

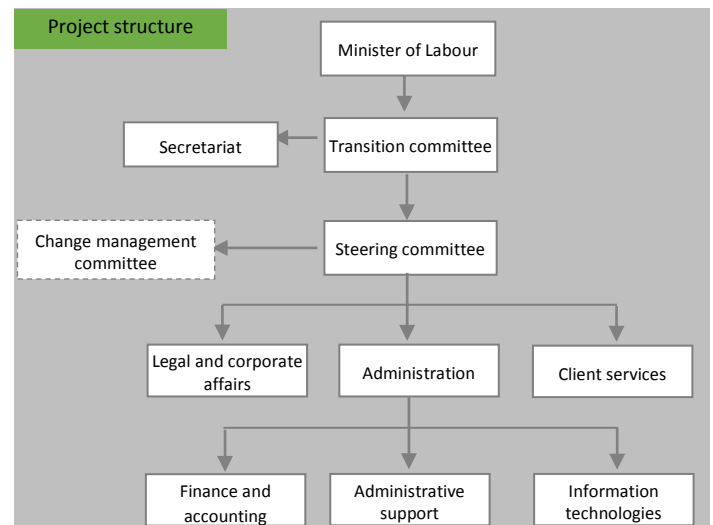
## 1. Background

In 2015, the Minister of Labour, Employment and Social Solidarity decided to merge three organizations under the Labour portfolio in order to simplify public accessibility to services with the creation of a single point of access.

The Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST) opened its doors on January 1, 2016. A result of the merger of the Commission des normes du travail (labour standards), the Commission de l'équité salariale (pay equity) and the Commission de la santé et de la sécurité du travail (occupational health and safety), its integrated labour expertise is intended for the benefit of Québec employers and workers.

## 2. An ambitious and innovative project

It took approximately nine months to create the CNESST. From the outset, it was decided that each organizational culture would be taken into account and that best practices would be identified. Also, staff members would be directly involved in the project. The project structure was based on these guidelines. In particular, it ensured that administrators and managers of the three constituent organizations would be involved equally in the decision-making process.



## 3. Support during the transition

Every aspect of the CNESST's mission was taken into account in the process, and staff members were involved every step of the way.

Overall change management plan		September	October	November	December	January	
Activities	Organizational component	<ul style="list-style-type: none"> <li>Employee meetings</li> <li>Client operations committee</li> </ul>	<ul style="list-style-type: none"> <li>Announcement of Org. structure</li> <li>Communication of committee decisions</li> <li>Team profiles</li> <li>Managers meeting</li> <li>Conference</li> <li>Mission/vision</li> </ul>	<ul style="list-style-type: none"> <li>Communication of committee decisions</li> <li>Identification of work spaces</li> <li>Distance management guide</li> <li>New intranet page information</li> </ul>	<ul style="list-style-type: none"> <li>Communication of committee decisions</li> <li>Project managers meeting</li> <li>CNESST address information</li> <li>Closing activities</li> </ul>	<ul style="list-style-type: none"> <li>Launch of new organization</li> <li>Introductory video</li> <li>Modification of signatures</li> <li>Mission and vision to employees</li> <li>Year One action plan</li> <li>Managers meeting</li> </ul>	
	Specific component	Leadership	<ul style="list-style-type: none"> <li>IT day</li> <li>Org. structure employee meeting</li> <li>Management tools</li> </ul>	<ul style="list-style-type: none"> <li>IT day</li> <li>Org. structure employee meeting</li> <li>Management tools</li> </ul>	<ul style="list-style-type: none"> <li>Management team meetings</li> <li>Contact with employees</li> <li>Meeting with legal department</li> </ul>		<ul style="list-style-type: none"> <li>Employee reception</li> <li>Welcome guide</li> <li>OD support for consolidation of work teams</li> </ul>
		Communication		<ul style="list-style-type: none"> <li>Unions</li> <li>Customer service agents</li> </ul>	<ul style="list-style-type: none"> <li>Inspectors (LS)</li> <li>Investigators</li> <li>Reception agents</li> <li>Complaint management</li> <li>Unions</li> <li>Customer service agents</li> </ul>		<ul style="list-style-type: none"> <li>Legal department: new policies</li> </ul>
		Training			<ul style="list-style-type: none"> <li>Reception agents</li> <li>Accounting employees</li> <li>Manager support for administrative organization</li> </ul>	<ul style="list-style-type: none"> <li>Reception agents</li> <li>Accounting employees</li> <li>Manager support for work organization and staffing</li> </ul>	
	Work organization						

Regular communication aimed at ensuring employee involvement and commitment was made possible by developing support tools such as an intranet site where employees could follow the progress of the merger, and an email address for questions and concerns. Managers were invited to a strategic meeting in order to be familiarized with the various elements of the new organization's mission and vision. They were then asked to communicate key messages and foster employee mobilization. To make sure that managers would adhere to the Year One transition plan, they were asked to participate in its development.

Employees and managers greatly appreciated the support they received during the transition period

and, on January 1, 2016, they were ready to work for the new organization.

Since the merger, the commitment of upper management to breathe life into the new organization has been remarkable. Within the organization, efforts focus on encouraging staff members to remain committed to the CNESST's mission. Outside the organization, a Web and social media strategy is aimed at disseminating the new organization's progress and reaffirming its unified mission.

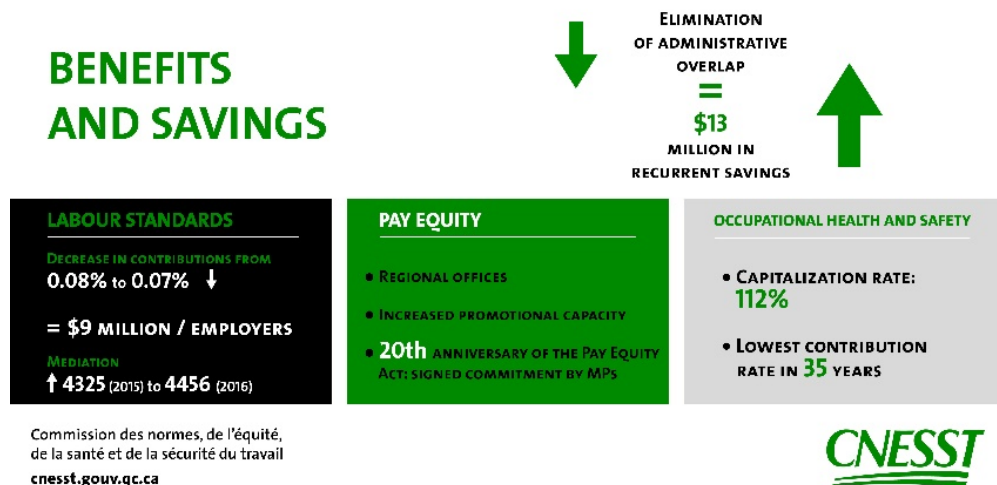
## 4. Improved client services

The single point of access created by the merger is a major improvement for workers and employers. The CNESST's unified website offers access to a client relations centre and a single integrated portal. Administrative overlap has been eliminated, and client services are now accessible at 34 harmonized regional points of service throughout the province. Clients can obtain services in all three of the CNESST's sectors of activity in one location. In the case of pay equity, offices in the regions and increased promotional capacity provide more visibility than ever before.

## 5. Effective results

As expected, the merger was highly successful, especially regarding customer service:

- 1) The first **client satisfaction** survey conducted in October 2016, after only 10 months, revealed that overall satisfaction with CNESST services in each of the three sectors is excellent. Easy access to the desired services and clear information resulted in a satisfaction rate in excess of 90%.
- 2) In the annual rating of its members' client relations centres, the *Centre d'expertise des grands organismes* commended the CNESST for the successful **integration of its call centres**. In 2016, the CNESST took 83.6% of calls in three minutes or less, and the average wait time was 75.3 seconds, compared to 105.5 seconds for the other member organizations.
- 3) The merger will generate **recurrent savings** of more than \$13 million annually, as of 2017, which is higher than anticipated.



## 6. An important project for the public sector and society as a whole

For the CNESST, the fact that it is closer to citizens makes it easier to provide information about the laws it administers. Greater awareness contributes to **improved workplace management in Québec**. These improvements have a positive impact on society. These results will serve to inspire other initiatives aimed at improving services to the population.

The creation of the CNESST paves the way for other organizations considering similar projects. The methodology and tools used in the merger have already benefited similar endeavours in the province.

In the long term, the CNESST hopes to share its positive results so that promising projects continue to improve the public sector's image, through greater productivity.