

Building Workplace Resiliency

A checklist for
bio-economy
employers



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BioTalent Canada

BioTalent Canada supports the people behind life-changing science. Trusted as the go-to source for labour market intelligence, we guide bio-economy stakeholders with evidence-based data and industry-driven standards. We are focused on igniting the industry's brainpower, bridging the gap between job-ready talent and employers, and ensuring the long-term agility, resiliency and sustainability of one of Canada's most vital sectors.

Recently named one of the 50 Best Workplaces in Canada with under 50 employees, a Best Workplaces™ for Mental Wellness, Healthcare, and a Great Place to Work® for 2022, BioTalent Canada practices the same industry standards it recommends to stakeholders. These distinctions were awarded to BioTalent Canada following a thorough and independent survey analysis conducted by Great Place to Work®.

The information in this resource is based on best practices and should be adapted to your own situation. Required or strongly recommended items are noted explicitly.

For more information visit biotalent.ca.

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Introduction to a checklist for bio-economy employers

Organizational resiliency is the capability to anticipate and address internal and external disruptions and associated impacts at the organizational level. Canadian bio-economy companies with high levels of organizational resilience are more likely to be better able to adapt to external circumstances and be financially sound, among other advantages.

A recent BioTalent Canada research project identified four common human capital factors among Canadian bio-economy companies that exhibited strong organizational resiliency through the COVID-19 pandemic:

- Organizational culture
- Employee engagement
- Leadership
- Performance management

This checklist will provide a simple self-assessment of the extent to which your organization is prioritizing and developing these factors. It will take approximately 10 to 15 minutes to complete. The results can help identify potential opportunities and available resources to further your development of organizational resiliency in certain areas.

Instructions on how to interpret your results will follow once you have completed the checklists.

Tips for completing the checklist

1. **Look ahead:** Consider how your organization wants to change and grow over the next three to five years.
2. **Avoid bogging down:** Do not “overthink” your response to a specific question. Usually, your immediate response is the most accurate.
3. **Dare to compare:** Think about other organizations you know well. Where do they do things better, differently, or have more challenges?
4. **Remember that no one is watching:** This is for your own use only. The most useful responses will be those you think most accurately reflect your organization now.
5. **Reflect:** Think about how your organization has changed over the past two to three years.

Section 1: ORGANIZATIONAL CULTURE

Organizational culture is defined as a set of values, visions, behaviours and practices that make up an organization. Work environment, leadership behaviours, diversity, inclusivity, employee behaviours, programs, policies and practices all contribute to a company's culture. A key contributor to organizational resiliency, culture defines your internal and external identity and essentially becomes your employer brand.

For each dimension below, rate the extent to which it describes your current organization.

		DESCRIBES MY ORGANIZATION...		
		SIGNIFICANTLY	MODERATELY	SLIGHTLY
#	DIMENSION			
1	Overcomes challenges and embraces change while remaining focused on business imperatives and continuing to grow			
2	A shared vision and purpose is widely communicated across the organization			
3	Values are embedded in the workplace culture, policies, practices and programs			
4	Leadership regularly and openly provides business updates to employees			
5	The workplace culture is collaborative and supportive			
6	The importance of IDEA (inclusion, diversity, equity and accessibility) is recognized and policies, programs and business practices contribute to a work environment where everyone feels supported, respected and valued regardless of their differences (e.g., gender, sexual orientation, ethnicity, religion, education, socio-economic status or background)			
TOTAL				

Section 2: EMPLOYEE ENGAGEMENT

Employee engagement is a key contributor to organizational resiliency. A useful way to conceptualize employee engagement for the bio-economy is to consider three main categories: Emotional engagement: Employees connect emotionally to their work and the organization; Cognitive engagement: Employees are committed to and focused on their jobs; Physical engagement: Employees’ attitudes and actions show they are aligned with the organization and invested in their work.

For each dimension below, rate the extent to which it describes your current organization.

DESCRIBES MY ORGANIZATION...

#	DIMENSION	DESCRIBES MY ORGANIZATION...		
		SIGNIFICANTLY	MODERATELY	SLIGHTLY
1	Values and goals for the organization are clearly communicated to all employees			
2	Open communication by leaders ensures team members understand how their roles contribute to the goals and overall success of the organization			
3	Employees are committed to their roles as well as to the organization, showing up to work with a sense of purpose and performing well in their jobs			
4	Employees feel psychologically and physically safe at work as well as valued and respected by their leaders and colleagues			
5	Employees are supported in their professional development (e.g., training, participation in projects, mentorship, coaching)			
6	All employees have equitable opportunities for promotions and career growth regardless of their differences			
TOTAL				

Section 3: LEADERSHIP

Leadership is the act of influencing and inspiring individuals or teams to maximize their effort and commit to their organization's mission, vision and values to achieve goals. Effective leaders are mentors, protectors and champions for their employees and assure accountability for their organization. Strong leadership is key to building organizational resiliency.

For each dimension below, rate the extent to which it describes your current organization.

		DESCRIBES MY ORGANIZATION...		
#	DIMENSION	SIGNIFICANTLY	MODERATELY	SLIGHTLY
1	Leaders' actions and behaviors are aligned with the organization's values and assures accountability			
2	Leaders have good relationships with their team members and colleagues			
3	Leaders have a growth mindset—open-minded, optimistic, able to accept criticism and feedback as an opportunity to make improvements and do not see obstacles as failure			
4	Leadership team openly communicates with employees			
5	Leaders are inclusive and self-aware of biases, curious about different ideas and opinions without judgment, value each person's input, culturally competent, humble and empathetic			
6	Leaders exhibit inclusive leadership capabilities as a result of ongoing IDEA (inclusion, diversity, equity and accessibility) learning			
TOTAL				

Section 4: PERFORMANCE MANAGEMENT

Performance management is a continuous process of communicating and clarifying performance expectations, priorities and objectives aimed at improving an employee's performance and achieving individual and organizational objectives. It is a way for managers to engage with their employees to evaluate their efforts and contributions while supporting them through the process.

For each dimension below, rate the extent to which it describes your current organization.

		DESCRIBES MY ORGANIZATION...		
#	DIMENSION	SIGNIFICANTLY	MODERATELY	SLIGHTLY
1	New employees receive the training, tools and resources they need to perform well in their roles			
2	New hires are provided with clear goals and expectations aligned with the organization's strategic plan			
3	A structured performance review process provides employees with feedback on their performance and achievements			
4	Clearly defined career paths are in place to guide employees			
5	The compensation program outlines equitable salary ranges and benefits for each role			
6	More than one person is involved in providing feedback to each employee so biases are avoided and feedback is fair			
TOTAL				

How to interpret your results

This checklist provides an overview of your perceptions and impressions across several dimensions associated with building organization resiliency. It can help identify potential opportunities and available resources to further your development of organizational resiliency in certain areas. Take a few minutes to examine your pattern of scores based on the three rating categories (*significantly, moderately, slightly*) overall, and across the four key contributing areas (organizational culture, employee engagement, leadership, performance measurement).

If, across the four categories, your scores tend to cluster on:

- **Significantly:** Your organization has a strong foundation for building resiliency. Ongoing support and new ideas can help continue the development of each of these areas.
- **Moderately:** Your organization should consider what opportunities exist for both short-term (think low-hanging fruit) and long-term (more systemic changes and larger programs to support culture, engagement and leadership) improvements that can help build organizational resiliency.
- **Slightly:** Your organization likely does not benefit from the higher levels of resiliency it could achieve by making changes in the areas of culture, engagement and leadership.




If your pattern of scores clusters differently across the four areas, it may be useful to focus additional attention on those areas you rated as “slightly” to determine if your organization can develop and see improvements in those areas.

Related resources

BioTalent Canada has developed several resources to help bio-economy employers build resiliency. This series, entitled Building Workplace Resiliency, includes:

- Adopting Inclusion, Diversity, Equity, and Accessibility (IDEA)
- Hiring Internationally Educated Professionals (IEPs)
- Understanding Canadian Human Rights
- Encouraging Employee Engagement
- Developing Organizational Culture
- Fostering Strong Leadership
- Leveraging Performance Management

Explore these resources in full at biotalent.ca/resiliency




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