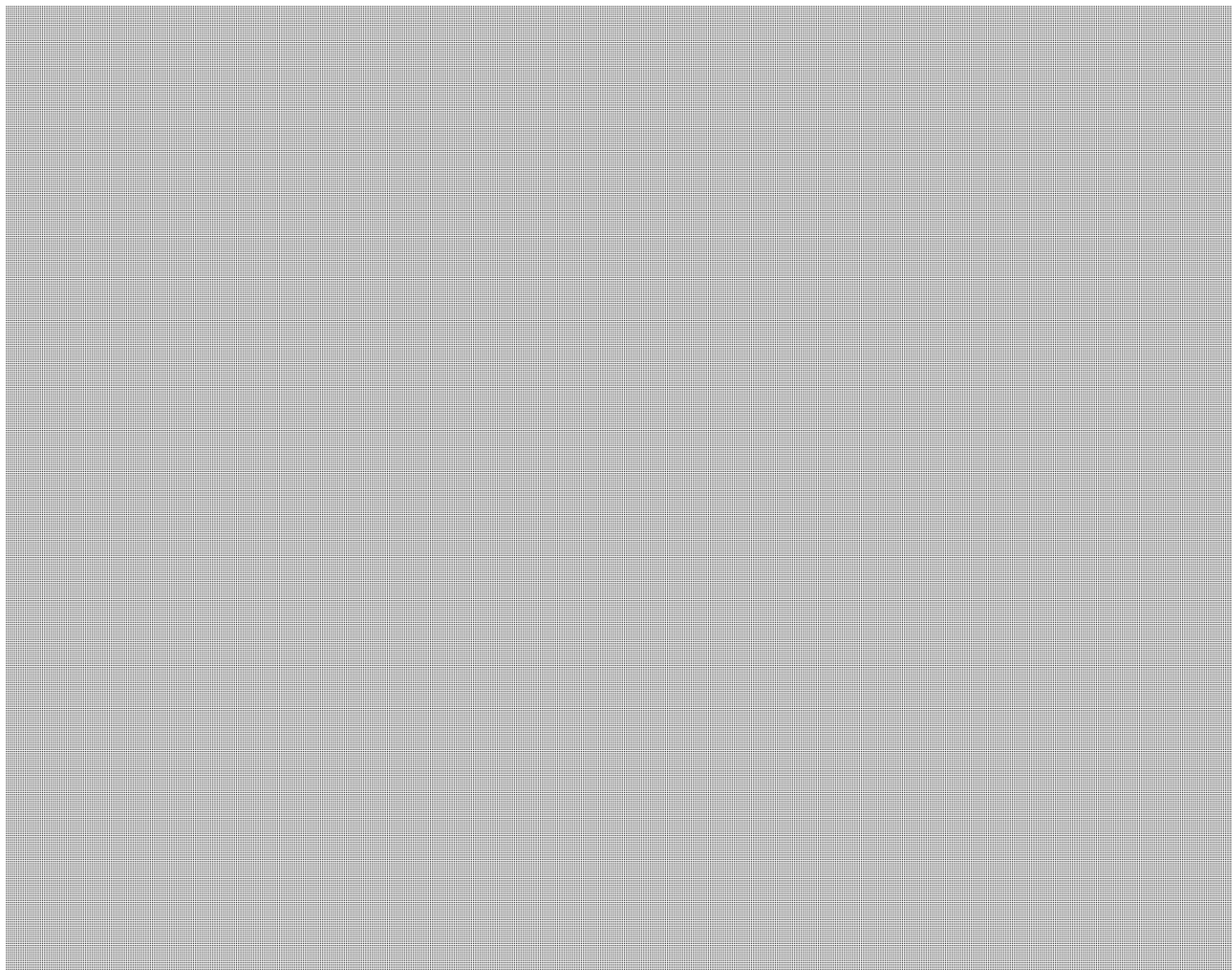
Further, participants observed that at least 16 staff have left in less than a year.

In addition, 13 participants reported that they took sick leave during the current mandate because of the work environment at the OSGG, [REDACTED]

[REDACTED] Descriptions provided by participants of the impact the situation had on them, some of which led to these departures, are found in the preceding subsection, Personal Impacts on Employees.

A number of participants said it was hard to see their colleagues leaving or going on sick leave. Several participants said that the departures undermined morale and undermined staff confidence,

[REDACTED]



IX. CONCLUSIONS

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Consistent with its TOR and SOW, this Report does not make findings of fact or determine whether reported conduct took place.

As indicated, the TOR and SOW contemplated that the Review might collect allegations of at least two kinds:

- harassment, in which case, Quintet was tasked with providing a description of the nature of the incidents, and determining whether the allegation(s) meet the definition of harassment, on a *prima facie* basis; and
- behaviours leading to a toxic work environment, in which case, Quintet was tasked with providing a description of the nature of the allegation(s), and determining whether the conduct alleged would be considered inappropriate, on a *prima facie* basis.

Further, in the case of both types of allegations, Quintet was asked to identify “the person and/or persons against whom the allegations are being made”.

A. Allegations of Harassment under the *Harassment Policy*

As mentioned, 20 participants reported having witnessed harassment in their workplace or referred to harassing behaviours in the workplace. However, Quintet did not receive any formal complaints of harassment that were within the scope of this Review, as set by the TOR and SOW. Therefore, no further consideration will be given to this aspect of the mandate of the Review.

B. Allegations of Behaviours that, if they Occurred, Would Lead to a Toxic workplace Under the *Guide*



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Quintet also observed considerable overlap and consistency with respect to the negative observations of the workplace that were reported by participants.

Quintet concludes that there is a serious problem that requires PCO's immediate attention.

X. RECOMMENDATIONS FOR NEXT STEPS AND FUTURE ACTIONS

The TOR and SOW task Quintet with identifying recommendations for next steps and future actions, with respect to both reported concerns and allegations.

The following recommendations for next steps and future actions reflect the steps typically required arising from a workplace Review of this nature. The results presented in this Report, and in particular the expressions of distrust, fear and lack of confidence by participants that meaningful change will occur, must be acknowledged in any efforts to address the situation.

The following steps reflect the imperative of putting the health and safety of OSGG employees first. Consideration has also been given to the need for necessary action in order to forestall any criticism or cynicism vis-à-vis the Government of Canada's commitment to the principles and objectives of the recently amended (through Bill-C65) *Canada Labour Code*, on the part of either OSGG employees, or the public.

In general terms, the proposed next steps and future actions would be as follows:

1. Engage the most senior leadership of the convening authority in the necessary action.
2. Thank current employees for their participation.
3. Acknowledge, to current employees, that the Review identified serious workplace concerns.
4. Commit, to current employees, to take action.
5. Reassure employees of the sincerity of this commitment and offer protections.
6. Consider, address and plan to address reported concerns.
7. Act on the plan.
8. Communicate further with current employees and seek their engagement.
9. Continue oversight.

Step 1: Engaging the Most Senior Leadership

Central to the success of any restoration of the OSGG workplace, is the requirement that the most senior leadership of the Review's convening authority – the PCO – be involved in all these steps, to the extent possible, and be seen to be involved, particularly by OSGG employees, given the reported breakdown of trust between current employees and the OSGG's senior leadership.

Step 2, 3, 4 and 5: Thanking, Acknowledging, Committing, Reassuring

Given the results of the Review, and the greatest immediate concern being the health and safety of the employees of the OSGG, the most senior leadership of the Review's convening authority should communicate, immediately and formally to all current employees of the OSGG, expressing sincere appreciation for the participation of OSGG employees in the Review. It is recommended that this communication also acknowledge, to the extent possible, the seriousness and the extent of the concerns reported to the Review. It is also recommended that the communication express

PCO's commitment to address the reported concerns in a meaningful way and to continue to communicate further to employees regarding next steps (to the extent possible, given issues of confidentiality). Finally, and particularly important given the results of the Review, this communication should name a senior manager within PCO who will be available to any OSGG employee experiencing any potential reprisal connected to the Review, indicating that this manager would report to the author of the communication on these matters.

Step 6: Consider, Address, Plan

Consider the results of the Review, with an eye to appropriately and effectively addressing the reportedly inappropriate conduct and behaviours that would, if proven to be true, contribute to a toxic workplace.

Consider requiring, until such time as stability has been restored at the OSGG, mandatory and meaningful exit interviews, conducted by senior personnel of the PCO, for any employee leaving the OSGG. Such exit interviews would consider especially issues relating to the health of the workplace; any necessary feedback to the OSGG to address such issues should be monitored by the PCO to ensure effective resolution.

Step 7: Act

PCO must act quickly and decisively. Quintet recommends against the services of any consultant to assist in "restoring the workplace" until such time as senior leadership of the PCO has taken any necessary appropriate action to address the reported concerns. To do otherwise could be seen as making the employees primarily responsible for restoring their own workplace and would invite inevitable cynicism and lack of confidence about any willingness to address the true source of the concerns, as reported. However, in normal circumstances, employees do play a key role in shaping the health of their own work environment, and once employees have been reassured by meaningful action taken by PCO leadership, they may benefit from the interventions of independent and impartial expertise to assist in restoring a healthy work atmosphere. However, only through meaningful, timely action on the part of senior leadership of the PCO will any restoration of the work environment at the OSGG be possible.

Step 8: Communicate With and Seek Employee Engagement

Further communication by senior leadership of the PCO with OSGG employees, following a careful consideration of and plan for the next steps, is essential to assisting employees in turning the page and moving forward. Additionally, consider, once some action has been taken, harnessing the energy and dedication of OSGG employees to engage their involvement in restoring the work environment, as outlined under Step 7 above.

Step 9: Continue Oversight

The situation at the OSGG, as reported by participants in this Review, is said to have existed for several years. A general rule of thumb in the resolution of circumstances described in this Report is that it can be expected to take just as much time to heal the situation as it took for it to develop. For that reason, it is recommended that PCO continue to exercise vigilance and oversight of the OSGG, to the extent possible, until the work environment is firmly on the road to recovery.

XI. CLOSING COMMENTS

We would like to thank all individuals for participating in this Review.

APPENDIX A
CBC Article, 21 July 2020



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Politics

Gov. Gen. Payette has created a toxic climate of harassment and verbal abuse at Rideau Hall, sources allege

Sources say many staffers have fled what they call an atmosphere of 'bullying and harassment at its worst'

Ashley Burke, Kristen Everson · CBC News · Posted: Jul 21, 2020 5:02 PM ET | Last Updated: July 21





Governor General Julie Payette hosts a video conference at Rideau Hall in Ottawa Jan. 14, 2019. Multiple sources say the Governor General's office under Payette has become a hotbed of verbal abuse and employee harassment. (Sean Kilpatrick/Canadian Press)

comments



Gov. Gen. Julie Payette has created a toxic environment at Rideau Hall by verbally harassing employees to the point where some have been reduced to tears or have left the office altogether, sources tell CBC News.

Four members of Payette's communications team have departed during the pandemic period alone. A fifth person is leaving this week and another two have taken leaves of absence. It's just the latest wave of staff to quietly transfer out of the small office in response to mistreatment during Payette's mandate, multiple sources said.

"This has gone from being one of the most collegial and enjoyable work environments for many of the staff to being a house of horrors," said one government source. "It's bullying and harassment at its worst."

CBC News spoke to a dozen sources with direct knowledge of the office during Payette's mandate. They spoke on the condition of anonymity because they feared they could lose their jobs or their careers could suffer. Many of the sources are still in the public service, while others are former Rideau Hall employees.

The sources say Payette has yelled at, belittled and publicly humiliated employees. They accuse her of throwing tantrums in the office and, on one occasion, tossing an employee's work aside and calling it "shit."

On a single day, multiple people were seen leaving Payette's office with tears in their eyes after private meetings with the Governor General, said one source. In another instance, a staff member was spotted crying in their car.

"She screams and humiliates staff in front of others," said a former employee. "It's verbal abuse. In no world is it OK to treat people that way."

Payette's secretary and longtime friend, Assunta Di Lorenzo, is also accused of harassing employees and calling some "lazy" and "incompetent."

"[Di Lorenzo is] also a bully," said a source. "When confronted with something she's unsure of, instead of giving you the benefit of the doubt, she comes at you as a pit bull."



Prime Minister Justin Trudeau looks on as his wife Sophie Gregoire Trudeau greets Assunta Di Lorenzo, secretary to Gov. Gen. Julie Payette, as they arrive at Rideau Hall in Ottawa, Sept. 11, 2019. (Justin Tang/The Canadian Press)

Reporting in 'stark contrast' to reality, says Rideau Hall

In a statement issued to CBC News, Rideau Hall said Payette and the management of the Office of the Secretary to the Governor General "strongly" believe "in the importance of a healthy workplace, we have taken many steps to foster this, we will continue to do so and will work at constantly improving."

"We deeply regret this reporting, which is in stark contrast to the reality of working at the OSGG, and obscures the important work done by our dedicated staff in honouring, representing, and showcasing Canadians," said Ashlee Smith, press secretary to the Governor General.

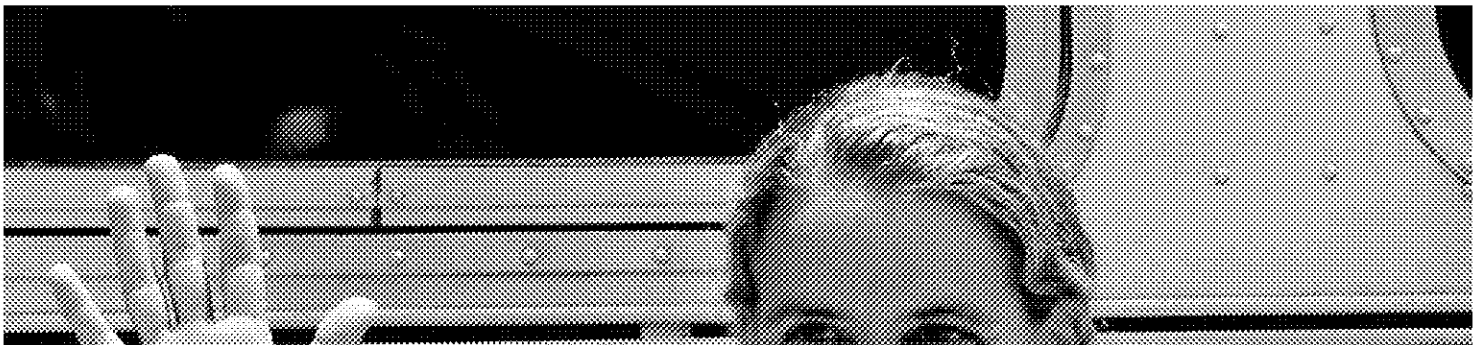
The Prime Minister's Office said all Canadians have to work in a "healthy, respectful and safe environment," but referred CBC's questions to Rideau Hall.

"Our government is committed to ensuring that all federally-regulated workplaces are free from harassment of any kind," said PMO press secretary Ann-Clara Vaillancourt.

Payette's trailblazing career

Payette was appointed Governor General on the advice of Prime Minister Justin Trudeau in October 2017. She is just over half way through her mandate, which will end in October 2022 if it's not extended.

Payette is a Montreal-born trailblazer — a former astronaut who's been to space twice and is also a computer engineer, pilot, academic, musician and executive.





Astronaut Julie Payette waves before boarding the astronaut van for a trip to launch pad 39-A and a planned liftoff onboard the space shuttle Endeavour Wednesday July 15, 2009 at the Kennedy Space Center in Cape Canaveral, Fla. (Chris O'Meara/Associated Press)

Although Payette's role as the Queen's representative in Canada is mostly ceremonial, the vice-regal position can be an important one in a minority government situation. Payette is bound by constitutional convention to follow the advice of the prime minister if the PM requests a dissolution or prorogation of Parliament, but she is empowered to dismiss a government that has been defeated on a vote of confidence if it refuses to step aside.

The National Post has written extensively about Payette's struggle to adapt to her new public role. The newspaper reported that Payette is a deeply private person who is involved in the minutiae of administration, has pushed back against protocol and has cut down her workload.

Rideau Hall among the worst in public service for

harassment

As reported by Maclean's magazine, the 2019 federal Public Service Employee Survey said that 22 per cent of respondents working for Rideau Hall claimed to have experienced harassment, down from 25 per cent in 2018 — still the third-highest harassment level reported by any federal department or agency.

The annual survey offers the only publicly available data on the extent of harassment in the bureaucracy.

In 2019, just over one-in-five of the 126 Rideau Hall employees who responded to the survey reported having been victims of harassment on the job over a 12-month period.

Of those Rideau Hall employees who reported harassment, 74 per cent attributed it to individuals with authority over them.

- **Julie Payette says reports of Rideau Hall turbulence greatly exaggerated**
- **It's not easy being GG; Payette tries to reassure staff as criticism mounts**
- **Rideau Hall takes second look at hundreds of events in sweeping review**

Half of the 28 self-reported victims said they were humiliated, 47 per cent reported dealing with someone exerting excessive control, 40 per cent felt excluded or ignored, and 44 per cent said they dealt with aggressive behaviour.

"These are not one-time issues," said a government source. "This is a constant assault upon those who work in and around and for the Governor General, Madame Payette.

"It's beyond anything that a public servant or anyone working for an institution should have to endure."

Humiliating huddles on planes

The people who report directly to Payette — managers, the communications team, those involved in programming and those who travel with Payette — bear the brunt of the harassment, said many sources. Pantry workers and NCC maintenance staff also have been left visibly upset or shaken after being questioned directly by Payette.

In one four-month period, roughly two dozen people reported abusive conduct by Payette or Di Lorenzo to management, according to government sources.

The harassment often happens on a one-to-one basis; any specific examples reported by CBC News could be traced back to sources. But sources have described broader patterns in Payette's alleged behaviour toward staff.

Watch: Allegations of bullying and harassment in Gov. Gen. Julie Payette's office:

There has been an exodus of employees from Gov. Gen. Julie Payette's Rideau Hall office because of a culture of bullying and harassment, CBC News has learned. 2:15

Part of Payette's job is to attend state visits around the world to meet with dignitaries and build on Canada's international ties. Sources claim that travel brings out the worst in Payette. Multiple sources described the Governor General routinely complaining of being tired, underfed and overworked.

Sources say Payette often uses flights home from trips abroad to criticize staff in front of their peers over what she sees as their shortcomings. Payette frequently asks staff members to huddle around her on the plane for a debriefing, then verbally attacks employees over what she considers to be poor work, said sources.

Several sources said such in-flight debriefs can last hours. Employees have been seen crying in their vehicles on the way home, said sources.

"When you see people in tears, something is not right," a former employee told CBC.

Sources say Payette is known for dropping what they call "explosions," "tantrums" or "bursts of emotion" on staff at Rideau Hall. Such outbursts are often centred around Payette being

upset with the quality of someone's work and the belief that she has to do everything herself because everyone else is incompetent.

"She needs to control absolutely everything," said one government source. "If things don't go the way she wants it to go, she needs to find someone responsible for it."

'A victim at every meeting'

During meetings with staff, sources said, Payette has been known to "grill" employees on files unrelated to the meeting topic.

"There was always that level of criticism and I would say in almost every meeting somebody was berated," said one former employee. "There was, I'll go as far to say, a victim at every meeting."

At the beginning of her mandate, sources said, Payette also put staff on the spot by quizzing them about outer space — asking them to name all the planets in the solar system, for example, or to state the distance between the sun and the moon.

"She loves these gotcha moments," said one government source. "She's just smarter than you and she likes to let you know that."

Most sources said Payette often makes decisions with the help of a very small inner circle that includes Di Lorenzo.

A former lawyer and executive in Montreal, Di Lorenzo is supposed to keep Payette's office running smoothly and effectively. Multiple sources said Di Lorenzo is struggling more than two years into the job — which is typically filled by a seasoned public servant — and still doesn't understand how the public service works.

Watch: Rideau Hall work environment a 'house of horrors,' says government source

Rideau Hall work environment a 'house of horrors,' says long-time government worker. CBC News has obscured his face and changed his voice to protect his identity. 0:58

The government had to create an entirely new position to assist Di Lorenzo — an associate secretary who is a veteran public servant.

Sources said Di Lorenzo has been seen yelling at Rideau Hall workers and claiming that she has to do everything for everyone.

"The way [Di Lorenzo] spoke to people was really harsh," said a former employee. "It was like a punch every time she spoke to someone. She wasn't a team player. She gets over-involved and tries to do everyone's jobs for them but doesn't know what she's doing."

"They will bully you until you either agree or leave," said a government source. "It's bullying and harassment at its worst."

High staff turnover

Di Lorenzo has had at least four executive assistants, according to sources in the public service. Payette has rotated through three executive assistants during her time at Rideau Hall — including one who served three past governors-general.

Five executives also left Payette's office in 2018 within a three-month period over their treatment on the job, sources said.

"It's just very clear everybody was afraid to speak up," said one former employee.

One worker who left Rideau Hall citing harassment said the job wasn't worth the damage it did to their self-worth.

"It's not just a matter of bad workplace dynamics," said the source. "There's actual harassment and abuse ... It was just so tense that ... I almost just wanted to hide the whole time I was there."

"Life's too short. I don't want to come to work in the morning and spend the day feeling like

I'm going to cry or not feeling like I could speak up."



Governor General Julie Payette invests Minnie Grey, from Kuujjuaq, Que. as a Member of the Order of Canada during a ceremony outside Rideau Hall in Ottawa, Thursday September 6, 2018. (Adrian Wyld/Canadian Press)

In the statement to CBC News, the Governor General's press secretary said Rideau Hall has a lower than average employee turnover rate when compared to other federal departments.

"Our staff take great pride in their work and enjoy a challenging and dynamic workplace," said Smith.

"In fact, the OSGG has a lower-than-average employee turnover when compared to other federal departments. One of the benefits of the federal public service is that individuals have the ability to move across different departments, seek promotions, and gain new and valuable career experiences, something that is personally encouraged by the Governor

General, who believes that career growth and opportunity are vitally important."

One source defended Payette, saying she has high standards and had reasons for her disappointment in staff. The source said Payette has approached the job on a much more personal level than past governors general, citing her decision to bike with the public on Canada Day in defiance of typical safety protocols.

The Globe and Mail has reported Payette has been at odds with the RCMP over security measures in the past.

A lack of oversight and safeguards

The harassment claims raise questions about the degree of oversight and accountability at Rideau Hall. The office benefits from Crown privileges and is exempt from access to information laws.

Like other federal employees, the Governor General's staff members can talk in confidence to an ombudsman with Public Services Procurement Canada. But it's not part of the ombudsman's mandate to register complaints or launch investigations. At most, the ombudsman can raise issues to the most senior person within the department — in this case, Di Lorenzo.

Watch: Former Rideau Hall employee says colleagues were reduced to tears by criticism

Former Rideau Hall employee says colleagues were reduced to tears by criticism. CBC News has obscured her face and changed her voice to protect her identity. 0:51

Employees can turn to Rideau Hall's own human resources office, but it's a closed loop: the complaints go to Di Lorenzo, who reports to the Governor General.

"It's soul-destroying," said one source. "There's no one to complain to. There's no recourse. There's no one to report to without getting yourself into a reasonable amount of trouble or potentially losing your job."

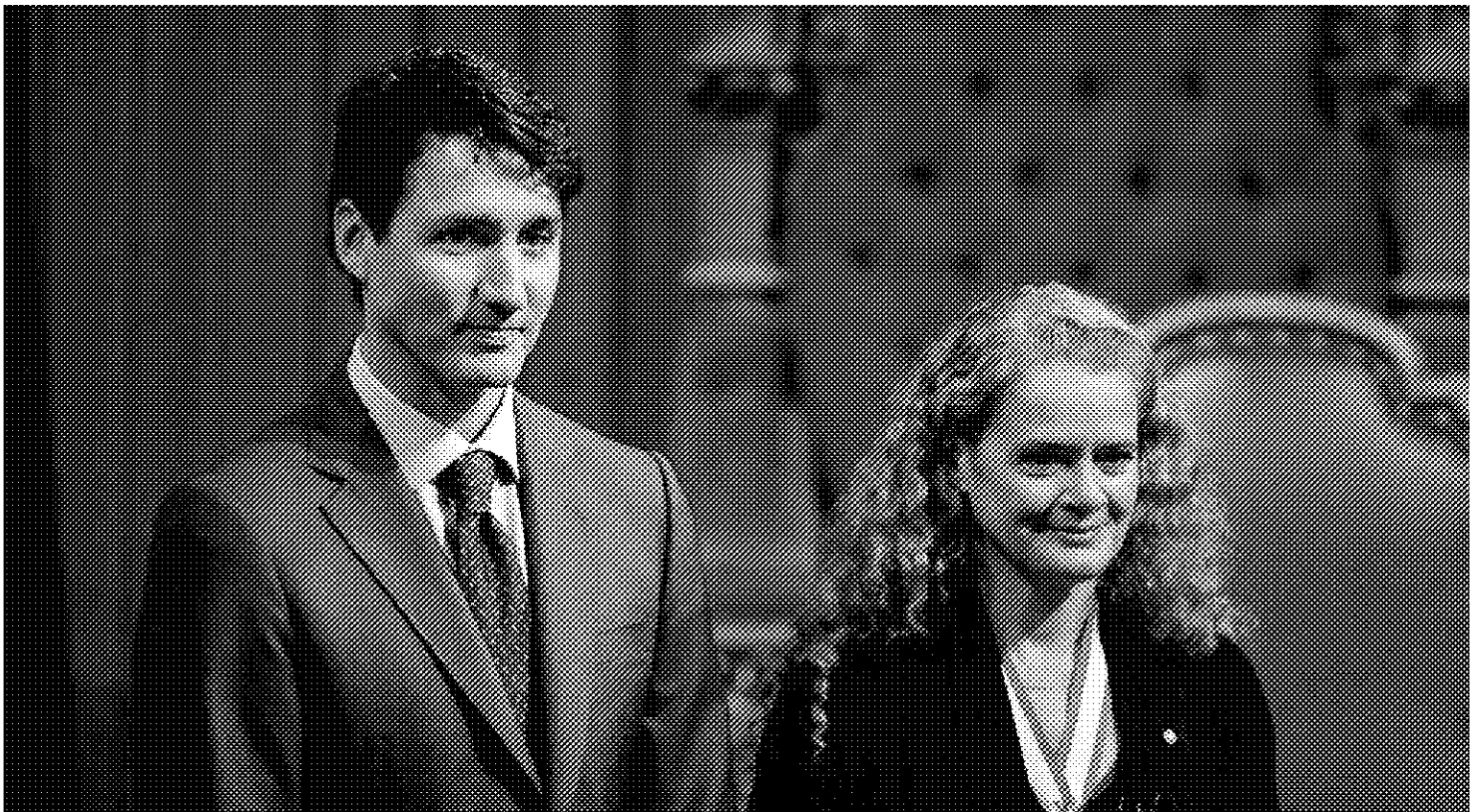
Payette's press secretary defended Rideau Hall's HR process and said no formal complaints regarding harassment have been made.

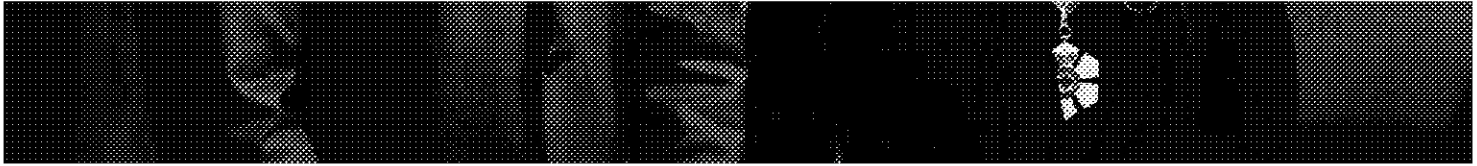
"We are proud of our stringent internal processes for our employees to voice concerns, through the staffing of a robust and accessible human resources department, an independent ombudsman, in addition to maintaining excellent relationships with the unions that represent our employees, whom have additional processes for the protection and support of federal public servants," said Smith.

Sources who spoke with the CBC said, however, that in some cases managers have told staff there isn't anything they can do about the harassment because they're victims of that same harassment.

Philippe Lagassé, an associate professor at Carleton University and an expert on the Westminster parliamentary system, said Canadians would benefit from greater transparency in vice regal offices like Rideau Hall.

"That's a long-standing issue that we've had," he said.





Gov. Gen. Julie Payette and Prime Minister Justin Trudeau in the Senate chamber during her installation ceremony Oct. 2, 2017. (Adrian Wyld/The Canadian Press)

In fact, he said, the one person who could intervene and talk to Payette about human resource matters is Prime Minister Justin Trudeau.

"The prime minister is responsible and accountable for all acts of the Governor General and everything that happens at Rideau Hall," said Lagassé.

"If there is concern about how the office is operating, that would have to come from the prime minister to the Governor General and a remedy would be found between them and their offices."

Full text of the statement from the office of the Governor General:

The Governor General and the management of the Office of the Secretary to the Governor General (OSGG) strongly believe in the importance of a healthy workplace, we have taken many steps to foster this, we will continue to do so and will work at constantly improving. We deeply regret this reporting, which is in stark contrast to the reality of working at the OSGG, and obscures the important work done by our dedicated staff in honouring, representing, and showcasing Canadians.

We take these matters very seriously, and we are proud of our stringent internal processes for our employees to voice concerns, through the staffing of a robust and accessible human resources department, an independent ombudsman, in addition to maintaining excellent relationships with the unions that represent our employees, whom have additional processes for the protection and support of federal public servants. Since the beginning of the mandate, no formal complaint regarding harassment has been made through any of these channels.

Our staff take great pride in their work, and enjoy a challenging and dynamic workplace. In

fact, the OSGG has a lower than average employee turnover when compared to other federal departments. One of the benefits of the federal public service is that individuals have the ability to move across different departments, seek promotions, and gain new and valuable career experiences, something that is personally encouraged by the Governor General, who believes that career growth and opportunity are vitally important.

We are strongly committed to the wellbeing of our staff and will remain so.

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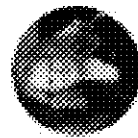
5 Trump says Kenosha shooting suspect 'probably would've been killed'

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RECOMMENDED FOR YOU

APPENDIX B

Tweet from Her Excellency, 23 July 2020



GGJuliePayette 
@GGJuliePayette

www

I take workplace harassment issues very seriously. I am committed to ensuring that every employee who works at Rideau Hall enjoys a secure and healthy work environment at all times and under all circumstances. I have requested the conduct of an independent review.

9:20 PM · 23 Jul. 2020 · Twitter for iPad

APPENDIX C
Terms of Reference and Statement of Work



[Canada.ca](https://www.canada.ca) > [Privy Council Office](#) > [Office of the Secretary to the Governor General workplace review](#)

Terms of Reference

Purpose

To conduct a review into concerns raised in the public sphere about the work environment at the Office of the Secretary to the Governor General (OSGG) during the tenure of the 29th (twenty-ninth) Governor General of Canada.

The review will take into account the Treasury Board of Canada Secretariat Policy on Harassment Prevention and Resolution.

Mandate

The neutral, independent third party reviewer is mandated to perform the following:

Review

1. Arrange for a conversation with OSGG (Office of the Secretary to the Governor General) management, including the Governor General and the Secretary to the Governor General, to explain the review process and to respond to any questions they may have. OSGG (Office of the Secretary to the Governor General) management will have an opportunity to provide any relevant background and context.
2. Conduct a review to collect facts, from both current and former employees (who left the OSGG (Office of the Secretary to the Governor General) during the tenure of the 29th (twenty-ninth) Governor General of Canada), to determine precisely the allegation(s), of workplace harassment and/or behaviours that would create a toxic workplace. The review will identify what the allegations are and the person and/or persons against whom the allegations are being made.
3. At the outset of meetings or interviews with current and former employees the independent third party reviewer will explain the review process and respond to any questions they may have.
4. Prepare and submit a review report to the Privy Council Office.

Responsibilities for conducting the Review

- The independent third party reviewer will conduct the Review pursuant to these terms of reference and in accordance with the principles of procedural fairness, and also taking into account the *Access to Information Act*, *Privacy Act*, *Official Languages Act* and other applicable legislation and regulations.
- The independent third party reviewer will meet with the Head of Human Resources, OSGG (Office of the Secretary to the Governor General) and review the workplace laws and policies that apply to the OSGG (Office of the Secretary to the Governor General), including any Code of Conduct, and workforce management policies and initiatives that require the OSGG (Office of the Secretary to the Governor General) to protect its employees from harassment and to

provide a safe and healthy environment.

- The independent third party reviewer is responsible for contacting current and former employees (who left the OSGG (Office of the Secretary to the Governor General) during the tenure of the 29th (twenty-ninth) Governor General of Canada), in order to invite them, on a voluntary basis, to participate in meetings and interviews.
- The independent third party reviewer is responsible for identifying any other knowledgeable individuals (e.g. (for example) non-OSGG (Office of the Secretary to the Governor General) personnel who work on OSGG (Office of the Secretary to the Governor General) premises or who witnessed key events), and invite them to be interviewed, on a voluntary basis.
- Participants may provide information to the independent third party review confidentially. However, they will be informed in advance whether the information they wish to provide may subsequently require disclosure of their identity. Disclosure will depend on the circumstances and the nature of the allegations.
- Any participants in the review process are entitled to be accompanied and supported by a union representative, friend, family member, or another person of their choosing. The role of this person is to provide advice and guidance; they may not represent or speak on behalf of a participant. (Note: The bargaining agents will be apprised of the review process in recognition of their role in supporting their members.)
- The independent third party reviewer is responsible for reviewing any relevant documentation and information and seeking production of such other documents, or information that they deem relevant.
- Participants and/or individuals identified as respondents could be given the opportunity to provide additional or responsive information where the independent third party reviewer considers it necessary to determine whether a *prima-facie* allegation has been made out.

Reporting requirements for Review

- A Review report must be submitted to the Privy Council Office.
- The Review Report shall include an executive summary of the scope of the review and the conclusions.
 - If allegations of harassment have been made, the report shall include a description of the nature of the incidents, and whether the allegation(s) meet the definition of harassment, on a *prima-facie* basis.
 - If allegations of behaviours leading to a toxic work environment have been made, the report shall include a description of the nature of the allegation(s), and whether the allegation(s) would be considered inappropriate, on a *prima-facie* basis.
- The Review report will also include recommendations on next steps and future actions.

Confidentiality and disclosure

- The independent third party reviewer shall conduct the review with the utmost discretion.
- The independent third party reviewer shall remind participants of their responsibilities to respect the confidentiality of the review process.
- The independent third party reviewer shall inform participants that the contents of the review report will not be

released publicly, unless required to do so by law, and that information will be handled in accordance with the requirements of the *Access to Information Act* and the *Privacy Act*. However, participants with their knowledge and consent may agree to have their names disclosed in the confidential review report.

- As provided by the *Access to Information Act* and the *Privacy Act*, third parties named in the report may have access to personal information concerning them.

Date modified:

2020-08-31

TITLE

Workplace Environment Review

OBJECTIVES

To conduct a review into concerns raised in the public sphere about the work environment at the Office of the Secretary to the Governor General (OSGG) during the tenure of the 29th Governor General of Canada.

The reviewer will collect input (facts and concerns) from both current and former employees (those that left the OSGG during the tenure of the 29th Governor General of Canada), on a voluntary and confidential basis to determine precisely the concern(s) that may have led to these issues being raised.

The reviewer will also collect any allegations or complaints that an employee may wish to make under any relevant workplace policies or practices such as the Treasury Board of Canada Secretariat Policy on Harassment Prevention and Resolution.

To provide a preliminary and final report detailing these findings. The report would include an executive summary of the scope of the review and the conclusions outlining the concerns which have been raised. If allegations or complaints have been made under a relevant workplace policy, the report shall include a description of the nature of the incident(s) and whether the allegation(s) would be considered valid, on a prime facie basis. The report would recommend next steps and future actions.

BACKGROUND, ASSUMPTION AND SPECIFIC SCOPE OF THE REQUIREMENT

Anonymous concerns of a toxic workplace were raised in the public sphere (media) on July 22, 2020. No formal complaints have been received by the OSGG or other authorities. As such, the scope is limited to gathering concerns and sufficient facts about the workplace environment. These concerns and facts should be sufficiently detailed to allow decisions to be made with respect to next steps. Additionally, the scope includes the possibility that an employee may wish to make a complaint under a relevant workplace policy.

The reviewers will be expected to meet with the Governor General, the Secretary to the Governor General and the Head of Human Resources to inform them of the review, its scope, the process to be followed and to solicit their participation in the process.

The reviewers will be expected to solicit the voluntary interest of all former and current employees of the organization (dating back to the earliest arrival of the respondents to the workplace), to inform them of the review, its scope, the process to be followed and to solicit their participation.

Due to the number of potential employees cited in the public sphere (16) and the possibility that more may wish to participate, a team of investigators fluent in both official languages is required. Interviews and meetings will be conducted virtually as a result of the current workplace restrictions related to COVID-19.

The reviewer will be required to provide the contract authority updates on a bi-weekly basis so that it may inform the necessary parties.

The independent third party reviewer shall conduct the investigation with the utmost discretion.

SCOPE OF WORK

Phase 1: Preparations:

- Meet the Governor General and the Secretary to the Governor General to inform them of the process and solicit their involvement.
- Meet the Head of HR of the organization to inform that individual of the process and to understand the applicable codes and policies in place for employees of the organization and to identify the list of current and former employees to be contacted. Employees may include any other knowledgeable individuals (e.g. non-OSGG personnel who work on OSGG premises or who witnessed key events).
- Develop a list of applicable employees and communication material to solicit their involvement in the process.
- This phase also includes reviewing the allegations made in the public sphere.

Phase 2: Interviews.

- Employees are invited on voluntary basis. Questions are directly related to the concerns raised in the public sphere. The reviewer provides each individual with an explanation of their role in the process and an overview of the principles that affect the process including relevant policies, rules of disclosure as required by the *Privacy Act* and *Access to Information Act* and the concept of procedural fairness.
- Any participants in the review process are entitled to be accompanied and supported by a union representative, friend, family member, or another person of their choosing. The role of this person is to provide advice and guidance; they may not represent or speak on behalf of a participant. (Note: The bargaining agents will be apprised of the review process in recognition of their role in supporting their members.)
- The independent third party reviewer shall remind participants of their responsibilities to respect the confidentiality of the review process.
- The independent third party reviewer shall inform participants that the contents of the review report will not be released publicly, unless required to do so by law, and that information will be handled in accordance with the requirements of the *Access to Information Act* and the *Privacy Act*.
- Participants will provide information to the independent third party review confidentially as it relates to concerns in the workplace. However, participants with their knowledge and consent may agree to have their names disclosed in the confidential review report, should they so choose. As provided by the *Access to Information Act* and the *Privacy Act*, third parties named in the report may have access to personal information concerning them.
- Should the employee wish to make a formal complaint or should the interviewer, during the course of the interview, determine that a concern may fall under a relevant workplace policy, the interviewer will inform the employee and provide the option to the employee of anonymously providing an overview of the concern or making a formal allegation which may subsequently require disclosure of their identity. Disclosure will depend on the circumstances and the nature of the allegations.
- The following information could be gathered:
 - interviewee's background, current positions and duties;

- interviewee's work relationship with others;
 - concerns and facts on the workplace environment;
 - events, or series of events, that triggered the issues raised;
 - events specific to these issues;
 - observations of interactions that occur in the workplace;
 - observations of unresolved workplace concerns and issues; and
 - allegations made under any relevant workplace policies.
- The reviewer explains that a typed summary of the interview will be prepared for the individual's comments and revision.
 - The independent third party reviewer is responsible for reviewing any relevant documentation and information and seeking production of such other documents, or information that they deem relevant.
 - The approved notes of the interview will become the document of record that will be used to create the Preliminary Investigation report to be provided to the contract authority. The interviews normally take a minimum of 1/4 day and depending on the number of concerns or allegations and can take up to several days. The preparation of the typed summary takes a minimum of as long as the time it took to conduct the interview and often longer.

Phase 3:

- Preparation and submission of a **Preliminary Report** includes:
 - a review of all interview summaries and extraction of information relevant to the concerns raised in the public sphere;
 - follow-up, clarification and additional interviews as necessary;
 - reviews and extracts from relevant policy and law;
 - preparation of Preliminary Report for submission to the contract authority. The Report includes:

Part I – Executive Summary including any relevant background, a description of the process and timelines followed, summary of findings and recommended next steps;

Part II – Discoveries including concerns and/or formal allegations – a detailed summary of all relevant information gathered. For concerns, the summary should include sufficient information and facts and recommended next steps. For allegations received on a formal basis, the summary should clearly identify the relevant policy or practice under which the allegation has been made and an assessment on a prime facie basis as to whether or not it meets any relevant definition and recommended next steps.

Part III – Annex – copies of all pertinent documentation.

Phase 4:

- Preparation and submission of **the Final Report** includes:
 - Receipt and consideration of responses to the Preliminary Report from the contracting authority (concerns are limited to ensuring clarity in the report and conformity to the statement of work);
 - Preparation of Final Report containing elements mentioned for the Preliminary Report;
 - Delivery of Final Report to contract authority;
 - Return of any documents gathered during the process; and
 - Debriefing with contract authority if required.

Administration Includes reproduction, assembling and binding of all copies of the reports at the appropriate times within the process described in **Phases 3 and 4**.

PROJECT MANAGEMENT

The total number of days expected to complete the review, including the presentation of the final report is **40 working days**. Some adjustment to the timelines might be needed depending on the number of employees who come forward, witnesses to interview, availability of all parties and amount of evidence brought forward.

At the present time, it is expected that the reviewer can start work as of **August 31, 2020** and will endeavour to complete the final report by **November 16, 2020**. Should additional time be required due to the volume of interviewees or material submitted, additional time to complete the work may be granted in consultation with the contracting authority.

If required, the reviewer is to be available to meet with the management and/or labour relations, to discuss the progress of the review.

LOCATION OF WORK AND TRAVEL REQUIREMENTS

All interviews are to be held by electronic means (virtually) therefore there will be no travel requirements.

APPENDIX D
Information for Participants in the OSGG Review

October 2020

**Quintet Consulting Corporation
Information for Participants in the OSGG Review**

The Privy Council Office (PCO) has engaged Quintet Consulting Corporation (Quintet) to conduct a Review following concerns being raised in the public sphere about the work environment within the Office of the Secretary to the Governor General (OSGG) during the tenure of the 29th Governor General of Canada.

Founded in 1993, Quintet represents a group of experienced subject matter experts in workplace conflict management and prevention. As a private, independent organization, Quintet is able to conduct impartial fact-findings, reviews and investigations and offer recommendations, in a manner that respects the principles of procedural fairness. The Quintet team assigned to this important review will apply their expertise from diverse professional backgrounds to ensure it is completed in a thorough, fair and sensitive manner.

Quintet's mandate is to conduct an independent and impartial Review.

The Review process involves:

- inviting Her Excellency, the Governor General and the Secretary to individual meetings to explain the Review process to them and to provide them with the opportunity to provide relevant background and context; and
- interviewing current employees of the OSGG and former employees who left during the tenure of the 29th Governor General of Canada, as well as any other knowledgeable individuals such as non-OSGG personnel who work or have worked on OSGG premises or who may have witnessed key events.

The principal purpose of this Review is to provide participants a voluntary forum to clearly identify their workplace concerns.

The Review also foresees the possibility that participants may raise concerns in light of the relevant policies and codes that are in place to provide employees a healthy and harassment-free workplace.

If this were to occur, consistent with PCO's Terms of Reference:

- if allegations and/or concerns of behaviours leading to a toxic work environment have been made, the Review Report will indicate whether, if proven, the conduct alleged would be considered inappropriate;
- if allegations of harassment have been made by a participant, the Review Report will indicate whether the conduct identified in the allegation(s), if proven, would meet the definition of harassment as defined in the Treasury Board *Policy on Harassment Prevention and Resolution*; and

- if other allegations are made by a participant pursuant to an applicable policy or code, the Review Report will indicate whether the conduct identified in the allegation(s), if proven, would meet the definition of the corresponding policy or code.

The scope of the Review does not include making factual findings about any of the reported concerns or conduct.

During the interview, you will be provided an opportunity to speak openly and members of the Quintet team will listen attentively to your concerns and observations about the work environment within the OSGG. You may choose to speak confidentially, to the extent possible, subject to the *Access to Information Act* and the *Privacy Act*. You may also choose to submit a written statement or documents confidentially. If you participate confidentially, your name and identifying information will not be included in the Review Report, which will be submitted to PCO.

If you intend to make an allegation or complaint pursuant to an applicable workplace policy or code, your identity may need to be revealed and could be included in the Review Report. We ask that you notify us of this in advance of your interview. We will subsequently send you an Informed Consent Form, which you will need to complete and return to us as soon as possible prior to your interview.

Whether you provide information confidentially, or make an allegation or complaint pursuant to an applicable workplace policy or code, you will have an opportunity to review the information you have provided for accuracy, and to suggest corrections. You may wish to submit your observations and/or concerns in writing, for consideration, as soon as possible prior to your interview, or up to one week following your interview.

You may have a support person of your choice accompany you to your interview, as long as that person's involvement does not undermine any of the guiding principles of the Review process. This person's role is to provide you support; however, they are not permitted to represent you or speak on your behalf, or to interfere with the process. In order to maintain the integrity of this important and serious process, as per PCO's Terms of Reference, we ask you to respect the confidentiality of the process. If you have questions about the process beforehand, please send them to us in writing no later than 48 hours before your scheduled interview, so that we may address them.

Your interview will be conducted in the official language of your choice.

The Review Report will present a summary of the concerns raised confidentially, without revealing participants' identities. It will also present any allegations or complaints that have been brought forward pursuant to an applicable workplace policy or code. Once complete, the Review Report will be provided to PCO and will include recommendations on appropriate next steps. As previously mentioned, given that this is not an investigation, the Review Report will not determine whether the reported concerns and/or conduct identified in any allegations are proven to have occurred.

Statements and information, including the Review Report, are subject to the *Access to Information Act* and the *Privacy Act*, through which individuals may obtain certain information, including personal information about themselves. The contents of the Review Report will not be released publicly unless this is required by law.

Octobre 2020

Quintet Consulting Corporation
Information pour les participants à l'examen du BSGG

Le Bureau du Conseil privé (BCP) a engagé Quintet Consulting Corporation (Quintet) pour mener un examen à la suite de préoccupations soulevées dans la sphère publique quant à l'environnement de travail au sein du Bureau du secrétaire du gouverneur général (BSGG) pendant le mandat de la 29^e gouverneure générale du Canada.

Fondé en 1993, Quintet représente un groupe de spécialistes d'expérience en prévention et gestion des différends. Étant une organisation privée et indépendante, Quintet est en mesure de mener des recherches de faits, des examens de milieux de travail et des enquêtes, et d'offrir des recommandations, en respectant les principes de l'équité procédurale. L'équipe de Quintet mandatée pour cet important examen mettra en œuvre son expertise issue de divers contextes professionnels pour s'assurer qu'il soit fait de manière complète, juste et sensible.

Le mandat de Quintet est de mener un examen indépendant et impartial.

Le processus de l'examen inclut ce qui suit :

- inviter son Excellence, la gouverneure générale et la secrétaire de la gouverneure générale à des rencontres individuelles afin d'expliquer le processus d'examen et leur offrir l'opportunité de fournir tout élément de mise en contexte pertinent.
- rencontrer en entrevue les employés actuels du BSGG et les anciens employés qui ont quitté le BSGG pendant le mandat de la 29^e gouverneure générale du Canada, ainsi que toutes autres personnes au courant de faits pertinents, notamment les membres du personnel ne faisant pas partie du BSGG mais qui travaillent ou ont travaillé sur les lieux ou qui ont pu avoir été témoins d'événements clés.

Le principal objectif de cet examen est d'offrir aux participants, sur une base volontaire, une occasion d'identifier clairement leurs préoccupations par rapport à l'environnement de travail.

L'examen prévoit aussi la possibilité que des participants puissent soulever des préoccupations liées à des politiques et codes en place pour offrir aux employés un environnement de travail sain et exempt de harcèlement.

Si tel était le cas, de façon cohérente avec le mandat octroyé par le BCP :

- si des allégations et/ou des préoccupations de comportements entraînant un environnement de travail toxique ont été formulées, le rapport d'examen indiquera si la conduite alléguée serait considérée comme inconvenante, si elle était prouvée;
- si des allégations de harcèlement ont été formulées par un participant, le rapport d'examen indiquera si la conduite alléguée correspondrait à la définition de harcèlement tel que défini dans la *Politique sur la prévention et la résolution du harcèlement* du Conseil du Trésor, si elle était prouvée;

- si d'autres allégations sont formulées par un participant en vertu d'une politique ou d'un code applicable, le rapport d'examen indiquera si la conduite alléguée correspondrait à la définition de la politique ou du code correspondant, si elle était prouvée.

La portée de l'examen n'inclut pas de faire des déterminations de faits à propos des préoccupations ou des conduites rapportées.

Durant l'entrevue, vous aurez l'occasion de parler ouvertement et les membres de l'équipe de Quintet écouteront attentivement vos préoccupations et observations à propos de l'environnement de travail au sein du BSGG. Vous pouvez choisir de parler de façon confidentielle, dans la mesure du possible, compte tenu de la *Loi sur l'accès à l'information* et la *Loi sur la protection des renseignements personnels*. Vous pouvez également choisir de soumettre une déclaration écrite ou des documents, de façon confidentielle. Si vous participez de façon confidentielle, votre nom et les informations vous identifiant ne seront pas inclus dans le rapport d'examen qui sera soumis au BCP.

Si vous souhaitez faire une allégation ou une plainte en vertu d'une politique ou d'un code applicable au milieu de travail, votre identité pourrait devoir être révélée et être incluse dans le rapport d'examen. Le cas échéant, nous vous demandons de bien vouloir nous prévenir avant votre entrevue. Nous vous enverrons alors un formulaire de consentement éclairé, que vous devrez compléter et nous retourner signé, dès que possible, avant votre entrevue.

Que vous choisissiez de participer de façon confidentielle ou de faire une allégation/plainte en vertu d'une politique ou code applicable au milieu de travail, vous aurez l'opportunité de réviser l'information que vous avez fournie, et de suggérer des corrections. Vous pouvez choisir de soumettre vos observations et/ou préoccupations par écrit, afin qu'elles soient prises en considération, le plus tôt possible avant votre entrevue, ou jusqu'à une semaine après votre entrevue.

Vous avez le droit d'être accompagné par la personne de soutien de votre choix lors de l'entrevue, tant et aussi longtemps que l'implication de cette personne ne contrevient pas aux principes directeurs du processus d'examen. Le rôle de cette personne est de vous fournir du soutien, toutefois, elle n'est pas autorisée à vous représenter ni à parler en votre nom, ou d'interférer dans le processus. Afin d'assurer l'intégrité de ce processus important et sérieux, tel qu'indiqué dans le mandat du BCP, nous vous demandons de respecter la confidentialité de ce processus. Si vous avez des questions préalables à propos du processus, veuillez les soumettre par écrit au plus tard 48 heures avant l'entrevue, afin que nous puissions y répondre.

L'entrevue sera menée dans la langue officielle de votre choix.

Le rapport d'examen présentera un résumé des préoccupations soulevées de façon confidentielle, sans révéler l'identité des participants. Il présentera également les allégations ou plaintes ayant été déposées en vertu d'une politique ou d'un code applicable. Une fois complété, le rapport d'examen sera remis au BCP et inclura des recommandations sur les prochaines étapes. Tel que mentionné précédemment, puisque ce processus n'est pas une enquête, le rapport d'examen ne

déterminera pas si les préoccupations rapportées et/ou la conduite identifiée dans les allégations sont prouvées.

Les déclarations et informations sont soumises à la *Loi sur l'accès à l'information* et la *Loi sur la protection des renseignements personnels*, en vertu desquelles des personnes peuvent avoir accès à de l'information, incluant des informations personnelles à leur sujet. Le contenu du rapport d'examen ne sera pas rendu public, sauf si la loi l'exige.

APPENDIX E

Email from Quintet to



10 September 2020

s.19(1)

De: Quintet Consulting Team/L'Équipe Quintet Consulting examenbsgg-osggreview@quintet.ca
Objet: Examen BSGG - OSGG Review
Date: 10 septembre 2020 à 14:05
À: [REDACTED]

English message follows.

s.19(1)

Bonjour [REDACTED]

Comme vous le savez probablement déjà, le Bureau du Conseil privé (BCP) a engagé Quintet Consulting Corporation (Quintet) pour mener un examen à la suite de préoccupations soulevées dans la sphère publique quant à l'environnement de travail au sein du Bureau du secrétaire du gouverneur général (BSGG) pendant le mandat de la 29^e gouverneure générale du Canada.

Fondé en 1993, Quintet représente un groupe de spécialistes d'expérience en prévention et gestion des différends. Étant une organisation privée et indépendante, Quintet est en mesure de mener des recherches de faits, des examens de milieux de travail et des enquêtes, et d'offrir des recommandations, en respectant les principes de l'équité procédurale. L'équipe de Quintet mandatée pour cet important examen mettra en œuvre son expertise issue de divers contextes professionnels pour s'assurer qu'il soit fait de manière complète, juste et sensible.

Le mandat de Quintet est de mener un examen indépendant et impartial en rencontrant en entrevue les employés actuels du BSGG et les anciens employés qui ont quitté le BSGG pendant le mandat de la 29^e gouverneure générale du Canada, ainsi que toutes autres personnes au courant de faits pertinents, notamment les membres du personnel ne faisant pas partie du BSGG mais qui travaillent ou ont travaillé sur les lieux ou qui ont pu avoir été témoins d'événements clés.

[REDACTED] nous sollicitons votre collaboration afin de nous fournir les informations de contact (noms et adresses courriel) des employés actuels et anciens (ceux ayant quitté pendant le mandat de la 29^e gouverneure générale du Canada).

De plus, nous aimerions également vous demander les lois et politiques sur le milieu de travail qui s'appliquent au BSGG, incluant tout code de déontologie et initiatives de gestion de l'effectif visant à offrir aux employés un environnement de travail sécuritaire et sain. Cela inclut, sans s'y limiter, les politiques, codes et directives dont l'objectif est de faire la promotion du respect dans le milieu de travail ou qui ont été créés afin d'offrir aux employés du BSGG un cadre de travail sans harcèlement ni violence.

En raison de l'importance du présent examen, nous aimerions recevoir l'information mentionnée précédemment avant la fermeture des bureaux ce lundi, 14 septembre 2020.

Enfin, nous aimerions avoir l'opportunité de vous rencontrer, afin d'obtenir des informations de contexte additionnelles à propos de l'organisation qui seraient, selon vous, pertinentes. Nous aimerions savoir si vous seriez disponible jeudi prochain, le 17

septembre, ou vendredi, le 18 septembre.

En raison des restrictions actuelles liées à la COVID-19, notre discussion aura lieu virtuellement par Microsoft Teams ou par téléphone. Merci de nous indiquer votre langue officielle de préférence et la méthode de communication que vous privilégiez (incluant les informations pour vous contacter) pour cette rencontre.

Au-delà de cette rencontre, si vous souhaitez prendre part à l'examen en tant que participante, cette possibilité vous sera offerte au moment opportun dans le processus.

Au plaisir de vous parler bientôt.

Bien cordialement,

s.19(1)

Good afternoon

As you know, the Privy Council Office (PCO) has engaged Quintet Consulting Corporation (Quintet) to conduct a review following concerns being raised in the public sphere about the work environment within the Office of the Secretary to the Governor General (OSGG), during the tenure of the 29th Governor General of Canada.

Founded in 1993, Quintet represents a group of experienced subject matter experts in workplace conflict management and prevention. As a private, independent organization, Quintet is able to conduct impartial fact-findings, reviews and investigations and offer recommendations, in a manner that respects the principles of procedural fairness. The Quintet team assigned to this important review will apply their expertise from diverse professional backgrounds to ensure it is completed in a thorough, fair and sensitive manner.

Quintet's mandate is to conduct an independent and impartial review by interviewing current employees of the OSGG and former employees who left during the tenure of the 29th Governor General of Canada, as well as any other knowledgeable individuals such as non-OSGG personnel who work or have worked on OSGG premises or who may have witnessed key events.

we are requesting your assistance in providing us the contact information (names and email addresses) for current and former employees (those who left during the tenure of the 29th Governor General of Canada).

Further, we would also request the workplace laws and policies that apply to the OSGG, including any Code of Conduct, and initiatives designed to provide employees with a safe and healthy work environment. These would include, but would not be limited to, policies, codes and directives that are designed to promote respect in the workplace or that are designed to provide OSGG employees with a harassment and violence-free workplace.

Due to the importance of this Review, we would appreciate receiving the above information by close of business Monday, September 14, 2020.

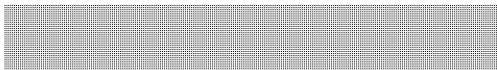
Finally, we would welcome the opportunity to meet with you, in order to obtain any additional contextual information about the organization you feel may be relevant. We are seeking your availability for Thursday, September 17 or Friday, September 18.

As a result of the current workplace restrictions related to COVID-19, our discussion will take place virtually through Microsoft Teams or by telephone. Kindly confirm your language of preference and preferred method of communication (including contact information) for the meeting.

If, in addition, you wish to be considered as a participant in the Review, you will be provided that opportunity at the appropriate time in the process.

We look forward to speaking with you.

Sincerely,



Quintet Consulting Team/L'Équipe Quintet Consulting
OSGG Review/Examen BSGG
www.quintet.ca

s.19(1)

APPENDIX F

Email from Quintet to [REDACTED] 24 September 2020

s.19(1)

De: Quintet Consulting Team/L'Équipe Quintet Consulting examenbsgg-osggreview@quintet.ca
Objet: Examen du BSGG/OSGG Review
Date: 24 septembre 2020 à 08:27
À: [REDACTED]

English version follows

s.19(1)

[REDACTED]

Comme vous le savez probablement déjà, le Bureau du Conseil privé (BCP) a engagé Quintet Consulting Corporation (Quintet) pour mener un examen à la suite de préoccupations soulevées dans la sphère publique quant à l'environnement de travail au sein du Bureau du secrétaire du gouverneur général (BSGG) pendant le mandat de la 29^e gouverneure générale du Canada.

Fondé en 1993, Quintet représente un groupe de spécialistes d'expérience en prévention et gestion des différends. Étant une organisation privée et indépendante, Quintet est en mesure de mener des recherches de faits, des examens de milieux de travail et des enquêtes, et d'offrir des recommandations, en respectant les principes de l'équité procédurale. L'équipe de Quintet mandatée pour cet important examen mettra en œuvre son expertise issue de divers contextes professionnels pour s'assurer qu'il soit fait de manière complète, juste et sensible.

Le mandat de Quintet est de mener un examen indépendant et impartial en rencontrant en entrevue les employés actuels du BSGG et les anciens employés qui ont quitté le BSGG pendant le mandat de la 29^e gouverneure générale du Canada, ainsi que toutes autres personnes au courant de faits pertinents, notamment les membres du personnel ne faisant pas partie du BSGG mais qui travaillent ou ont travaillé sur les lieux ou qui ont pu avoir été témoins d'événements clés.

Le principal objectif de cet examen est d'offrir aux participants, sur une base volontaire, une occasion d'identifier clairement leurs préoccupations par rapport à l'environnement de travail. Ils seront invités à faire part de leur point de vue à propos du milieu de travail.

Le mandat de l'examen prévoit aussi la possibilité que des participants soulèvent des préoccupations liées à des politiques et codes en place pour offrir aux employés un environnement de travail sain et exempt de harcèlement.

Si tel était le cas, de façon cohérente avec le mandat octroyé par le BCP :

- si des allégations et/ou des préoccupations de comportements entraînant un environnement de travail toxique ont été formulées, le rapport d'examen indiquera si elles seraient considérées comme inconvenantes, si elles étaient prouvées;

- si des allégations de harcèlement ont été formulées par un participant, le rapport d'examen indiquera si ces allégations correspondraient à la définition de harcèlement tel que défini dans la *Politique sur la prévention et la résolution du harcèlement* du Conseil du Trésor, si elles étaient prouvées;
- si d'autres allégations sont formulées par un participant en vertu d'une politique ou d'un code applicable, le rapport d'examen indiquera si l'allégation correspondrait à la définition de la politique ou du code correspondant, si elle était prouvée.

La portée de l'examen n'inclut pas de déterminer si les faits soulevés dans les préoccupations et/ou les allégations des participants sont prouvés.

Le rapport d'examen présentera un résumé des préoccupations soulevées de façon confidentielle, sans révéler l'identité des participants. Il présentera également toutes allégations ou plaintes ayant été déposées en vertu d'une politique ou d'un code applicable.

Les déclarations et informations, incluant le rapport d'examen, sont soumis à la *Loi sur l'accès à l'information* et la *Loi sur la protection des renseignements personnels*, en vertu desquelles des personnes peuvent avoir accès à de l'information, incluant des informations personnelles à leur sujet.

Le rapport d'examen sera remis au BCP et inclura des recommandations sur les prochaines étapes. Le contenu du rapport d'examen ne sera pas rendu public, sauf si la loi l'exige.

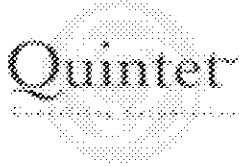
À ce point-ci, les membres de l'équipe de l'examen de Quintet aimeraient avoir l'opportunité de vous rencontrer, afin de pouvoir discuter davantage du processus d'examen et répondre à vos questions si vous en avez. Vous serez également invitée à partager tout élément de contexte pertinent.

En raison des restrictions actuelles liées à la COVID-19, la discussion avec les membres de l'équipe de l'examen aura lieu virtuellement par Microsoft Teams ou par téléphone.

Nous aimerions savoir si vous seriez disponible pour cet entretien durant la semaine du 28 septembre 2020, et un membre de l'équipe sera en contact avec vous afin de confirmer la date et l'heure. Nous vous remercions également de nous indiquer votre langue officielle de préférence pour la correspondance future et pour cette rencontre.

Je vous prie d'agréer, Madame la Gouverneure générale, l'hommage de mon profond respect.

Raphael Szajnfarber
Président, Quintet Consulting Corporation
Au nom de l'équipe Quintet Consulting



Quintet Consulting Team/L'Équipe Quintet Consulting
OSGG Review/Examen BSGG
www.quintet.ca

s.19(1)

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As you may know, the Privy Council Office (PCO) has engaged Quintet Consulting Corporation (Quintet) to conduct a review following concerns being raised in the public sphere about the work environment within the Office of the Secretary to the Governor General (OSGG), during the tenure of the 29th Governor General of Canada.

Founded in 1993, Quintet represents a group of experienced subject matter experts in workplace conflict management and prevention. As a private, independent organization, Quintet is able to conduct impartial fact-findings, reviews and investigations and offer recommendations, in a manner that respects the principles of procedural fairness. The Quintet team assigned to this important review will apply their expertise from diverse professional backgrounds to ensure it is completed in a thorough, fair and sensitive manner.

Quintet's mandate is to conduct an independent and impartial review by interviewing current employees of the OSGG and former employees who left during the tenure of the 29th Governor General of Canada, as well as any other knowledgeable individuals such as non-OSGG personnel who work or have worked on OSGG premises or who may have witnessed key events.

The principal purpose of the mandate of the Review is to provide participants a voluntary forum to clearly identify their workplace concerns. They will be invited to share their perspective on the workplace.

The mandate of the Review also foresees the possibility that participants may raise concerns in light of the relevant policies and codes that are in place to provide employees a healthy and harassment-free workplace.

If this were to occur, consistent with PCO's Terms of Reference:

- if allegations and/or concerns of behaviours leading to a toxic work environment have

been made, the Review Report will indicate whether, if proven, they would be considered inappropriate;

- if allegations of harassment have been made by a participant, the Review Report will indicate whether the allegation(s), if proven, would meet the definition of harassment as defined in the *Treasury Board Policy on Harassment Prevention and Resolution*; and
- if other allegations are made by a participant pursuant to an applicable policy or code, the Review Report will indicate whether the allegation(s), if proven, would meet the definition of the corresponding policy or code.

The scope of the Review does not include determining whether the concerns and/or allegations that have been raised are proven to have occurred.

The Review Report will present a summary of the concerns raised confidentially, without revealing participants' identities. It will also present any allegations or complaints that have been brought forward pursuant to an applicable workplace policy or code.

Statements and information, including the Review Report, are subject to the *Access to Information Act* and the *Privacy Act*, through which individuals may obtain certain information, including personal information about themselves.

The Review Report will be provided to PCO and will include recommendations on appropriate next steps. The contents of the Review Report will not be released publicly, unless this is required by law.

At this time, members of the Quintet Review Team would welcome the opportunity to meet with you, so that they may explain the review process further and respond to any questions you may have. You will also be invited to provide any relevant background and context.

As a result of the current workplace restrictions related to COVID-19, the discussion with members of our Review Team will take place virtually through Microsoft Teams or by telephone.

We would appreciate it if you could indicate your availability during the week of September 28th, 2020 for this meeting, and one of our Team Members will be back in touch with you to confirm a meeting day and time. Kindly also confirm your official language of preference for any further correspondence and for this meeting.

Yours truly,

Raphael Szajnfarber
President, Quintet Consulting Corporation

On behalf of the Quintet Consulting Team



Quintet Consulting Team/L'Équipe Quintet Consulting
OSGG Review/Examen BSGG
www.quintet.ca

APPENDIX G

Email from Quintet to [REDACTED] 24 September 2020

s.19(1)

De: Quintet Consulting Team/L'Équipe Quintet Consulting examenbsgg-osggreview@quintet.ca
Objet: OSGG Review/Examen du BSGG
Date: 24 septembre 2020 à 08:34
À: [REDACTED]

La version française suit

s.19(1)

[REDACTED]

As you may know, the Privy Council Office (PCO) has engaged Quintet Consulting Corporation (Quintet) to conduct a review following concerns being raised in the public sphere about the work environment within the Office of the Secretary to the Governor General (OSGG), during the tenure of the 29th Governor General of Canada.

Founded in 1993, Quintet represents a group of experienced subject matter experts in workplace conflict management and prevention. As a private, independent organization, Quintet is able to conduct impartial fact-findings, reviews and investigations and offer recommendations, in a manner that respects the principles of procedural fairness. The Quintet team assigned to this important review will apply their expertise from diverse professional backgrounds to ensure it is completed in a thorough, fair and sensitive manner.

Quintet's mandate is to conduct an independent and impartial review by interviewing current employees of the OSGG and former employees who left during the tenure of the 29th Governor General of Canada, as well as any other knowledgeable individuals such as non-OSGG personnel who work or have worked on OSGG premises or who may have witnessed key events.

The principal purpose of the mandate of the Review is to provide participants a voluntary forum to clearly identify their workplace concerns. They will be invited to share their perspective on the workplace.

The mandate of the review also foresees the possibility that participants may raise concerns in light of the relevant policies and codes that are in place to provide employees a healthy and harassment-free workplace.

If this were to occur, consistent with PCO's Terms of Reference:

- if allegations and/or concerns of behaviours leading to a toxic work environment have been made, the Review Report will indicate whether, if proven, they would be considered inappropriate;
- if allegations of harassment have been made by a participant, the Review Report will indicate whether the allegation(s), if proven, would meet the definition of harassment as defined in the Treasury Board Policy on Harassment Prevention and Resolution; and

- if other allegations are made by a participant pursuant to an applicable policy or code, the Review Report will indicate whether the allegation(s), if proven, would meet the definition of the corresponding policy or code.

The scope of the Review does not include determining whether the concerns and/or allegations that have been raised are proven to have occurred.

The Review Report will present a summary of the concerns raised confidentially, without revealing participants' identities. It will also present any allegations or complaints that have been brought forward pursuant to an applicable workplace policy or code.

Statements and information, including the Review Report, are subject to the *Access to Information Act* and the *Privacy Act*, through which individuals may obtain certain information, including personal information about themselves.

The Review Report will be provided to PCO and will include recommendations on appropriate next steps. The contents of the Review Report will not be released publicly, unless this is required by law.

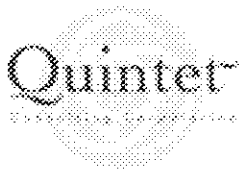
At this time, members of the Quintet Review Team would welcome the opportunity to meet with you, so that they may explain the review process further and respond to any questions you may have. You will also be invited to provide any relevant background and context.

As a result of the current workplace restrictions related to COVID-19, the discussion with members of our Review Team will take place virtually through Microsoft Teams or by telephone.

We would appreciate it if you could indicate your availability during the week of September 28th, 2020 for this meeting, and one of our Team Members will be back in touch with you to confirm a meeting day and time. Kindly also confirm your official language of preference for any further correspondence and for this meeting.

Sincerely,

Raphael Szajnfarder
President, Quintet Consulting Corporation
On behalf of the Quintet Consulting Team



Quintet Consulting Team/L'Équipe Quintet Consulting
OSGG Review/Examen BSGG
www.quintet.ca

s.19(1)

Comme vous le savez probablement déjà, le Bureau du Conseil privé (BCP) a engagé Quintet Consulting Corporation (Quintet) pour mener un examen à la suite de préoccupations soulevées dans la sphère publique quant à l'environnement de travail au sein du Bureau du secrétaire du gouverneur général (BSGG) pendant le mandat de la 29^e gouverneure générale du Canada.

Fondé en 1993, Quintet représente un groupe de spécialistes d'expérience en prévention et gestion des différends. Étant une organisation privée et indépendante, Quintet est en mesure de mener des recherches de faits, des examens de milieux de travail et des enquêtes, et d'offrir des recommandations, en respectant les principes de l'équité procédurale. L'équipe de Quintet mandatée pour cet important examen mettra en œuvre son expertise issue de divers contextes professionnels pour s'assurer qu'il soit fait de manière complète, juste et sensible.

Le mandat de Quintet est de mener un examen indépendant et impartial en rencontrant en entrevue les employés actuels du BSGG et les anciens employés qui ont quitté le BSGG pendant le mandat de la 29^e gouverneure générale du Canada, ainsi que toutes autres personnes au courant de faits pertinents, notamment les membres du personnel ne faisant pas partie du BSGG mais qui travaillent ou ont travaillé sur les lieux ou qui ont pu avoir été témoins d'événements clés.

Le principal objectif de cet examen est d'offrir aux participants, sur une base volontaire, une occasion d'identifier clairement leurs préoccupations par rapport à l'environnement de travail. Ils seront invités à faire part de leur point de vue à propos du milieu de travail.

Le mandat de l'examen prévoit aussi la possibilité que des participants soulèvent des préoccupations liées à des politiques et codes en place pour offrir aux employés un environnement de travail sain et exempt de harcèlement.

Si tel était le cas, de façon cohérente avec le mandat octroyé par le BCP :

- si des allégations et/ou des préoccupations de comportements entraînant un environnement de travail toxique ont été formulées, le rapport d'examen indiquera si elles seraient considérées comme inconvenantes, si elles étaient prouvées;
- si des allégations de harcèlement ont été formulées par un participant, le rapport d'examen indiquera si ces allégations correspondraient à la définition de harcèlement tel que défini dans la *Politique sur la prévention et la résolution du harcèlement* du Conseil du Trésor, si elles étaient prouvées;
- si d'autres allégations sont formulées par un participant en vertu d'une politique ou d'un code applicable, le rapport d'examen indiquera si l'allégation correspondrait à la définition de la politique ou du code correspondant, si elle était prouvée.

La portée de l'examen n'inclut pas de déterminer si les faits soulevés dans les préoccupations et/ou les allégations des participants sont prouvés.

Le rapport d'examen présentera un résumé des préoccupations soulevées de façon confidentielle, sans révéler l'identité des participants. Il présentera également toutes allégations ou plaintes ayant été déposées en vertu d'une politique ou d'un code applicable.

Les déclarations et informations, incluant le rapport d'examen, sont soumis à la *Loi sur l'accès à l'information* et la *Loi sur la protection des renseignements personnels*, en vertu desquelles des personnes peuvent avoir accès à de l'information, incluant des informations personnelles à leur sujet.

Le rapport d'examen sera remis au BCP et inclura des recommandations sur les prochaines étapes. Le contenu du rapport d'examen ne sera pas rendu public, sauf si la loi l'exige.

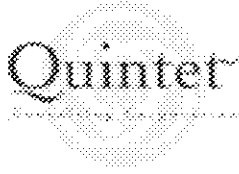
À ce point-ci, les membres de l'équipe de l'examen de Quintet aimeraient avoir l'opportunité de vous rencontrer, afin de pouvoir discuter davantage du processus d'examen et répondre à vos questions si vous en avez. Vous serez également invitée à partager tout élément de contexte pertinent.

En raison des restrictions actuelles liées à la COVID-19, la discussion avec les membres de l'équipe de l'examen aura lieu virtuellement par Microsoft Teams ou par téléphone.

Nous aimerions savoir si vous seriez disponible pour cet entretien durant la semaine du 28 septembre 2020, et un membre de l'équipe sera en contact avec vous afin de confirmer la date et l'heure. Nous vous remercions également de nous indiquer votre langue officielle de préférence pour la correspondance future et pour cette rencontre.

Bien cordialement,

Raphael Szajnfarber
Président, Quintet Consulting Corporation
Au nom de l'équipe Quintet Consulting



Quintet Consulting Team/L'Équipe Quintet Consulting
OSGG Review/Examen BSGG
www.quintet.ca

**Pages 110 to / à 136
are under consultation
sont sous consultation**

APPENDIX J

Email from Quintet to [REDACTED] 13 October 2020

s.19(1)

De: Quintet Consulting Team/L'Équipe Quintet Consulting examenbsgg-osggreview@quintet.ca
Objet: Re: OSGG Review - Examen du BSGG
Date: 13 octobre 2020 à 12:15
À: [REDACTED]

s.19(1)

Thank you very much for your email below.

I confirm that 1:00 p.m. on Friday 16 October 2020 is convenient and I will send you an MS Teams meeting invitation shortly. I will be joined by two other members of our Review Team: [REDACTED]

As I indicated by way of email on 24 September 2020, and pursuant to the Terms of Reference, the purpose of the meeting is to explain the Review process to you, answer questions you may have about it, and invite you to provide any background and context you believe to be relevant to the Review.

As you know, this is a Review and not an Investigation. Quintet will be carrying out the Review in a fair and impartial manner. While we will be collecting evidence, the Terms of Reference do not extend to making factual findings about any of the reported concerns or conduct. However, in light of the sensitivity of the Review, prior to the start of interviews with participants, we wish to ensure you have the opportunity to share your perspective about the concerns that have been raised in the public sphere about the work environment within the Office of the Secretary to the Governor General, including by providing any background or context to those reported concerns. We would also be happy to accept written comments either before our 16 October 2020 meeting or by 13 November 2020.

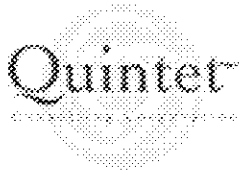
If you have any questions, I invite you to send them to us in advance of our meeting.

I would also like to take this opportunity to inform you that we currently expect interviews with participants to begin the week of 19 October 2020.

In closing, I would like to thank you again for agreeing to meet with us, and we look forward to speaking with you at 1:00 p.m. on Friday.

Sincerely,

Raphael Szajnfarber
President, Quintet Consulting Corporation



Quintet Consulting Team/L'Équipe Quintet Consulting
OSGG Review/Examen BSGG
www.quintet.ca

APPENDIX K

Email from Quintet to [REDACTED] 14 October 2020

s.19(1)

De: Quintet Consulting Team/L'Équipe Quintet Consulting examenbsgg-osggreview@quintet.ca
Objet: Re: Examen du BSGG/OSGG Review
Date: 14 octobre 2020 à 16:54
À: [REDACTED]

s.19(1)

English version follows

[REDACTED]

Par ce courriel, je souhaite faire suite à la correspondance ci-bas.

Pour commencer, j'aimerais profiter de cette opportunité pour vous informer que nous prévoyons débiter les entrevues avec les participants durant la semaine du 19 octobre 2020.

Comme vous le savez, ce processus est un examen et non une enquête. Quintet mènera l'examen d'une manière juste et impartiale. Bien que nous allons recueillir de la preuve, le mandat n'inclut pas de faire des déterminations de faits à propos de la conduite ou des préoccupations rapportées. Toutefois, compte tenu de l'aspect sensible de cet examen, nous souhaitons nous assurer que vous avez eu l'opportunité, avant le début des entrevues avec les participants, de partager votre point de vue à propos des préoccupations soulevées dans la sphère publique quant à l'environnement de travail au sein du Bureau du secrétaire du gouverneur général, notamment en fournissant tout élément de mise en contexte pertinent à propos de ces préoccupations soulevées.

Bien que les entrevues avec les participants commenceront la semaine prochaine, nous demeurons disponibles, à votre convenance, pour vous rencontrer à propos de l'examen, et pour écouter votre point de vue sur ce sujet, à tout moment avant le 13 novembre 2020. Nous accepterons également volontiers les commentaires écrits. Le cas échéant, nous apprécierions recevoir ces commentaires avant le 13 novembre 2020.

De plus, si vous avez des questions, n'hésitez pas à nous en informer.

Enfin, nous vous remercions de votre temps.

Je vous prie d'agréer, [REDACTED] l'hommage de mon profond respect.

Raphael Szajnfarber
Président, Quintet Consulting Corporation
Au nom de l'équipe Quintet Consulting



Quintet Consulting Team/L'Équipe Quintet Consulting
OSGG Review/Examen BSGG
www.quintet.ca

[REDACTED]

I wish to follow up regarding my correspondence to you below.

To begin, I would like to take this opportunity to inform you that we currently expect interviews with participants to begin the week of 19 October 2020.

As you know, this is a Review and not an Investigation. Quintet will be carrying out the Review in a fair and impartial manner. While we will be collecting evidence, the Terms of Reference do not extend to making factual findings about any of the reported concerns or conduct. However, in light of the sensitivity of the Review, we wanted to ensure you were provided the opportunity, prior to the start of interviews with participants, to share your perspective about the concerns that have been raised in the public sphere about the work environment within the Office of the Secretary to the Governor General, including by providing any background or context to those reported concerns.

While interviews with participants will be starting next week, we remain available, at your convenience, to meet about the Review, and to hear your perspective about this matter any time before 13 November 2020. We would also be happy to accept written comments. We would appreciate receiving any such comments prior to 13 November 2020.

Further, if you have any questions, please do not hesitate to let us know.

In closing, I would like to thank you for your time.

Yours truly,

Raphael Szajnfarber
President, Quintet Consulting Corporation
On behalf of the Quintet Consulting Team

APPENDIX L

Introductory email from Quintet, 24 September 2020

De: Quintet Consulting Team/L'Équipe Quintet Consulting examenbsgg-osggreview@quintet.ca
Objet: Invitation to participate in OSGG Review/Invitation à participer à l'examen du BSGG
Date: 24 septembre 2020
À:

La version française suit

Good morning,

The Privy Council Office (PCO) has engaged Quintet Consulting Corporation (Quintet) to conduct a review following concerns being raised in the public sphere about the work environment within the Office of the Secretary to the Governor General (OSGG), during the tenure of the 29th Governor General of Canada.

Individuals receiving this email have been identified as current employees of the OSGG, based on publicly available information. The purpose of this correspondence is to provide you a brief overview of the Review process, and to invite you to participate on a voluntary basis.

Founded in 1993, Quintet represents a group of experienced subject matter experts in workplace conflict management and prevention. As a private, independent organization, Quintet is able to conduct impartial fact-findings, reviews and investigations and offer recommendations, in a manner that respects the principles of procedural fairness. The Quintet team assigned to this important review will apply their expertise from diverse professional backgrounds to ensure it is completed in a thorough, fair and sensitive manner.

The principal purpose of the mandate of this Review is to provide participants a voluntary forum to clearly identify their workplace concerns. Quintet will conduct an independent and impartial review by interviewing current employees of the OSGG and former employees who left during the tenure of the 29th Governor General of Canada, as well as any other knowledgeable individuals such as non-OSGG personnel who work or have worked on OSGG premises or who may have witnessed key events.

If you choose to participate in this Review, you will be invited to an interview. During this interview, you will be provided an opportunity to speak openly and members of the Quintet team will be there to listen attentively to your concerns and observations about the work environment within the OSGG. You may choose to speak confidentially, to the extent possible, subject to the *Access to Information Act* and the *Privacy Act*. This means that your name and identifying information will not be included in the Review Report, which will be submitted to PCO.

If you intend to make an allegation or complaint, pursuant to an applicable workplace policy or code, your identity may need to be revealed and could be included in the Review Report. Therefore, you must consent to this and you would be asked to sign an Informed Consent form in this regard.

Statements and information, including the Review Report, are subject to the *Access to Information Act* and the *Privacy Act*, through which individuals may obtain certain information, including personal information about themselves. The contents of the Review Report will not be released publicly, unless required to do so by law.

If you have information you wish to share with the reviewers and are interested in participating in an interview for this Review, we invite you to respond to this email on or before the 5th of October 2020. You will then receive more detailed information from members of our Team about the process, including possible interview dates.

Please also indicate your preferred official language for electronic communication and for the interview. Please note that as a result of the current workplace restrictions related to COVID-19, interviews will be conducted virtually through Microsoft Teams or by telephone.

In closing, we thank you for treating this matter confidentially and with the utmost discretion.

Sincerely,

Raphael Szajnfarber
President, Quintet Consulting Corporation
On behalf of the Quintet Consulting Team



Quintet Consulting Team/L'Équipe Quintet Consulting
OSGG Review/Examen BSGG
www.quintet.ca

Bonjour,

Le Bureau du Conseil privé (BCP) a engagé Quintet Consulting Corporation (Quintet) pour mener un examen à la suite de préoccupations soulevées dans la sphère publique quant à l'environnement de travail au sein du Bureau du secrétaire du gouverneur général (BSGG) pendant le mandat de la 29^e gouverneure générale du Canada.

Les personnes qui reçoivent ce courriel ont été identifiées comme étant des employés actuels

du BSGG, sur la base de l'information disponible publiquement. L'objectif de ce courriel est de vous donner un bref aperçu du processus d'examen et de vous inviter à y participer sur une base volontaire.

Fondé en 1993, Quintet représente un groupe de spécialistes d'expérience en prévention et gestion des différends. Étant une organisation privée et indépendante, Quintet est en mesure de mener des recherches de faits, des examens de milieux de travail et des enquêtes, et d'offrir des recommandations, en respectant les principes de l'équité procédurale. L'équipe de Quintet mandatée pour cet important examen mettra en œuvre son expertise issue de divers contextes professionnels pour s'assurer qu'il soit fait de manière complète, juste et sensible.

Le principal objectif de cet examen est d'offrir aux participants sur une base volontaire une occasion d'identifier clairement leurs préoccupations par rapport à l'environnement de travail. Quintet mènera un examen indépendant et impartial en rencontrant en entrevue les employés actuels du BSGG et les anciens employés qui ont quitté le BSGG pendant le mandat de la 29^e gouverneure générale du Canada, ainsi que toutes autres personnes au courant de faits pertinents, notamment les membres du personnel ne faisant pas partie du BSGG mais qui travaillent ou ont travaillé sur les lieux ou qui ont pu avoir été témoins d'événements clés.

Si vous décidez de participer à cet examen, vous serez invité à une entrevue. Durant l'entrevue, vous aurez l'occasion de parler ouvertement et les membres de l'équipe de Quintet seront présents pour écouter attentivement vos préoccupations et observations à propos de l'environnement de travail au sein du BSGG. Vous pouvez choisir de parler de façon confidentielle, dans la mesure du possible, compte tenu de la *Loi sur l'accès à l'information* et la *Loi sur la protection des renseignements personnels*. Cela signifie que votre nom et les informations vous identifiant ne seront pas inclus dans le rapport d'examen qui sera soumis au BCP.

Si vous souhaitez faire une allégation ou une plainte en vertu d'une politique ou d'un code applicable au milieu de travail, votre identité pourrait devoir être révélée et être incluse dans le rapport d'examen. Le cas échéant, vous devrez y consentir et vous devrez signer un formulaire de consentement éclairé à ce sujet.

Les déclarations et informations, incluant le rapport d'examen, sont soumis à la *Loi sur l'accès à l'information* et la *Loi sur la protection des renseignements personnels*, en vertu desquelles des personnes peuvent avoir accès à de l'information, incluant des informations personnelles à leur sujet. Le contenu du rapport d'examen ne sera pas rendu public, sauf si la loi l'exige.

Si vous avez des informations à partager avec les examinateurs et vous souhaitez participer à une entrevue dans le cadre de cet examen, nous vous invitons à répondre à ce courriel le

ou avant le 5 octobre 2020. Vous recevrez alors de notre équipe plus de détails concernant le processus, incluant des dates d'entrevue potentielles.

Merci également d'indiquer votre langue officielle de préférence pour les communications électroniques ainsi que pour l'entrevue. Merci de prendre note qu'en raison des restrictions actuelles liées à la COVID-19, les entrevues auront lieu virtuellement par Microsoft Teams ou par téléphone.

Enfin, nous vous remercions de respecter la confidentialité de ce processus et de faire preuve de discrétion.

Bien cordialement,

Raphael Szajnfarber
Président, Quintet Consulting Corporation
Au nom de l'équipe Quintet Consulting



Quintet Consulting Team/L'Équipe Quintet Consulting
OSGG Review/Examen BSGG
www.quintet.ca

APPENDIX M

**Statement from PCO announcing the Review on 31 August 2020, updated on
25 September 2020, to include a link to the Quintet Review Team's dedicated
and confidential email address**

Government
of CanadaGouvernement
du Canada[Canada.ca](https://www.canada.ca) > [Privy Council Office](#)

Office of the Secretary to the Governor General (OSGG) workplace review

On July 23, 2020, the Privy Council Office (PCO) announced it would launch a thorough, independent, and impartial review to examine concerns raised by past and current employees of the Office of the Secretary to the Governor General (OSGG), based on recent media reports.

PCO (Privy Council Office) has engaged the firm of Quintet Consulting Corporation from the National Master Standing Offer to undertake the review. Terms of Reference for the review have also been finalized.

Quintet Consulting Corporation has been mandated to act independently and prepare a report about the nature of the concerns within the OSGG (Office of the Secretary to the Governor General). Both current and former employees of the OSGG (Office of the Secretary to the Governor General), as well as any other knowledgeable individuals (e.g. (for example) non-OSGG (Office of the Secretary to the Governor General) personnel who work on OSGG (Office of the Secretary to the Governor General) premises or who witnessed key events), may contact the firm to voluntarily and confidentially share their perspectives

The Honourable Dominic LeBlanc, President of the Queen's Privy Council for Canada and Minister of Intergovernmental Affairs, has been asked to oversee the review and will receive Quintet Consulting Corporation's final report, which is expected later this fall.

Date modified:

2020-09-25

APPENDIX N

Introductory email from Quintet, 30 September 2020

De: Quintet Consulting Team/L'Équipe Quintet Consulting examenbsgg-osggreview@quintet.ca
Objet: Invitation to participate in OSGG Review/Invitation à participer à l'examen du BSGG
Date: 30 septembre 2020
À:

La version française suit

Good afternoon,

The Privy Council Office (PCO) has engaged Quintet Consulting Corporation (Quintet) to conduct a review following concerns being raised in the public sphere about the work environment within the Office of the Secretary to the Governor General (OSGG), during the tenure of the 29th Governor General of Canada.

Individuals receiving this email have been identified as current employees of the OSGG. The purpose of this correspondence is to provide you a brief overview of the Review process, and to invite you to participate on a voluntary basis.

Founded in 1993, Quintet represents a group of experienced subject matter experts in workplace conflict management and prevention. As a private, independent organization, Quintet is able to conduct impartial fact-findings, reviews and investigations and offer recommendations, in a manner that respects the principles of procedural fairness. The Quintet team assigned to this important review will apply their expertise from diverse professional backgrounds to ensure it is completed in a thorough, fair and sensitive manner.

The principal purpose of the mandate of this Review is to provide participants a voluntary forum to clearly identify their workplace concerns. Quintet will conduct an independent and impartial review by interviewing current employees of the OSGG and former employees who left during the tenure of the 29th Governor General of Canada, as well as any other knowledgeable individuals such as non-OSGG personnel who work or have worked on OSGG premises or who may have witnessed key events.

If you choose to participate in this Review, you will be invited to an interview. During this interview, you will be provided an opportunity to speak openly and members of the Quintet team will be there to listen attentively to your concerns and observations about the work environment within the OSGG. You may choose to speak confidentially, to the extent possible, subject to the *Access to Information Act* and the *Privacy Act*. This means that your name and identifying information will not be included in the Review Report, which will be submitted to PCO.

If you intend to make an allegation or complaint, pursuant to an applicable workplace policy or code, your identity may need to be revealed and could be included in the Review Report. Therefore, you must consent to this and you would be asked to sign an Informed Consent form in this regard.

Statements and information, including the Review Report, are subject to the *Access to Information Act* and the *Privacy Act*, through which individuals may obtain certain

information, including personal information about themselves. The contents of the Review Report will not be released publicly, unless required to do so by law.

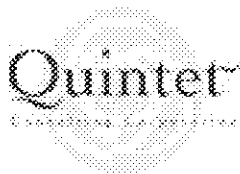
If you have information you wish to share with the reviewers and are interested in participating in an interview for this Review, we invite you to respond to this email on or before the 7th of October 2020. You will then receive more detailed information from members of our Team about the process, including possible interview dates.

Please also indicate your preferred official language for electronic communication and for the interview. Please note that as a result of the current workplace restrictions related to COVID-19, interviews will be conducted virtually through Microsoft Teams or by telephone.

In closing, we thank you for treating this matter confidentially and with the utmost discretion.

Sincerely,

Raphael Szajnfarber
President, Quintet Consulting Corporation
On behalf of the Quintet Consulting Team



Quintet Consulting Team/L'Équipe Quintet
Consulting
OSGG Review/Examen BSGG
www.quintet.ca

Bonjour,

Le Bureau du Conseil privé (BCP) a engagé Quintet Consulting Corporation (Quintet) pour mener un examen à la suite de préoccupations soulevées dans la sphère publique quant à l'environnement de travail au sein du Bureau du secrétaire du gouverneur général (BSGG) pendant le mandat de la 29^e gouverneure générale du Canada.

Les personnes qui reçoivent ce courriel ont été identifiées comme étant des employés actuels du BSGG. L'objectif de ce courriel est de vous donner un bref aperçu du processus d'examen et de vous inviter à y participer sur une base volontaire.

Fondé en 1993, Quintet représente un groupe de spécialistes d'expérience en prévention et gestion des différends. Étant une organisation privée et indépendante, Quintet est en mesure de mener des recherches de faits, des examens de milieux de travail et des enquêtes, et d'offrir des recommandations, en respectant les principes de l'équité procédurale. L'équipe

de Quintet mandatée pour cet important examen mettra en œuvre son expertise issue de divers contextes professionnels pour s'assurer qu'il soit fait de manière complète, juste et sensible.

Le principal objectif de cet examen est d'offrir aux participants sur une base volontaire une occasion d'identifier clairement leurs préoccupations par rapport à l'environnement de travail. Quintet mènera un examen indépendant et impartial en rencontrant en entrevue les employés actuels du BSGG et les anciens employés qui ont quitté le BSGG pendant le mandat de la 29^e gouverneure générale du Canada, ainsi que toutes autres personnes au courant de faits pertinents, notamment les membres du personnel ne faisant pas partie du BSGG mais qui travaillent ou ont travaillé sur les lieux ou qui ont pu avoir été témoins d'événements clés.

Si vous décidez de participer à cet examen, vous serez invité à une entrevue. Durant l'entrevue, vous aurez l'occasion de parler ouvertement et les membres de l'équipe de Quintet seront présents pour écouter attentivement vos préoccupations et observations à propos de l'environnement de travail au sein du BSGG. Vous pouvez choisir de parler de façon confidentielle, dans la mesure du possible, compte tenu de la *Loi sur l'accès à l'information* et la *Loi sur la protection des renseignements personnels*. Cela signifie que votre nom et les informations vous identifiant ne seront pas inclus dans le rapport d'examen qui sera soumis au BCP.

Si vous souhaitez faire une allégation ou une plainte en vertu d'une politique ou d'un code applicable au milieu de travail, votre identité pourrait devoir être révélée et être incluse dans le rapport d'examen. Le cas échéant, vous devrez y consentir et vous devrez signer un formulaire de consentement éclairé à ce sujet.

Les déclarations et informations, incluant le rapport d'examen, sont soumis à la *Loi sur l'accès à l'information* et la *Loi sur la protection des renseignements personnels*, en vertu desquelles des personnes peuvent avoir accès à de l'information, incluant des informations personnelles à leur sujet. Le contenu du rapport d'examen ne sera pas rendu public, sauf si la loi l'exige.

Si vous avez des informations à partager avec les examinateurs et vous souhaitez participer à une entrevue dans le cadre de cet examen, nous vous invitons à répondre à ce courriel le ou avant le 7 octobre 2020. Vous recevrez alors de notre équipe plus de détails concernant le processus, incluant des dates d'entrevue potentielles.

Merci également d'indiquer votre langue officielle de préférence pour les communications électroniques ainsi que pour l'entrevue. Merci de prendre note qu'en raison des restrictions actuelles liées à la COVID-19, les entrevues auront lieu virtuellement par Microsoft Teams ou par téléphone.

Enfin, nous vous remercions de respecter la confidentialité de ce processus et de faire preuve de discrétion.

Bien cordialement,

Raphael Szajnfarber
Président, Quintet Consulting Corporation
Au nom de l'équipe Quintet Consulting



Quintet Consulting Team/L'Équipe Quintet
Consulting
OSGG Review/Examen BSGG
www.quintet.ca

APPENDIX O

Introductory email from Quintet, 8 October 2020

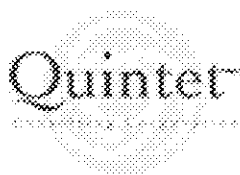
De: Quintet Consulting Team/L'Équipe Quintet Consulting examenbsgg-osggreview@quintet.ca
Objet: OSGG Review – Examen du BSGG
Date: 8 octobre 2020
À:

Good afternoon,

Based on the information provided to us by the Privy Council Office, we understand that you are a former employee of the OSGG as the term is understood in the context of the following process: <https://www.canada.ca/en/privy-council/services/governor-general-workplace-review.html>

If you wish to receive more information about participating in the Review, kindly reply to this email expressing your interest on or before 14 October 2020.

Best regards,



Quintet Consulting Team/L'Équipe Quintet
Consulting
OSGG Review/Examen BSGG
www.quintet.ca

*This e-mail message is intended for the individual to which it is addressed.
Any distribution, reproduction or other use of this email by an unintended recipient is prohibited.*

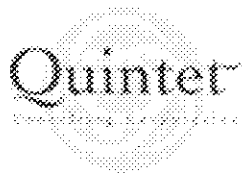
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Bonjour,

D'après les renseignements que nous a fournis le Bureau du Conseil privé, nous comprenons que vous êtes un(e) ancien(ne) employé(e) du BSGG, tel que ce terme est compris dans le contexte du processus suivant : <https://www.canada.ca/fr/conseil-prive/services/gouverneur-general-examen-milieu-travail.html>

Si vous souhaitez recevoir plus d'informations sur la participation à l'Examen, veuillez répondre à ce courriel en exprimant votre intérêt au plus tard le 14 octobre 2020.

Bien cordialement,



Quintet Consulting Team/L'Équipe Quintet
Consulting
OSGG Review/Examen BSGG
www.quintet.ca

Ce courriel est destiné uniquement à la personne à qui il est adressé. Toute distribution, reproduction ou autre utilisation de ce document par un destinataire non visé est interdite.

APPENDIX P
Certification of Identity form

**Quintet Consulting Corporation
Certification of Identity**

In order to safeguard the integrity of the OSGG Review process, Quintet Consulting Corporation (Quintet) is making all reasonable efforts to confirm the identity of individuals who contact us using a personal email address.

This Certification of Identity will not be provided to PCO or the OSGG.

By certifying your identity herein, you are not, in any way, impacting your ability to participate in the OSGG Review in a confidential manner. If you participate confidentially in the process, it means that your name and other information that might identify you will not be included in the Review Report, which will be submitted to PCO.

Thank you for certifying your identity, as well as the category of participant that you are identifying yourself as.

The undersigned solemnly certifies that his/her full, legal name is.....

The undersigned also solemnly certifies the following:

- ☐ I am a current OSGG employee; or
- ☐ I was an OSGG employee at some point from 2 October 2017 to present; or
- ☐ I am a knowledgeable individual about this matter (including non-OSGG personnel who work or have worked on OSGG premises or who may have witnessed key events)

Signature:

Date :

Quintet Consulting Corporation
Déclaration Solennelle

Afin de protéger l'intégrité du processus d'examen du BSGG, Quintet Consulting Corporation (Quintet) souhaite confirmer l'identité des personnes qui nous ont contactés à l'aide d'une adresse courriel personnelle.

Cette déclaration solennelle ne sera pas transmise au BCP ou au BSGG.

Cette déclaration solennelle ne change d'aucune façon le fait qu'un participant peut participer de façon confidentielle à l'examen du BSGG. Si vous participez au processus de façon confidentielle, cela signifie notamment que votre nom et les informations vous identifiant ne seront pas inclus dans le rapport d'examen qui sera soumis au BCP.

Merci de confirmer, sur l'honneur, votre identité, ainsi que la catégorie de participants à laquelle vous vous identifiez.

Je soussigné déclare solennellement que mon nom est

Je soussigné déclare solennellement ce qui suit :

- ☐ Je suis un(e) employé(e) actuel(le) du BSGG; ou
- ☐ J'ai été à l'emploi du BSGG à un moment entre le 2 octobre 2017 et aujourd'hui;
ou
- ☐ Je suis une personne au courant de faits pertinents (ce qui inclut notamment les membres du personnel ne faisant pas partie du BSGG mais qui travaillent ou ont travaillé sur les lieux ou qui ont pu avoir été témoins d'événements clés).

Signature:

Date :

APPENDIX Q

s.19(1)

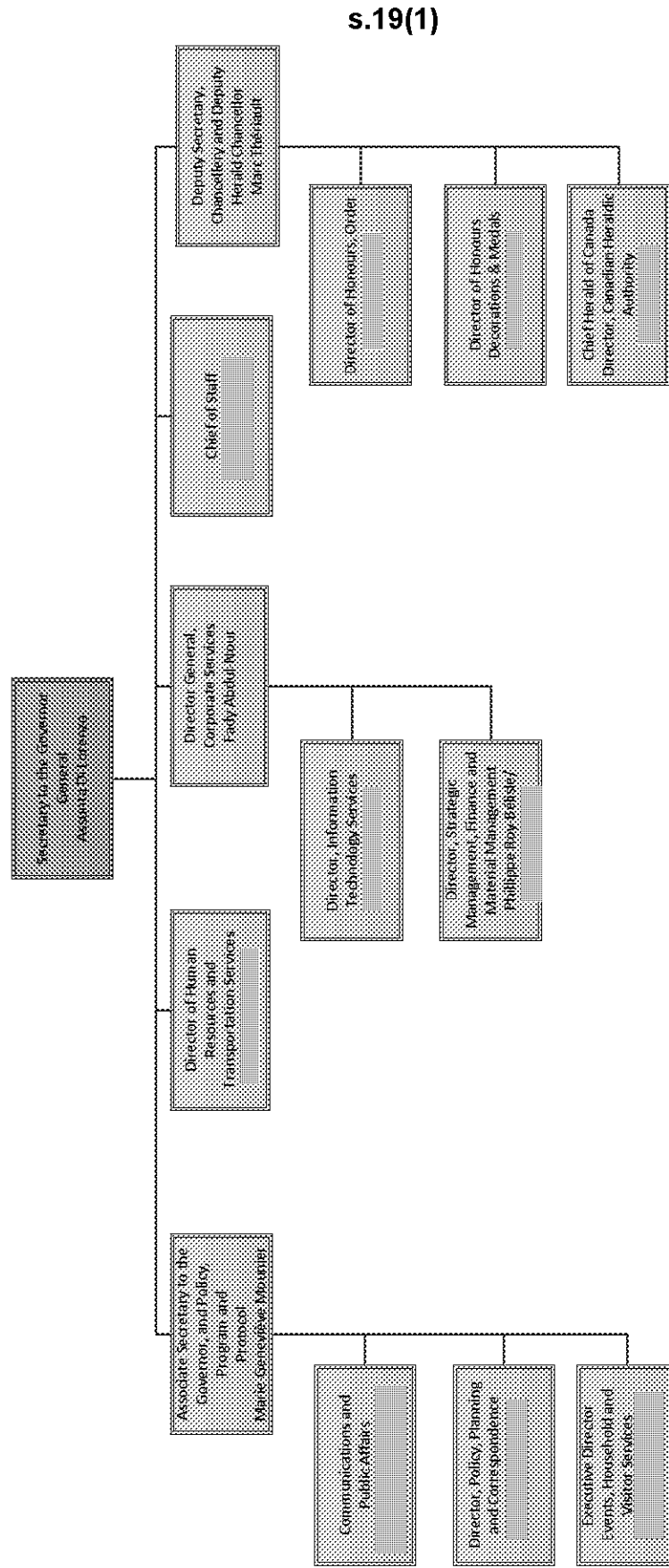
**Pages 160 to / à 178
are withheld pursuant to section
sont retenues en vertu de l'article**

19(1)

**of the Access to Information Act
de la Accès à l'information**

APPENDIX R
Organizational Chart

Office of the Secretary to the Governor General



APPENDIX S

**Email from the Senior Management Team of OSGG to OSGG employees,
4 November 2020**

Quintet Consulting Team/L'Équipe Quintet Consulting

From: [REDACTED]
Sent: 4-Nov-20 12:37
To: Everyone_OSGG_Employees; [REDACTED]
Subject: Message from the Senior Management Team \ Message de l'équipe de la haute direction

Importance: High **s.19(1)**

Le texte en français suit le texte en anglais- The text in French follows the text in English

Dear colleagues,

The last eight months have been demanding and difficult for all of us and for all kinds of reasons, not least of which being the global health crisis we all face. In addition to ensuring continuity of our activities while working from home, we are in the midst of an independent review of our work environment, and we are receiving significant media attention.

It is sad to be in the public eye for anything other than the excellence that characterizes our work and dedication. Like you, we, the senior management team, and the Governor General, are affected by the incorrect information that is circulating about our institution.

Over the past year, we have worked hard to streamline our processes, make the best use of technology to support our work, and improve our communications and sharing of information with you. However, when reading the stories that are circulating in the public sphere about the OSGG, we realize that perhaps we have not been that successful in communicating with each other and getting the “pulse” of our organization.

We are writing to you to reiterate our commitment to you and to our institution, to continue to find better ways to share information with you, and to listen to your concerns so that, together, we may find solutions to issues as they arise.

For example, some of the questions raised are about exempt staff and what governance policies apply to them. In every mandate, it has always been the case and it is normal to have exempt staff working hand in hand with public service employees. Many of you have experienced this in the past and know what a positive synergy this creates. So whether you are a public servant or an exempt staff member, we are all part of the same OSGG team!

Here is some additional information regarding exempt staff:

- Like prime ministers and Cabinet ministers, governors general have the ability to hire exempt staff. Such personnel can be employed to fulfil various functions, and not only in support of mandate-specific projects.
- In accordance with The Office of the Governor General's Secretary Employment Regulations, any governor general can hire up to 11 exempt staff, depending on the needs of the mandate. This means that each governor general may use the exempt positions differently according to their particular needs, the nature of their mandate, and the consideration given to other

Document Released Under the Access to Information Act / Document divulgué en vertu de la Loi sur l'accès à l'information.

areas of public interest. For a governor general, exempt personnel are distinct from ministers' exempt staff and the rules that limit the ministers are not binding to the governor general.

- Her Excellency began her mandate with only one exempt staff—her executive assistant—but shortly after, as needed to complement the team, a press secretary, persons to assist with communication writing and a chief of staff were added.

All of us, regardless of our employment status, play an important role in fulfilling the OSGG mission “to support the Governor General as the Crown’s representative in Canada and to serve Canadians.” Whether we are civil servants or exempt staff, the OSGG core values that guide and motivate our attitudes and actions are the same, namely:

1. Pride and honour in service;
2. Proficiency in service;
3. Respect and trust;
4. Political neutrality and integrity; and
5. Collaboration and teamwork.

The Values and Ethics Code for the Public Sector and the OSGG Professional Code of Conduct apply to exempt staff in the same manner as they apply to all other OSGG employees. These codes are included in the letters of employment for all exempt staff and form part of their conditions of employment.

The commitment of all OSGG personnel to the values and ethics set out in these codes of conduct, including keeping in strict confidence all information, including policies, programs, practices, and procedures, that are not intended to be available to the public, is essential to ensuring a civil and respectful workplace, to supporting the mandate of the governor general and to protecting the reputation and integrity of our organization.

We may not all always agree on everything (and that’s a good thing!). In the end, our collective work does contribute to the advancement of this venerable institution and to sound decision making. Decisions are always made in accordance with the laws, regulations, policies and directives of the federal government.

Open communication is very important to us, so please do not hesitate to express yourself, within the framework of the current independent review but also by talking and sharing ideas with your managers, and /or directors so that together, we can find the way forward to improve our work environment and strengthen our ties.

We are proud of our team members, of their dedication and their resilience. Thanks to your work and efforts, the OSGG continues to undertake many exciting activities and initiatives to better connect, represent, honour and serve Canadians. We are confident that, together, we will get through these turbulent times and become a better organization.

Let’s meet, talk, communicate and give ourselves the chance to write our own story of achievements and successes.

Your Senior Management Team

Chers (ères) collègues,

Les huit derniers mois ont été exigeants et difficiles pour nous tous et pour toutes sortes de raisons, notamment la crise sanitaire mondiale à laquelle nous sommes tous confrontés. En plus d'assurer la continuité des activités tout en travaillant à domicile, nous sommes en plein milieu d'un examen indépendant de notre environnement de travail, et nous recevons une attention médiatique importante.

Il est triste de se retrouver sous les feux de la rampe pour une raison autre que l'excellence qui caractérise notre travail et notre dévouement. Tout comme vous, nous, l'équipe de la haute direction, et la gouverneure générale, sommes affectés par les informations incorrectes qui circulent sur notre institution.

Au cours de la dernière année, nous avons travaillé fort pour rationaliser nos processus, pour mieux utiliser la technologie à l'appui de notre travail et pour améliorer nos pratiques de communication et le partage d'informations avec vous. Cependant, en lisant les articles au sujet du BSGG qui circulent dans l'espace public, nous nous rendons compte que nous n'avons peut-être pas réussi à établir une communication mutuelle et à prendre le « pouls » de notre organisation.

Nous vous écrivons pour vous réitérer notre engagement envers vous et envers notre institution à continuer de chercher des moyens de mieux partager l'information et d'écouter vos préoccupations afin que nous puissions trouver ensemble des solutions aux problèmes à mesure qu'ils se présentent.

Par exemple, certaines des questions soulevées semblent concerner le personnel exonéré et les politiques de gouvernance qui régissent cette catégorie d'employés. Dans chaque mandat, il a toujours été normal de voir les employés exonérés travailler étroitement avec les fonctionnaires. Beaucoup d'entre vous en ont fait l'expérience déjà et sont conscients de la synergie positive qui en découle. Alors, que nous soyons fonctionnaires ou membres du personnel exonéré, nous faisons tous partie de la même équipe du BSGG!

Voici des informations complémentaires concernant le personnel exonéré :

- Tout comme les premiers ministres et les ministres du Cabinet, les gouverneurs généraux ont la capacité d'employer du personnel exonéré. Les personnes ainsi recrutées peuvent assumer diverses fonctions, et pas seulement celle de soutenir des projets propres au mandat du gouverneur général.
- Conformément au Règlement sur l'emploi du Secrétariat du gouverneur général, tout gouverneur général peut embaucher jusqu'à 11 employés exonérés, en fonction des besoins du mandat. Par conséquent, chaque gouverneur général peut avoir recours aux postes exonérés de manière différente en fonction de ses besoins particuliers, de la nature de son mandat et en tenant compte d'autres aspects d'intérêt public. Pour un gouverneur général, le personnel exonéré est distinct du personnel exonéré des ministres, et les règles qui limitent les ministres ne sont pas contraignantes pour le gouverneur général.
- Son Excellence a débuté son mandat avec une seule employée exonérée – l'adjointe exécutive – mais peu après, pour compléter l'équipe, elle a ajouté une attachée de presse, des personnes chargées d'aider à la rédaction des communications et un chef de cabinet.

Nous jouons tous, quel que soit notre statut d'emploi, un rôle important dans l'accomplissement de la mission du BSGG, à savoir « appuyer le gouverneur général en sa qualité de représentant de la

Couronne et servir les Canadiens. » Que nous soyons fonctionnaires ou employés exonérés, les valeurs fondamentales du BSGG qui guident et motivent nos attitudes et nos actions sont les mêmes :

1. fierté et honneur de servir;
2. compétence dans nos fonctions;
3. respect et confiance;
4. neutralité politique et intégrité;
5. collaboration et travail d'équipe.

Le Code de valeurs et d'éthique du secteur public et le Code de conduite professionnelle du BSGG s'appliquent au personnel exonéré de la même manière qu'ils s'appliquent à tous les autres employés du BSGG. Ces codes sont intégrés dans les lettres d'emploi de tout le personnel exonéré (y compris les employés occasionnels) et font partie de leurs conditions d'emploi.

L'engagement de tout le personnel du BSGG envers les valeurs et les principes éthiques figurant dans ces codes de conduite, notamment le maintien de la stricte confidentialité de toutes les informations, y compris celles liées aux politiques, aux programmes, aux pratiques et aux procédures, qui ne sont pas destinées à être rendues publiques, est essentiel pour garantir un milieu de travail courtois et respectueux, pour soutenir le mandat de notre gouverneure générale et pour protéger la réputation et l'intégrité de notre organisation.

Nous ne sommes peut-être pas toujours d'accord sur tout (et c'est une bonne chose!). En fin de compte, notre travail collectif contribue à l'avancement de cette vénérable institution et à la prise de décisions judicieuses. Des décisions qui sont toujours prises conformément aux lois, aux règlements, aux politiques et aux directives du gouvernement fédéral.

Nous attachons une grande importance à une communication ouverte, alors n'hésitez pas à vous exprimer dans le cadre de l'examen indépendant en cours, mais aussi en parlant et en partageant des idées avec vos directeurs et/ou vos gestionnaires. Ce faisant, nous pourrions trouver ensemble la voie à suivre pour améliorer notre environnement de travail et renforcer nos liens.

Nous sommes fiers des membres de notre équipe, de leur dévouement et de leur résilience. Grâce à votre travail et à vos efforts, le BSGG continue d'entreprendre de nombreuses activités et initiatives passionnantes qui permettent de mieux connecter, représenter, honorer et servir les Canadiens. Nous avons la certitude qu'ensemble, nous traverserons cette période de turbulences et que nous deviendrons une meilleure organisation.

Rencontrons-nous, parlons-nous, communiquons, et donnons-nous la chance d'écrire notre propre histoire de réalisations et de succès.

Votre équipe de la haute direction

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