

Final Impact & Accountability Report

Creating culturally sensitive, trauma-informed, evidence-based
tools for Bill C-65

Project Number: 18763565

March 2023 – March 2026

Submitted by:

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1. Executive Summary

This report documents the outcomes of a three-year federally funded project "Creating Culturally Sensitive, Trauma-Informed, Evidence-Based Tools for Bill C-65" (Project #018763565; March 2023 – March 2026) designed to support implementation of Bill C-65, which requires federally regulated employers to address and prevent harassment and violence in the workplace. Delivered by the Psychological Health and Safety Lab at Saint Mary's University, the project produced a suite of free, bilingual, evidence-based training resources and engaged a broad cross-section of Canadian workers, organizations, and Indigenous communities.

The project successfully resulted in almost 20 major deliverables. We delivered 100% of approved deliverables on time, with 50% exceeding expectations in scope, reach, or uptake. Over 800 individuals have registered for our live training and conference events. More than 3,000 documented engagements with our materials demonstrate strong impact across federally regulated workplaces.

Over the life of the grant, the project met or exceeded all project targets set at inception:

Total Training Engagements	4,000+ views across all courses
Survey Respondents	822 (target: 400)
Course Completions	134 verified completions
Public Documents Produced	24 (target: 10)
Organizations – Employee Training	7 (target: 5)
Conference Registrants (January 2025)	455 (target: 100)
Engagement Sessions (Including Indigenous)	15 (target: 14)
Train-the-Trainer and Live Q&A Sessions	6 sessions (target: 5); 346 registrants

The sections that follow provide a detailed account of reach, engagement, and impact across each major deliverable area.

2. Project Background & Objectives

Bill C-65 (An Act to amend the Canada Labour Code) came into force in January 2021, imposing new obligations on federally regulated employers to prevent and address workplace harassment and violence. Despite the legislation's scope, many organizations, particularly small employers, Indigenous organizations, and those in under-resourced sectors, lacked accessible, practical guidance on compliance and culture change.

This project was funded to address that gap. The core objectives were:

- Develop free, bilingual, evidence-based online training on informal conflict resolution and psychological health and safety aligned with Bill C-65 requirements.
- Conduct original research to understand diverse employee experiences of psychological safety, inclusion, and workplace conflict.

- Engage Indigenous communities in a culturally sensitive and ethical manner, including through Indigenous-informed content development.
- Disseminate knowledge broadly through academic publications, public-facing documents, webinars, and conferences.
- Deliver structured employee training to federally regulated organizations.

3. Online Training Platform & Course Engagement

3.1 Platform Overview

All courses are freely available in both English and French on the ImpACT Me platform, YouTube and the project website. Courses were developed with input from subject matter experts, Indigenous community partners, and peer-reviewed research.

3.2 Course Catalogue

The following courses were developed and publicly launched during the grant period:

- Bill C-65 Explained: By Troy Winters
- Conflict Styles: By Debra Gilin and Dayna Lee-Baggley
- Conflict Management: By Dayna Lee-Baggley and Ron Pizzo
- Diversity in the Workplace: By Dayna Lee-Baggley and Tara Pride

3.3 Engagement Data

The following figures represent cumulative platform engagement across all courses from launch:

Total Video Views (all courses)	3,862
Verified Course Completions	134

A completion rate of approximately 6% across all video content is consistent with, and in many cases above, industry benchmarks for free, self-paced online learning, where courses with no enrollment barriers or deadlines typically see rates between 3 and 10%. Critically, these numbers represent entirely voluntary engagement: no registration requirements, no fees, no institutional mandate. Every completion reflects a worker who chose to invest their own time in building conflict and psychological safety skills across both official languages, demonstrating that accessible, evidence-based training on Bill C-65 compliance can achieve meaningful scale without cost to participants. Over 800 individuals have registered for our live training and conference events. More than 4,000 documented engagements with our materials demonstrate strong impact across federally regulated workplaces.

4. Surveys, Quizzes & Research Data

Self-Assessment Tools and Surveys

Five surveys and quizzes were created for the project. A total of 822 respondents completed the survey, surpassing the original target of 400.

Assessment	Responses
Exploring Employee Perspectives	17
Find Your Conflict Style Quiz	550
Interpersonal Reactivity Quiz	124
Burnout Survey	101
Psychological Flexibility Quiz	30
Survey Respondents (cumulative)	822 (target: 400 — 186% above target)

With 822 total responses across five survey tools, these assessments reached workers seeking insight into their own patterns well beyond the formal training courses. The *Find Your Conflict Style* quiz alone drew 550 completions, suggesting that self-awareness around conflict is a significant area of interest and unmet need in Canadian workplaces. Offering these tools at no cost and without any registration requirement reflects the project's commitment to removing every possible barrier between workers and evidence-based support.

5. One-Day Virtual Conference

Transforming Workplace Culture: Tools for Creating a Less Soul-Crushing Workplace

This one-day virtual conference took place on January 28, 2025. Eight 40-minute sessions featuring diverse expert speakers including Indigenous leaders, black, female, and francophone speakers were delivered to a national virtual audience.

Speakers:

1. Beverley Patwell
2. Alex Gallacher & Okey Okere
3. Brook Thorndycraft
4. Jeff Robert
5. Dr. Dayna Lee-Baggley
6. Ron Pizzo
7. Brian Gottheil
8. Amy Sylla

Total Registrants	455 (original target: 100 — 455% above target)
Conference Date	January 28, 2025
Number of Sessions	8 x 40-minute sessions
Exit Survey Respondents	131
Rated Likely to Recommend (4 or 5 / 5)	Over 85%
Written Comments Received	81

Participants who requested future event notifications	83
Participants who volunteered for future coordination	37

The one-day virtual conference held on January 28, 2025, significantly exceeded expectations, with 455 registrants—surpassing the original target of 100 by 455%. The event featured eight 40-minute sessions with a highly diverse roster of speakers, all experts in their fields. There was strong engagement throughout, as reflected in both attendance and post-event feedback. A total of 131 participants completed the exit survey, with over 85% indicating they were likely to recommend the conference. Qualitative engagement was also high, with 81 written comments submitted. Importantly, 83 participants expressed interest in receiving notifications about future events, and 37 volunteered to support future coordination efforts, indicating strong ongoing interest and perceived value. Overall, the conference was highly successful in both reach and impact, exceeding deliverable targets and demonstrating meaningful participant engagement.

6. Webinars, Live Sessions & Public Events

6.1 Ron Pizzo Webinar – October 2024

A publicly available live-interactive webinar, *What Hostage Negotiators Can Teach You About Managing Workplace Conflict*, was delivered on October 23, 2024 by Subject Matter Expert Ron Pizzo.

Registrants	16
Attendees	10
Recording shared with	All registrants + posted on project website

6.2 Train-the-Trainer and live Q&A Sessions – "From Blame to Balance: Building Safety in Tough Conversations"

Five Train-the-Trainer sessions (each 40 minutes, followed by a 20-minute Q&A) were delivered between July and November 2025.

Date	Sessions	Registrants	Attendees
July 28, 2025	Session 1 of 5	12	5
September 9, 2025	Session 2 of 5	75	38
September 22, 2025	Session 3 of 5	75	33
October 16, 2025	Session 4 of 5	75	25
November 4, 2025	Session 5 of 5	109	35

Total Train-the-Trainer Registrants	346
Total Train-the-Trainer Attendees	136

Train-the-Trainer sessions were successfully delivered with a total of 346 participants registered, and 136 attending live sessions. Sessions were initially capped at 75 and then were opened resulting in 109 registrants for the fifth session held on November 4, 2025. Overall, these sessions demonstrated strong uptake and sustained interest over the delivery period, contributing to capacity-building and knowledge dissemination among participants.

7. Employee Training for Federally Regulated Organizations

A key project requirement was delivery of structured course access to at least five federally regulated organizations. Seven organizations participated, with course access provided in June/July 2025 and training concluding November 30, 2025.

Organization	Sector
Indigenous Services Canada (Alberta Region)	Federal Government
Mohawk Council of Akwesasne	Indigenous Government
Utilities Kingston	Public Utilities
Simcoe Muskoka Catholic School District	Education
Oxford County	Municipal Government
Eastern Ontario Health Unit	Public Health
Peel Regional Police	Law Enforcement / Public Safety

The breadth of sectors reached reflects the wide scope of Bill C-65: from frontline public health and law enforcement to municipal government, education, and Indigenous governance. The participation of the Mohawk Council of Akwesasne is particularly noteworthy, as delivering conflict management training within Indigenous governance contexts requires a level of cultural sensitivity and relational trust that goes well beyond standard compliance training. Quantitative pre and post outcome data for this training stream is reported in Section 11.2.

8. Study Report on Training Usage and Impact

A comprehensive *Study Report on Training Usage and Impact* was developed as part of the Bill C-65 project to evaluate the reach, engagement, and effectiveness of the training delivered. The report provides an integrated analysis of participation data, user engagement metrics, and evaluation findings across both the online, self-paced training modules and live training sessions. It examines how participants accessed and interacted with the training, as well as the extent to which the training influenced knowledge, confidence, and workplace practices related to psychological health and safety.

Drawing on survey results, platform analytics, and qualitative feedback, the study report identifies key trends in training uptake and highlights areas of meaningful impact across diverse

federally regulated organizations. It also reflects on the effectiveness of the project’s blended learning approach, which combined flexible digital access with facilitated, discussion-based learning opportunities.

Importantly, the report situates these findings within the project’s evidence-based design, including the application of Acceptance and Commitment Therapy (ACT) principles and collaborative development with subject matter experts, Indigenous partners, and stakeholders. This ensures that both usage patterns and outcomes are interpreted within the broader context of culturally informed and psychologically grounded training design.

The *Study Report on Training Usage and Impact* is included as a supporting document to this final report.

9. Community Engagement

Engagement with diverse employees and Indigenous communities was embedded throughout all three years of the project.

9.1 Interviews and Focus Groups

A total of 20 qualitative engagements were completed. This included semi-structured interviews and focus groups conducted with diverse employees to better understand lived experiences of psychological safety in the workplace.

Findings from these engagements informed a research manuscript currently under review:

Bakour, H., Mannette, J., Wang, L., Tesfatsion, W., Blackette, F., Pride, T., Grant, S., & Lee-Baggley, D. (2026). Exploring Diverse Employee Perspectives on Psychological Safety at Work. Submitted to the Journal of Managerial Psychology.

Using a phenomenological approach, the study explored how employees define and experience psychological safety. Thematic and content analysis identified five core dimensions: leadership, social connections, diverse identities, safe work environments, and organizational procedures and practices.

These findings provide practical guidance for organizations seeking to strengthen psychological safety, including leadership training in inclusive communication, fostering authentic workplace relationships, and implementing clear, supportive policies and practices.

9.2 Indigenous Community Engagement Summary

Total Engagement Sessions	15 of 14 (107% of required sessions completed)
Indigenous Organizations Engaged	8 (see below)
Artist in Residence	J. Jerome (recruited Year 1)
Indigenous Researcher	Dr. Tara Pride (joined project in Year 3)

Organizations and Communities Engaged:

1. Manitoba Association of Friendship Centres
2. Mi'kmaw Ethics Watch (MEW), Nova Scotia
3. BC Network Environment for Indigenous Health Research (BC NEIHR)
4. Native Council of Nova Scotia
5. Mi'kmaw Native Friendship Centre Nova Scotia
6. Thunderbird Partnership Foundation, Ontario
7. Canadian Innovative Centre for Mental Health
8. Canadian Native Friendship Centre

Indigenous community feedback, received through engagement sessions conducted across all three years of the project, directly informed the development of the Diversity in the Workplace course, which included 18 videos. A key insight from community partners was that Indigenous employees navigate workplace dynamics that are often invisible to others: hidden labour, unspoken conflict, and the additional weight of representing their communities in predominantly non-Indigenous workplaces. Partners wanted training content grounded in scenarios they actually encounter rather than generic workplace examples and expressed that psychological safety means something distinct in their context, shaped by histories and pressures that standard workplace training rarely acknowledges. An iterative process between community and our team shaped the final course.

9.3 Indigenous Partnership: Lessons Learned and Key Takeaways

As part of the project's commitment to meaningful and respectful community engagement, a deliverable focused on documenting lessons learned and key takeaways from collaboration with Indigenous partners was completed. While one report was required, the project exceeded this deliverable by producing two complementary reports.

The first report, *Start by Having Tea*, documents the broader collaboration process with Indigenous partners throughout the project. It reflects an iterative, relational approach to engagement, emphasizing the importance of listening, adapting, and building trust over time. The report highlights the need to move beyond compliance-focused approaches and instead prioritize culturally grounded, respectful, and meaningful partnership. It also underscores the importance of recognizing systemic challenges while creating space for Indigenous perspectives to shape project design and implementation.

The second report summarizes lessons learned from a community engagement session held on March 9, 2026, which explored psychological safety in the workplace with a focus on Indigenous and equity-denied perspectives. The session incorporated discussion, reflection, and art-based exploration, and included feedback on project-developed materials.

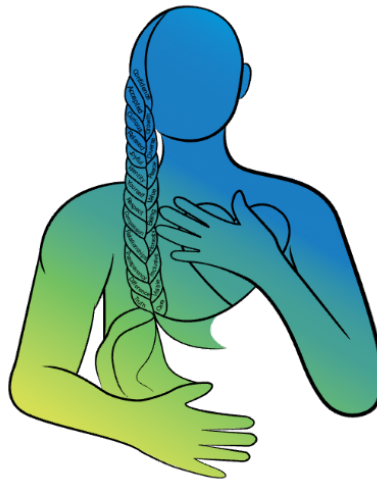
Key takeaways reinforced the importance of creating safe, inclusive, and relational spaces for dialogue, as well as the value of culturally grounded and creative approaches to engagement. Participants described the session as reflective in nature and recommended continuing similar engagement opportunities.

Together, these two reports provide practical insights and guidance for others seeking to build respectful, collaborative partnerships with Indigenous communities and to embed those learnings into project design and delivery. Both reports are included as supporting documents to this final report.

9.4 Indigenous Artist-in-Residence

Indigenous engagement extended beyond research and training to include the creation of original artwork capturing the meaning of psychological safety in ways that words alone cannot. Artist in Residence Jessica Jerome created an image designed to embody inclusivity across gender and race, reflecting a conscious commitment to equity in how psychological safety is represented visually.

Central to the image is the role of hair, which for Indigenous peoples carries deep cultural significance as a symbol of strength and resilience. Jerome depicts hair wrapping around the heart, illustrating the connection between cultural identity and emotional wellbeing. A braid, shown coming undone yet remaining intact, serves as a metaphor for perseverance through difficulty: challenged but not broken. Woven throughout the image are words associated with mental health in the workplace, reflecting Jerome's intention to show how language itself has the power to either build or erode a person's sense of safety and belonging.



10. BIPOC-Focused Training Expansion

Through supplemental funding, the project expanded its training offerings to include content tailored to BIPOC employees, developed in collaboration with Indigenous partners. This resulted in the creation of the *Diversity in the Workplace* course, consisting of 4 modules and 18 sessions.

Indigenous partners played a central and ongoing role in shaping this content to ensure it reflected lived experience and cultural relevance. Initial materials, informed by focus groups with equity-deserving groups, were reviewed by Indigenous partners, who identified the need for more explicit representation of the workplace realities faced by BIPOC employees, including the often invisible effort required to navigate dominant workplace norms.

In response, additional video content was co-developed based on this feedback and validated through further community engagement. This iterative, community-informed approach strengthened the relevance and impact of the training.

This work also supported expanded contributions from the Indigenous Artist in Residence, further enriching the training content and delivery.

11. Research & Knowledge Dissemination

11.1 Peer-Reviewed Journal Articles

Manuscript	Journal	Authors	Status
Inside the wellness leadership program: A closer look at the science-based, theory-driven program sessions	PLOS ONE	Lee-Baggley, Manels-Murphy, Truglia, Gilin	Submitted September 2024
Combating Physician Burnout: Training Medical Faculty in Wellness Leadership	Organizational Dynamics	Lee-Baggley, Gilin, Manels-Murphy, Truglia	Submitted April 2025
Development and Validation of the Belonging at Work Scale: Association with Mistreatment and Leaves	PLOS	Lee-Baggley, Bakour, Howatt, Gilin, Etezzad	Revised & resubmitted September 2025; under review
Exploring Diverse Employee Perspectives on Psychological Safety at Work	Journal of Managerial Psychology	Bakour, Mannette, Wang, Tesfatsion, Blackett, Pride, Grant, Lee-Baggley	Submitted December 2025
Associations of Individual Diversity and Workplace Inclusion Factors with Loneliness at Work	TBD	Lee-Baggley, Gilin, Huang, Howatt	Manuscript in progress
Randomized Controlled Trial of our conflict resolution training program	TBD	Wang, Gilin, Lee-Baggley	Manuscript in progress

11.2 Randomized Controlled Trial of our Conflict Resolution Training Program

PhD candidate L. Wang conducted an independent randomized controlled study evaluating the project's app-based conflict handling training among adults experiencing active, unresolved workplace conflict. The training, grounded in Acceptance and Commitment Therapy principles, was designed to strengthen conflict-specific self-efficacy and psychological flexibility while reducing maladaptive responses such as rumination. Ethics approval was secured and data collection completed during Q1 Year 3. This entire study also represented an in-kind contribution to the project.

A total of 143 participants were randomly assigned to either a training group (n = 46) or a waitlist control group (n = 97), completing pre and post surveys assessing rumination, self-efficacy, psychological flexibility, and psychological experiences of workplace conflict. Training participants showed significant improvements in conflict-specific self-efficacy, openness to experience, and behavioural awareness, none of which were observed in the control group.

Conflict-related rumination, social discord and negative affect decreased more in those who completed the training.

These findings provide direct empirical support for the effectiveness of the project's core training program. Workers who completed the training left better equipped to manage conflict with confidence and psychological flexibility, outcomes that matter both for individual wellbeing and for the healthier workplace cultures Bill C-65 is designed to create.

11.3 Public Documents

The project committed to producing 10 public-facing documents over the grant period. A total of 24 documents were produced, 240% above target, published across Psychology Today, LinkedIn, and The Conversation, reaching broad professional and public audiences.

#	Platform	Title	Author(s)
1	White Paper	Elements for Employee & Labor Relations	B. Howatt
2	The Conversation	Fostering psychological safety in the workplace: 4 practical, real-life tips based on science	D. Lee-Baggley & S. Grant
3	Psychology Today	How Leaders Can Transform Workplace Mental Health Culture	D. Lee-Baggley
4	Psychology Today	Leaders, It's Not Your Job to Fix Conflict	D. Lee-Baggley & R. Pizzo
5	Psychology Today	Navigating Workplace Conflicts	D. Lee-Baggley
6	LinkedIn	What is Your Leadership Style: Conflict Manager v Conflict Fixer	R. Pizzo
7	LinkedIn	Managing Work Conflict: Unlocking the Power of Effective Communication	R. Pizzo
8	LinkedIn	Navigating Conflict with Agility: The Power of Psychological Flexibility in Leadership	R. Pizzo
9	LinkedIn	Breaking Through Workplace Dysfunction: Resolving Stuck Conflicts Through Shared Purpose, a Trauma-Informed Approach	R. Pizzo
10	LinkedIn	What Hostage Negotiators Can Teach Us About Managing Workplace Conflict	R. Pizzo
11	LinkedIn	Negotiating the Toughest Workplace Conflicts: How Trust-Based Leadership Works	R. Pizzo
12	LinkedIn	Rebuilding Trust: Finding Psychological Safety in a Shared Purpose	R. Pizzo

#	Platform	Title	Author(s)
13	LinkedIn	To Boldly Go Where Few Leaders Dare: Beyond Right and Wrong – Reframing Conflict as a Collaborative Advantage for Courageous Teams	R. Pizzo
14	LinkedIn	If a hostage negotiator wouldn't do it... why would you?	R. Pizzo
15	LinkedIn	Psychological Safety Won't Fix What's Broken	R. Pizzo
16	LinkedIn	How a Psychological Health and Safety Program Can Protect Your Organization	B. Howatt
17	LinkedIn	When Safety Is No Longer Guaranteed: Addressing Workplace Violence from Customers and Clients	B. Howatt
18	LinkedIn	What Psychological Safety Really Means in Emotionally Demanding Work	B. Howatt
19	LinkedIn	Psychological Health and Safety: The New Compliance Frontier	B. Howatt
20	LinkedIn	Cultivating Psychological Safety: The Foundation of Thriving Teams	B. Howatt
21	LinkedIn	The Value of Psychological Safety: A Leadership Imperative	B. Howatt
22	LinkedIn	From Stigma to Support: Changing Workplace Culture	B. Howatt
23	LinkedIn	More Languishing: How HR Leaders Can Close the Mental Health Gap at Work	B. Howatt
24	LinkedIn	Preventing Workplace Mental Harm Starts with Asking the Right Questions	B. Howatt

11.4 Conference Presentations & Media

Conference Poster: Exploring Diverse Employee Perspectives and Experiences of Psychological Safety at Work – European Association of Occupational Health Psychologists Conference, Spain, June 2024.

Conference Poster: Resilience and Psychological Safety as Buffers of the Workplace Mistreatment – PTSD relationship. 22nd European Congress of Work and Organizational Psychology, Prague, Czech Republic, May 2025.

Conference Poster: Reducing Distress from Interpersonal Work Conflict: Results of an ACT-based App Intervention – IARR Conference 2026, Glasgow, UK, December 2025.

Conference Poster: RCT of an App-Based Workplace Conflict Intervention Focused on Individual Coping Skills – International Association of Conflict Management Conference, January 2026.

Podcast: Workplace conflicts and how to handle them, Dr. D. Lee-Baggley – Canadian Psychological Association.

Press Release: Manage Conflict with Science – SMU News and Events (English and French), with acknowledgments from SMU Associate VP Research, Dr. Adam Sarty, and Minister of Labour and Seniors, Steven MacKinnon. September 2024.

Media: Canadian HR Reporter interview, Dr. D. Lee-Baggley & W. Pate (ImpACT Me): It's Almost Incalculable: The Costs of Workplace Conflict and How to Reduce Them. October 2024.

12. Free Public Video Sessions

The project produced eleven free public video sessions, exceeding the required 10, all of which are publicly available via the project website and YouTube. As of Q4 Year 3, these videos have accumulated 212 views.

Video titles:

1. Bill C-65 Explained
2. Formal vs. Informal Resolution
3. Introducing the ACT Matrix
4. Shared Purpose and Psychological Safety
5. How Psychological Flexibility Helps Reduce Workplace Harassment Complaints
6. Intention vs. Impact at Work
7. Intention vs. Impact at Work: Why Meaning, Perception, and Context Matter
8. Psychological Safety in Teams
9. The ACT Matrix and Unwanted Inner Experiences
10. Workability and Moving Toward Values at Work
11. Why Psychological Safety Is the Secret to High-Performing Teams

13. Conclusion

This project has demonstrated that it is possible to deliver high-quality, evidence-based, bilingual training on Bill C-65 compliance and psychological health and safety at no cost to participants. Over three years, the project surpassed every quantifiable target while building lasting infrastructure: a publicly accessible training platform, a body of peer-reviewed research, and meaningful relationships with Indigenous communities and federally regulated organizations across Canada.

The breadth of reach, from individual workers completing online modules to HR professionals attending the national conference, from graduate student research to submitted academic papers, reflects a genuine, multi-pronged commitment to translating the intent of Bill C-65 into real workplace change.

The resources developed through this project are not time limited. The training platform remains freely and publicly available in both English and French, and the peer-reviewed manuscripts

currently in preparation will continue to contribute to the evidence base on workplace conflict, psychological safety, and inclusion long after the grant period closes. The relationships built with Indigenous communities and federally regulated organizations across Canada represent a foundation for continued collaboration. The Psychological Health and Safety Lab at Saint Mary's University is grateful for the opportunity this funding provided and remains committed to the ongoing dissemination and application of these resources in service of healthier, safer workplaces for all Canadians.