

WORKPLACE RESPECT TOOLKIT



A Best Practice of the
Construction Owners
Association of Alberta



May 2011

The following organizations participated in the development of the Workplace Respect Toolkit.

Government of Alberta ■
Employment and Immigration

Alberta Employment
& Immigration



KBR Canada



Bird Construction
Company



Ledcor Industries Inc.



Canonbie Contracting
Limited.



Merit Contractors
Association



Christian Labour
Association of Canada



Progressive Contractors
Association of Canada



Construction Labour
Relations – An Alberta
Association



Suncor Inc.



Creating People Power



Syncrude Canada Ltd.

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CONSTRUCTION OWNERS ASSOCIATION OF ALBERTA

May 2011

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Dear COAA Members, supporters and industry:

In 2002, the Construction Owners Association of Alberta (COAA) Workforce Development Committee (WFDC) commissioned a discussion paper on Harassment within the Construction Industry. The vision was to design a policy for the construction industry similar to the COAA Canadian Model for Providing a Safe Workplace Alcohol and Drug Guidelines and Work Rule. Building on the successful impact of the COAA Canadian Model, the goal for this policy was,

"For every person who walks on a construction site to know what is considered acceptable behavior."

The Alberta Occupational Health and Safety Act speaks clearly to Employer responsibilities and obligations pertaining to workplace harassment and violence. In 2003, the Respect in the Workplace (RITWP) Committee was formed to create a policy that would help support the development of respectful workplaces and diverse workforces in Alberta. In 2004 the Respect in the Workplace Toolkit was rolled out at our Best Practices Conference, focusing on fostering an environment that protected personal integrity and provided a foundation on which to build a workplace free from bullying, harassment and workplace violence.

Recognizing that new information and industry trends continue to emerge, the RITWP Committee has now completed an update of the Toolkit, further enhancing the original information with the addition of unprofessional conduct and the expansion of harassment to include cultural insensitivity.

I commend the committee, both past and present, for their diligence and hard work. This toolkit places our industry at the forefront of this vital issue and will serve as a best practice for any workplace.

A handwritten signature in black ink, appearing to read "Brad Anderson".

Brad Anderson
Executive Director



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April 15, 2011

Construction Owners Association of Alberta
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Attention: The Board of Directors

Re: COAA Respect in the Workplace Best Practice

The Construction Owners Association of Alberta document Respect in the Workplace Best Practice was provided for and did receive our complete review. In my opinion the Best Practice was in compliance with the Alberta *Occupational Health and Safety Code* and the Alberta *Human Rights, Citizenship and Multiculturalism Act*. It is capable of being incorporated in contracts between owners and their contracted suppliers. It is capable of being promulgated as a lawful exercise of a company's management functions or prerogatives and does not offend the provisions of existing collective agreements in the construction industry.

Legislation

Establishing the Respect in the Workplace Best Practice and following the procedures and processes set out therein allows employers to comply with the Alberta *Occupational Health and Safety Code*, which requires employers to provide awareness, instruction and training to their employees to enable them to work safely and without risk to their health.

By adoption of this Best Practice, it allows employers to take informative action to protect its employees from discrimination and harassment for which they have an obligation to protect as set out in the Alberta *Human Rights Act*.

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In each case the adoption of the Respect in the Workplace Best Practice and adherence to the processes set out therein would form evidence of due diligence under each piece of legislation.

Collective Agreements

Employers are capable of promulgating rules and policies that are not unreasonable and are not inconsistent with the provisions of the applicable collective agreement. Prior to implementation, employees must be given reasonable notice of the rule and the effective date of its applicability to them. This allows the employees to be aware that the rule will be utilized to affect their workplace behavior, gives them time prior to implementation to change their behavior patterns and signifies to new employees that deviation from the Work Rule will be dealt with by corrective action up to and including termination.

We are of the opinion that the Respect in the Workplace Best Practice would be sustained in arbitration or before the Courts if strictly followed.

Non-Collective Agreement Employment Situations

Those employers will have to ensure that reference is made to the Respect in the Workplace Best Practice in their application for employment documentation and in their offer of employment. If this is done, they then have a contractual basis for forcing the Best Practice in accordance with its terms.

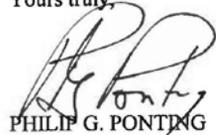
Contracts

If the party issuing the contract wants to ensure its compliance on the workplace, it will have to ensure that the Respect in the Workplace Best Practice becomes incorporated in the contractual language. This could be done either in bid documents, formal contractual documents, rules for suppliers or terms of purchase orders. This will allow owners to ensure that the Best Practice is in place for all people attending their sites and ensure that owners have legal capability of enforcing a no-site access direction.

Conclusion

For the reasons set out above, I am of the opinion that the Construction Owners Association of Alberta Respect in the Workplace Best Practice is in compliance with Alberta Law.

Yours truly,



PHILIP G. PONTING

PGP/mjg

U:\Wdocs\newfile\C0177842.DOC

ACKNOWLEDGEMENTS

The Construction Owners Association of Alberta sincerely appreciates and acknowledges the support of the individuals and organizations who contributed to the content and development of the Workplace Respect Toolkit. Additionally, the Construction Owners Association of Alberta champions those who adopt these principles on their work sites, associations who provide support to the industry, and apprentices and journeymen who are leaders and role models of respect in the field.

The creation of this Workplace Respect Toolkit was made possible by the generous contributions and dedication of the following individuals and their organizations:

Current Members of the Workplace Respect Committee (WRC)

- Marla McCready, Merit Contractors Association, (Committee Co-chair)
- Lynne Harder, Construction Labour Relations – An Alberta Association (Committee Co-chair)
- Rob Cleveland, Christian Labour Association of Canada
- Michelle Devlin, Creating People Power
- Dale Hildebrandt, Ledcor Industries Inc.
- Roland LaBossiere, Suncor Inc.
- Hardy Lange van Ravenswaay, Progressive Contractors Association of Canada
- Shandra Linder, Syncrude Canada Ltd.
- Cailin Mills, Alberta Employment & Immigration
- Lindsay Osmond, Canonbie Contracting Limited
- Angie Perras, Bird Construction Company
- Cara Yu, KBR Canada

Past Members of the Workplace Respect Committee (WRC)

- Wade Ashton, International Brotherhood of Electrical Workers, Local 424
- Perry Dalmer, Colt Engineering
- Paul deJong, Christian Labour Association of Canada
- Sam Kemble, Construction Labour Relations – An Alberta Association (past Co-chair)
- Steve Lamb, Syncrude Canada Ltd.
- Linda Maul, Creating People Power
- JoAnne McCormack, North American Construction Inc.
- Lori Miller, Kiewit Energy Canada Corp. (past Co-chair)
- Rod Schenk, JV Driver Projects Inc.
- Co Vanderlaan, Christian Labour Association of Canada (past Co-chair)





**Workplace
Respect
Guidelines**



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WORKPLACE RESPECT GUIDELINES

Introduction

The Construction Owners Association of Alberta (COAA) is dedicated to promoting construction excellence in Alberta. The COAA is also committed to delivering practical solutions and promoting best practices in safety and workforce development.

The COAA believes in a proactive approach to workplace respect and is committed to providing employees with a healthy and safe workplace, free from unprofessional conduct, harassment (bullying, cultural insensitivity and discrimination) and workplace violence.

The COAA Workforce Development Committee (WFDC) invests in the initiatives of absenteeism, apprenticeship development, opportunities for women in construction, workplace respect, and supervisory training and qualifications. Through these initiatives, the WFDC endeavours to increase productivity on construction sites and expand the industry's pool of available workers.

Due to a variety of factors, increased diversity is occurring in many industries across Canada, including the construction industry, and workplaces are experiencing significant shifts. Those workplaces that are open to diversification experience higher rates of retention and lower turnover, and attract greater numbers of eligible workers.¹ Unfortunately, many construction work sites are not prepared to cope with the changes that come with workplace diversification, which can result in cultural, social and gender differences, misunderstandings, conflicts, and serious incidents of violations of respect.

In 2003, the COAA Workplace Respect Committee was formed to create a policy that would help support the development of respectful workplaces and diverse workforces in Alberta. Consisting of industry stakeholders, the Committee, in 2004, rolled out the Workplace Respect Toolkit which focused on fostering an environment that protected personal integrity and provided a foundation on which to build a workplace free from bullying, harassment and workplace violence. Recognizing that new information and industry trends continue to emerge over time, the Workplace Respect Committee updated the Toolkit to further enhance the original information and produced this newly revised Toolkit, effective May 2011. In particular, the new Toolkit includes the addition of information relating to unprofessional conduct and the expansion of information relating to harassment to include cultural insensitivity.

The Toolkit remains a best practice of the COAA that all stakeholders within the Alberta construction industry can adopt and follow. Its goal is to assist companies in building workplaces that are free from unprofessional conduct, harassment and workplace violence – hereinafter called violations of respect. Provided in the Toolkit are a variety of related tools and educational materials that are designed to help companies build and maintain a respectful workplace. Organizations are invited to use the tools and sample policy, and are encouraged to tailor them for their own use through the addition of their names, logos and customization of certain information and procedures.

More information, including an extensive and comprehensive cultural sensitivity guide, as well as tools and educational material, can also be found on the COAA website at www.coaa.ab.ca/respect.

¹ Gandz, Jeffrey. "A Business Case for Diversity." Richard Ivey School of Business. Updated Fall 2001. p4

Purpose and Guiding Principles

Purpose

The Workplace Respect Toolkit promotes a safe workplace where workers are protected in the event they are subjected to violations of respect. It has been developed to help create awareness and understanding of the importance and value of respect in the workplace.

Respect is defined as the willingness to show consideration for the rights or feelings of others; to treat them courteously, inclusively and safely.

This Workplace Respect Policy, a sample of which is found in Tab 4, prohibits all violations of respect – by owners, management, contractors, subcontractors, supervisors, workers, agency staff and suppliers. Complaints will be investigated expeditiously. Malicious or false complaints and violations of respect will not be tolerated and appropriate disciplinary action will be taken, up to and including dismissal, ineligibility for rehire, loss of camp privileges, loss of bussing privileges and/or loss of site access.

In developing this program, the Committee determined that to effectively address violations of respect, there is a strong requirement for awareness, training and communication. The Toolkit is built on the premise that the primary focus needs to be directed at proactively building a respectful workplace. A secondary consideration is to support the objective of providing all employees with a healthy and safe work environment. All supervisors and workers must take preventative actions to ensure that any risks to an individual's health and safety due to violations of respect are eliminated or reported.

In addition to the sample policy, this program also includes guides for employers, supervisors and employees, as well as forms and checklists. Combined, this information will assist in raising awareness, conducting investigations, offering training opportunities and providing options for correcting behaviour and bringing about resolution.

The COAA encourages the construction industry to adopt this material, set policy, create awareness and conduct training toward fostering a new standard for respect.

Overarching Value

The overarching value was top of mind as the Committee developed this Toolkit. Throughout the entire process, the policy was developed in a manner that supports and builds commitment to this value.

All people have the right to be treated with dignity and respect.

The Toolkit takes a comprehensive and integrated approach to building and maintaining a respectful workplace. It encompasses three areas (referred to as violations of respect):

- Unprofessional conduct
- Harassment
 - Bullying
 - Cultural Insensitivity
 - Discrimination
- Workplace violence

The Toolkit is not intended to:

- Diminish an employer's managerial prerogative to direct and control how work is done in the organization
- Cover situations where an employee has a complaint about legitimate and reasonable performance management processes, disciplinary actions or allocation of work in compliance with systems
- Treat business processes, including the implementation of organizational change or downsizing, as incidents of violations of respect. However, it does recognize that they may contribute to producing an environment where violations are more likely to occur.

The Need for Workplace Respect

Harassment and occupational violence have firm legislative backing and are concepts common to many employer work sites. However, effectively addressing bullying and unprofessional conduct is a progressive & effective practice. Integrating these concepts into one policy increases employer and worker awareness of these complex issues.

It is recognized that a standard policy of respect supports workforce development issues and will ultimately have a direct impact on productivity. A respectful workplace enables supervisors to spend less time dealing with workplace respect violations and more time focusing on daily tasks.

Legal Requirements for Employers

In Canada all jurisdictions are derived from the *Constitution Act 1867*. "Civil & Human Rights" is a matter of Provincial jurisdiction with Human Rights being the highest provincial legislation.

The *Alberta Human Rights Act* (www.albertahumanrights.ab.ca) protects Albertans from discrimination and

Alberta Human rights Act is primary legislation – it takes precedence over other provincial laws.

provides legislative framework pertaining to harassment. This Act defines protected rights and ensures that employers provide employees a work environment free of discrimination.

The Alberta Occupational Health and Safety (OHS) Code requires employers to provide the necessary awareness, instruction and training to their employees to enable them to work safely and without risk to their health (OHS Code, Part 27 Section 391). More specifically, based on the premise that a respectful workplace equates to a safe workplace, Section 391 of the OHS Code requires employers to:

- Instruct workers on how to recognize workplace violence
- Communicate the organization's policy and procedures related to workplace violence
- Develop appropriate responses to workplace violence
- Develop procedures for reporting, investigating and documenting incidents of workplace violence

Occupational violence is recognized in Alberta as a source of risk to the health and safety of employees (OHS Code, Part 2 Section 7(1) and Part 27 Section 389). As a result, hazard assessment and training for managers, supervisors and employees is now mandatory to enable them to do their jobs safely. See www.employment.alberta.ca for more information.

Roles and Responsibilities

The successful implementation of a Workplace Respect Policy is the shared responsibility of everyone, regardless of position or affiliation within the construction industry.

Some of the responsibilities for an individual may include:

- Developing, communicating and implementing the policy
- Adhering to and enforcing the policy
- Respecting the dignity of each and every individual
- Doing his or her part to stop all violations of respect
- Never making a false or malicious complaint
- Being aware of and monitoring his or her own behaviour
- Thinking before speaking or acting
- Reporting and documenting violations of respect
- Never condoning or approving retaliation

2

What is a Respectful Workplace



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WHAT IS A RESPECTFUL WORKPLACE

What is Respect?

In a respectful workplace, all people have the right to be treated with dignity and respect. Respect is defined as:

The willingness to show consideration for the rights or feelings of others, to treat them courteously, inclusively and safely.

Respect goes beyond current legally defined protected rights. It includes respect for:

- A safe work environment
- Property
- Other people's privacy
- Gender
- Physical space and belongings
- Different opinions and occupations
- Cultural diversity.

Assessing the Workplace

Following are some indicators that may suggest there is room for improvement in creating an environment of respect. Keep these points in mind when undertaking workplace assessments:

- Workplace grievances or complaints
- Disproportionate turnover rates, particularly for women or visible minorities
- Workers requesting transfers from particular work teams
- Teams experiencing poor productivity, low morale, chronic absenteeism, elevated use of sick leave, workers compensation or disability insurance claims
- Employees reporting dissatisfaction with working relationships (employee surveys, exit interviews)
- An employee experiencing a number of minor workplace injuries
- An employee becoming withdrawn and isolated
- Statements in support of incidents of workplace violence and/or approval of the use of violence to resolve a problem
- Drug and/or alcohol abuse
- Jokes directed at specific nationalities, age, gender or ethnic groups
- Lack of willingness to acknowledge or address certain individuals or groups

Checklist: Do You Have a Respectful Workplace?

To assess workplace respect in your organization, take a few moments to answer the following questions. If you answer “no” or “don’t know” to any of these questions, you need to take action to implement or improve your Workplace Respect Policy.

	Question	Yes	No	Don't know
1	Does your organization have a respect policy that includes violations of respect categorized as unprofessional conduct, harassment (including bullying, cultural insensitivity and discrimination) and workplace violence?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Does your organization have a Workplace Respect Administrator?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Is the Workplace Respect Policy readily available to supervisors and employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Is management trained in dealing with violations of respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Is this policy reviewed during orientation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Is this policy reviewed at any other time?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Do employees receive training to enable them to recognize violations of workplace respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Do employees know where to go for more information and who to contact if a violation occurs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Does your organization have processes in place to deal with violations of respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Is your workplace reasonably free from violations of respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Do employees complete a Risk Assessment Questionnaire?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Have you completed a Workplace Respect Hazard and Risk Worksite Assessment to safeguard workers against the possibility of injury due to a violation of respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Date:				
Completed by (print):				
Position:				

Organizational and Workplace Factors

There are a number of workplace factors that may contribute to violations of respect. The presence of these factors does not necessarily mean that violations are occurring, but may point to a greater risk of them occurring in the future.

- **Organizational change:** Research has identified that significant organizational change, such as major internal restructuring or technological change, may inadvertently create an environment that increases the risk of violations of respect, specifically bullying².
- **Workforce characteristics:** Factors such as age, gender, ethnicity, disability, parental status, religion or political views may increase the risk of violations of respect.
- **Workplace relationships:** Unsatisfactory workplace relationships and poor communication may create an environment in which violations of respect are more likely to occur. Workplaces that tolerate teasing and practical jokes or initiation practices for new employees are more likely to experience workplace violence.
- **Work systems:** Factors that may increase the risk of violations of respect include:
 - Lack of appropriate policies, procedures or enforcement
 - A high rate and intensity of work
 - Staff shortages
 - Lack of experience and skill in dealing with employee groups
 - Poorly defined jobs and high levels of uncertainty about job requirements
 - Lack of appropriate training

²Taskforce on the Prevention of Workplace Bullying (2001). "Dignity at Work – The Challenge of Workplace Bullying." Destructive Conflict at Work. Manchester School of Management. Manchester 2000.

Violations of Respect

Unprofessional Conduct

Every organization has expectations as to how its employees, workers or members should act with each other and with those outside of the organization. Professional Conduct is an organizationally unique set of standards of required behaviours, responsibilities and actions expected of that organizations employees or members. The set of standards that govern these expectations can be referred to as a code of conduct and may be implied or written. A code of conduct usually focuses on ethical and socially responsible issues and applies to individuals, providing guidance on how to act in cases of doubt or confusion.

Everyone is responsible and accountable for ensuring a respectful organizational culture and will conduct themselves by word, action and gesture in a manner that is reflective of respectful behaviour.

Characteristics of unprofessional conduct

Unprofessional conduct can be demonstrated in many different ways. Characteristics can vary and are usually different for every person, which will be key to determining the level of the violation. Onus is on an individual to communicate issues or concerns that make them feel uncomfortable or disrespected.

Some typical examples of unprofessional conduct include:

- Inappropriate tone of voice
- Belittling conduct (eye-rolling, outward signs of exasperation or frustration)
- Condescending verbal and/or body language
- Favouritism
- Inappropriate communication (verbally or through email exchange)
- Non-adherence to dress code

For example: "I find it difficult to respond to you professionally when you (roll your eyes..sigh deeply...act exasperated...) because it causes me to perceive that what I am saying has no value."

Harassment

Harassment is unwelcome verbal or physical conduct that is known or ought to be known as unwelcome, offensive, demeaning, humiliating, hostile or embarrassing to a worker or group of workers.

Examples of harassment include:

- Verbal or physical abuse, threats, derogatory remarks, hazing, jokes, innuendo or taunts
- The display of pornographic, racist or offensive images, practical jokes that result in awkwardness or embarrassment, unwelcome invitations or requests (either indirect or explicit) in any communications medium
- Intimidation, leering or other objectionable gestures or condescension that undermines self-confidence
- Unwanted physical contact such as touching, patting, pinching or punching

It can be further broken into specific categories where the behaviour is classified as bullying, cultural insensitivity or discrimination. Onus is on the person experiencing the harassment to inform the harasser or a superior that the behaviour is unwelcome.

Bullying

Bullying is a form of harassment and an individual can be duly charged under Alberta legislation. It can occur wherever people work or interact together. Under certain conditions, most people are capable of bullying. It is not always intentional and sometimes people do not realize their behaviour can be hurtful or harmful. Although it can include physical abuse or the threat of abuse, bullying usually causes psychological rather than physical harm.

Bullying is interpersonal hostility that is deliberate, repeated and sufficiently severe as to harm the targeted person's health, dignity, safety or economic status.

It is driven by the bully's need to control another individual, not by a legitimate business need. "Repeated" refers to the persistent nature of the behaviour, not the specific form the behaviour takes. Behaviour is considered repeated if an established pattern can be identified and it may involve a series of different incidents.

Characteristics of bullying

- Verbal abuse or intimidation, sometimes confused with tough but fair treatment
- Excluding or isolating employees
- Gossiping or spreading rumours
- Assigning meaningless or impossible tasks
- Deliberately changing work rotations to inconvenience particular employees
- Deliberately withholding information that is vital for effective work performance

A recent Canadian study estimates that bullying in the workplace is three to four times more common than sexual harassment or racial discrimination.

A single incident of bullying-style behaviour does not constitute bullying. However, since employers have a duty to provide their employees with a safe workplace, single incidents of bullying should not be ignored or condoned.

- Be cautious not to blame the target(s), such as saying “Sorry, there is nothing we can do about it, I know she is a jerk. You will just have to learn to live with it.”
- A bully picks a target then pressures and persuades co-workers to bully this same target by discrediting the target in some way. People who support the target instantly find themselves a target, reinforcing that it is better to be on the same side as the bully.
- Bullies intimidate targets and witnesses into silence.

Cultural Insensitivity

Cultural insensitivity includes behaviour(s) directed towards an individual that are disrespectful or cause humiliation or frustration to that individual based on characteristics such as age or communication style.

Culture is a code of behaviours, values, beliefs, traditions, customs, patterns of thinking and a way of life that people learn unconsciously as they grow and develop in their social groups. Organizations are finding it increasingly important to understand and appreciate cultural differences to effectively address the diverse needs of the changing workforce.

Cultural insensitivity refers to the inability of organizations and systems to function and perform effectively in cross-cultural situations:

- Decision-making excludes perspectives from diverse points of view
- Failing to identify and recognize cultural diversity
- No regard for cultural differences
- Unequitable employment opportunities
- Not providing accessible and relevant services to targeted groups

All cultures face common challenges, such as ways to relate to authority, deal with conflict and connect the individual to society.

People from different cultures may respond very differently to various challenges and situations in the workplace. Understanding these differences is critical to ensuring a respectful workplace.

Characteristics of cultural insensitivity

- Slurs, gestures, name-calling, swearing
- Taunts about a worker's religious or racial background
- Teasing or jokes that are insulting to an individual's cultural codes
- Display of racist, derogatory or offensive pictures
- Refusing to work with or acknowledge an individual based on his or her cultural beliefs

Sources of cultural insensitivity

Cultural Insensitivity includes behaviour(s) directed towards an individual that are disrespectful or cause humiliation to that individual based on, but not limited to:

- Age
- Class or social beliefs
- Colour
- Communication
- Values or beliefs
- Orientation
- Behaviour
- Race

Discrimination

Discrimination is a form of harassment prohibited under the *Alberta Human Rights Act* and covers 13 protected grounds.

Employers are legally responsible for actively discouraging and prohibiting humiliating conduct or language that results in the working conditions of one employee being less favourable than those of another employee based on the following grounds.

- Race
- Gender
- Sexual orientation
- Age
- Mental disability
- Source of income
- Religious beliefs
- Physical disability
- Family status
- Colour
- Ancestry
- Place of origin
- Marital status

Characteristics of Discrimination

Someone is refused a job, promotion or training opportunity based on the grounds listed above. For example:

- Failing to hire or promote a female due to the fact she may become pregnant
- Failing to hire or train due to age
- Refusing to hire someone based on his or her ethnicity
- Refusing someone a place to live due to sexual orientation

Workplace Violence

A single incident of workplace violence can forever change the lives of employees and families, and permanently impact an organization both fundamentally and financially.

Workplace violence is any act against an individual in the workplace that has caused, or is likely to cause, negative physical or psychological effects.

These acts include threats, menacing or threatening behaviour and all types of physical or verbal assaults.

Knowing how to assess the risks in the workplace and find solutions to prevent incidents of violence are critical steps to ensuring the safety of everyone connected to the workplace.

Characteristics of violence

- Argumentative behaviour, in which threats are perceived or implied but are not obvious or blatant
- Unusual, bizarre or menacing behaviour, intensely focused on a grudge or complaint
- Direct or indirect threats of harm or violence, or intentional damage of personal or company property
- Menacing with a fist or brandishing a weapon
- Low-level physical assault, such as prodding, poking or pushing
- Physical violence, striking at another with a fist or weapon
- Throwing an object with the intent to strike

Sources of workplace violence

- **Employer/employees:** When individuals unfairly use their power base in a manner that demeans or puts at risk the health and safety of their staff
- **Employer/supervisors/employees:** Individuals who have an employment-related relationship with the workplace target, including current or former employees
- **Customers/clients:** Individuals who are recipients or providers of a product or a service provided by the affected workplace or target
- **Employee-related outsiders:** Individuals who are possibly a current or former spouse, relative, acquaintance or some other person who has a dispute involving an employee in the workplace
- **Outsiders:** Individuals who have no legitimate relationship with the workplace or the target and sometimes only enter workplaces to commit criminal acts

3

Developing & Implementing a Workplace Respect Policy

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DEVELOPING & IMPLEMENTING A WORKPLACE RESPECT POLICY

Introduction

Developing and implementing a Workplace Respect Policy can assist organizations in providing a respectful environment for all personnel. It is not meant to be used as a pass or fail mechanism, but rather a way to identify strengths and weaknesses and develop an action plan for improvement. The various tools provided throughout this section are intended to help facilitate the development and implementation of an effective and valuable Workplace Respect Policy.

For additional materials or tools, please visit us at www.coaa.ab.ca/respect.

Checklist: How to Develop and Implement a Workplace Respect Policy

This checklist is designed to help you determine what action items need to be taken to effectively develop and implement a Workplace Respect Policy in your organization. Once completed, it will act as a framework and provide a practical, operational set of guidelines in defining and implementing your policy. It should be completed by the Workplace Respect Officer/Administrator or Human Resources Manager tasked with implementing a Workplace Respect Policy for your organization.

	Workplace Respect Policy Checklist	Done
1	Confirm if your organization has established policy that prohibits violations of respect. This policy needs to communicate expectations as well as provide mechanisms for receiving, investigating and resolving complaints.	<input type="checkbox"/>
2	If your organization does not have such a policy in place, obtain senior management approval prior to developing a policy.	<input type="checkbox"/>
3	Read the Workplace Respect Toolkit: A Best Practice of the COAA	<input type="checkbox"/>
4	Develop your policy. (See Tab 4 in the Workplace Respect Toolkit for a sample policy)	<input type="checkbox"/>
5	Obtain senior management authorization and support to implement your policy.	<input type="checkbox"/>
6	Complete a Workplace Respect Hazard and Risk Worksite Assessment on all your work sites (see Tab 8 in the Workplace Respect Toolkit for a sample form).	<input type="checkbox"/>
7	Identify individuals to act as buddies, mentors, liaisons, translators, investigators.	<input type="checkbox"/>
8	Assess the training needs within your organization, ensure the messaging is appropriate and effective	<input type="checkbox"/>
9	Develop a training strategy that includes appropriate material, delivery mechanisms and intended audience.	<input type="checkbox"/>
10	Roll out your plan.	<input type="checkbox"/>
11	Monitor your organization: <ul style="list-style-type: none">• Plan periodic meetings to identify issues and opportunities for improvement• Conduct periodic assessments (announced or unannounced)• Complete the Checklist: Do You Have a Respectful Workplace? (found in Tab 2 or Tab 8 of the Workplace Respect Toolkit)	<input type="checkbox"/>
12	Ensure all investigations are conducted promptly in strict confidence.	<input type="checkbox"/>
13	Conduct a policy review to determine if or where adjustments are required. If necessary update your policy and/or program. Ensure changes are communicated effectively.	<input type="checkbox"/>

Hazard and Risk Assessment

The purpose of a hazard assessment is to identify and evaluate those conditions that could lead to the potential occurrence of violations of respect. Assessing hazards involves taking a look at what could harm workers at a workplace. The typical question to ask is “What could go wrong?” Conducting a hazard assessment allows an employer to decide whether appropriate precautions have already been taken to prevent violations of respect, or if more needs to be done.

As outlined in the Alberta Occupational Health and Safety (OHS) Code, Part 2 Section 7(1), a formal assessment must be conducted (www.worksafe.alberta.ca). It is important for employers to review all locations where they do business. The field level risk assessment (FLRA) form developed by the COAA can be found at www.coaa.ab.ca.

Following are some examples of when a hazard assessment must be conducted. If employees are:

- Working alone
- Working between 11 p.m. and 6 a.m.
- Working in isolated or remote areas
- Working as a driver or courier or other vehicle-based occupation
- Working in site security
- Working in service positions at camps or dining rooms
- Working with patients in a first-aid facility

To identify hazardous situations that require further scrutiny, a hazard assessment process should be conducted using the following steps:

Step 1: Review previous incidents of workplace violence

First review past Investigators Incident and Corrective Action Reports (found in Tab 8) and gather information on any previous incidents of workplace violence. This step is helpful for efficiently working with the assessment.

Step 2: When possible, obtain employee input (Alberta OHS Code, Part 2 Section 8(1))

Solicit information from workers about their experiences with workplace violence by having them complete the Work Safe Alberta Employee Risk Assessment Questionnaire (found in Tab 8). This will document all concerns employees have about their personal security as well as any suggestions they might have for solutions or improvements. Do not let hearsay dictate policy development.

Step 3: Conduct work area inspections

Ensure that tours of work sites are conducted to inspect the layout or design of work areas. Examples could include issues of restricted passage for staff in dangerous situations or insufficient security considerations. Also document workplace practices that include adherence to those procedures.

Step 4: Document information and assessment

Complete the Workplace Respect Hazard and Risk Worksite Assessment form (found in Tab 8). Compile all information acquired, including both good and bad. Situations where hazards are apparent from past experience, employees’ opinions or situations where poor work area layouts could lead to problems, are to be flagged for further assessment. It is important to collect information regarding incidents that have occurred within the industry that might be considered relevant and a potential risk.

Step 5 Complete a field level risk assessment form

The Field Level Risk Assessment (FLRA) Form is found in Tab 8 or at www.coaa.ab.ca.

Step 6: Assessment Intervals

Alberta OHS requires further assessments are performed as follows:

Alberta OHS Code, Part 2 Subsection 7(3):

- a. *At reasonably practicable intervals to prevent the development of unsafe and unhealthy working condition*
- b. *When a new work process is introduced*
- c. *When a work process or operation changes*
- d. *Before the construction of significant additions or alterations to the work site*

Addressing Violations of Respect

When an alleged violation occurs

Management must reassure employees that:

- There will be no adverse job consequences for reporting an alleged violation
- Complaints that are made in bad faith or are malicious or frivolous are considered serious and will result in discipline, up to and including termination
- There will be no retaliation from co-workers directed at an individual making a complaint. In the event of any form of retaliation, severe discipline will be imposed, up to and including termination and ineligibility for rehire
- Investigations will be conducted in strict confidence

Alleged violations may be brought to an employer's attention in a number of ways:

- Written reports (Incident Statement Form found in Tab 8)
- Verbal reports
- Hearing verbal abuse or offensive language
- Directly observing the behaviour

Conducting investigations

When a complaint has been made, the following principles will apply:

- **Treat all matters seriously:** Encourages reporting and demonstrates to employees the organization's commitment to a safe and respectful workplace.
- **Act promptly:** Intervention can assist in resolving workplace respect issues as quickly and fairly as possible.
- **Provide support for both parties:** Provide information to the individuals involved about support systems that are available, such as employee and family assistance programs (EFAP) and peer support systems. In addition, all employees involved must be permitted to have a support person present at any interviews or meetings (e.g. labour relations, union or HR representative).
- **Neutrality:** Ensure that the investigator is not involved in the matter, and is neither a friend nor associate to any parties involved. Impartiality towards all parties is critical.
- **Confidentiality:** Instruct those involved that confidentiality at every stage of the investigative process must be strictly maintained.
- **Documentation:** Whether formally or informally investigated, documentation must be kept detailing the alleged incident, meetings, interviews, and the agreed outcomes.

Prompt and careful investigations can lead to quick resolutions and demonstrate to employees that violations of respect are taken seriously.

Tips for an effective and thorough investigation

- Ensure all parties to the complaint are in a safe environment, it may be necessary to transfer an individual or send him or her home
- Have all parties to the complaint complete an Incident Statement Form (found in Tab 8)
- Review all pertinent documentation (collective agreements, OHS Code, Human Rights Legislation, Workplace Respect Policy or harassment policy)
- Complete the Employer Investigation Form (found in Tab 8)
- Conduct interviews off-site if possible
- Often interviews take much longer than anticipated, be prepared for this occurrence
- Ask open ended questions (Can you describe the... Tell me what occurred...)
- Make sure all individuals involved sign all documents and forms
- Throughout the process be mindful of opportunities to resolve the complaint
- Complete the Investigators Incident and Corrective Action Report (found in Tab 8)

Tips for effective resolution

- **Have a direct discussion:** Individuals may not be aware of the effects of their behaviour. In many cases, speaking privately to the individual about the inappropriate behaviour will be enough to resolve a situation. Use discretion.
- **Fairness:** You owe the same duty of fairness to all employees. Find a resolution that will deal with the issues while addressing the need for fair treatment. Recognize that, while there may be error on both sides, unresolved situations are harmful, endeavour to re-establish positive working relationships.
- **An independent mediator:** Involving an independent mediator is intended to settle an issue with as little conflict and stress as possible. The agreement of all parties to participate in this process is imperative. The discussion will focus on resolving the problem and agreeing on actions that will assist resolution.
- **Actions to assist resolution:** Resolution is a very important part of dealing with situations in the workplace. Employers need to ensure anyone affected by the behaviour is satisfied that their concerns have been dealt with appropriately.
- **Resolution options**
 - An apology
 - Reviewing the Workplace Respect Policy with all employees and supervisors
 - Providing training (e.g. communication skills, diversity awareness, interpersonal skills, conflict resolution skills, anger management, etc.)
 - Offering support and counselling to the individuals involved (EFAP)
 - Disciplinary action according to organization's policies
 - Establishment of a last-chance contract
- **Exceptions:** There are some circumstances where it is not appropriate to become involved in situations that involve allegations of workplace violence or criminal offences. These should be immediately referred to the appropriate law enforcement agency.

Procedure for progressive discipline

- **Verbal warning:** Spoken communication when the violation is of a minor nature and a first occurrence.
- **Written warning:** Written communication to the individual. It may or may not be a first violation.
- **Suspension:** The temporary removal of an individual from the workplace for a set period of time. Suspension is issued when:
 - The violation is of a serious nature even though it may be a first occurrence
 - The violation is of a minor nature but is a continuation of unacceptable behaviour after previous corrective action.
- **Termination:** Employment termination of the individual. Termination is issued when:
 - The violation is of such a serious nature that employment cannot continue
 - The violation is a final incident in a series of incidents.
- **No-rehire:** The period of time during which an individual is not eligible for employment with the organization.

The Workplace Respect Policy does not endorse automatic termination for violations of respect; it supports education and awareness as tools to address unwanted behaviour.

Monitoring progressive discipline

It is important that a procedure be established to track and report progressive discipline to assist an organization in monitoring the effectiveness of its Workplace Respect policies. The Investigator's Incident and Corrective Action Report (found in Tab 8) provides a consistent and structured process.

Tracking and reporting procedures

- Date of complaint
- Outcome of the investigation
- Area where incident occurred
- Relationships involved (eg. employee-employee, employee-management, management-management)
- Reporting must maintain confidentiality
- If training follow-up was necessary what was provided and to whom

After resolution

Following the resolution of a violation, a re-assessment of the workplace should occur to reaffirm the commitment and continuance of a respectful workplace.



A large, light blue, stylized number '4' is centered on the page. It is composed of thick, blocky lines. The top bar is slanted downwards to the right. The vertical stem is straight. The bottom bar is horizontal and sits on a small rectangular base.

4

Sample
Policy

SAMPLE POLICY

For an electronic version that will allow you to complete and brand this sample policy to your organizations needs, please go to www.coaa.ab.ca/respect.

Insert effective date

Workplace Respect Policy

Insert company name is firmly committed to ensuring a positive and professional working environment in which all people are treated with respect and dignity.

Respect is defined as the willingness to show consideration for the rights or feelings of others; to treat them courteously, inclusively and safely.

We believe in a proactive approach to workplace respect and support the objective of providing all individuals with a healthy and safe workplace. It is required that everyone take preventative action to ensure that risks to an individual's health and safety due to violations of respect are eliminated or reported.

This policy prohibits all forms of unprofessional conduct, harassment (bullying, cultural insensitivity and discrimination) and workplace violence – hereinafter referred to as violations of respect – by owners, management, supervisors, workers, contractors, subcontractors, agency staff, suppliers, clients or any individual who has interaction with our workplace. Violations of respect will be investigated and, if substantiated, dealt with expeditiously.

Violations of respect are defined as:

Unprofessional conduct: Behaviours that are unacceptable and can include inappropriate tone of voice, belittling behaviour such as eye-rolling, outward signs of exasperation or frustration, condescending verbal and/or body language, favouritism, inappropriate communication (verbally or through an email exchange) or non-adherence to dress code.

Harassment: Occurs when a worker is subjected to unwelcome verbal or physical conduct that is offensive, demeaning, humiliating, hostile or embarrassing to a worker or group of workers. It includes bullying, cultural insensitivity and discrimination. Onus is on the person experiencing the harassment to inform the harasser or a supervisor that the behaviour is unwelcome.

In our policy, harassment is divided into:

- **Bullying:** Interpersonal hostility that is deliberate, repeated and sufficiently severe as to harm the targeted person's health, safety or economic status. It is driven by the perpetrator's (the bully's) need to control another individual, not by a legitimate business need.
- **Cultural insensitivity:** Includes behaviour(s) directed towards an individual that is disrespectful or cause humiliation or frustration to that individual based on characteristics such as age or communication style.

Discrimination: Defined differences based on the personal characteristics of an individual resulting in some disadvantage to that individual. Discrimination is a form of harassment prohibited under the *Alberta Human Rights Act*. Employers are legally responsible for actively discouraging and prohibiting humiliating conduct or language that results in the working conditions of one employee being less favourable than those of another employee based on the following grounds:

- Race
- Age
- Religious beliefs
- Colour
- Place of origin
- Gender
- Mental disability
- Physical disability
- Ancestry
- Marital status
- Sexual orientation
- Source of income
- Family status.

Workplace violence: The threatened, attempted or actual conduct of a person that causes or is likely to cause physical injury. These acts include threats, menacing or threatening behaviour, and all types of physical or verbal assaults.

In adherence to this policy, the following processes will be implemented.

1. Employees are encouraged to report and seek resolution of the incident.
2. There shall be no adverse job consequences against any person for notifying management of a violation of this policy unless investigation determines that the person intentionally fabricated the charges against the accused.
3. There shall be no retaliation from co-workers directed at an individual making a complaint. In the event it is found that retaliation against a worker who exercises his or her rights under this policy has occurred, severe discipline up to and including termination and ineligibility for rehire will be imposed.
4. Investigations will be conducted in strict confidence.
5. Investigators will advise workers involved or consulted throughout the process that discretion and strict confidence is required.
6. Malicious or false complaints and violations of respect will not be tolerated and appropriate disciplinary action will be taken, up to and including dismissal, ineligibility for rehire, loss of camp privileges, loss of bussing privileges and/or loss of site access.



Employer Guide



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EMPLOYER GUIDE

Introduction

All employers have a legal responsibility to ensure a safe workplace, free from unprofessional conduct, harassment (including bullying, cultural insensitivity and discrimination) and workplace violence – hereinafter called violations of respect. All employees have the right to be treated with dignity and respect. It is critical that employers pay close attention to creating a respectful workplace as violations of respect affect everyone, not just individuals directly involved.

Employers play the most critical role in fostering workplace respect. Active involvement and participation in a Workplace Respect Policy has a positive influence on employee buy-in and support.

Principles of Workplace Respect

This organization will:

- Respect the dignity of every person and create a respectful workplace
- Support those who are being discriminated against
- Do our part to stop all forms of harassment
- Neither participate in nor support cultural insensitivity
- Immediately report any act or threat of violence

This organization will not:

- Use offensive language or engage in any form of unprofessional conduct
- Discriminate against or harass anyone associated with our workplace
- Use bullying tactics against anyone at any time
- Participate in or condone violence or the threat thereof

Roles and Responsibilities of the Employer

Violations of respect leave an employer open to legal liability, health and safety complaints, civil suits and human rights investigations.

The Alberta Occupational Health and Safety (OHS) Code sets the standard for workplace safety. Section 390 of the Alberta OHS Code requires employers to develop policies and procedures respecting potential workplace violence.

Section 391 of the Alberta OHS Code defines the roles and responsibilities of employers as:

- Instructing workers on how to recognize workplace violence
- Communicating the policy and procedures
- Developing appropriate responses to incidents
- Developing procedures for reporting, investigating and documenting incidents of workplace violence

As an employer, your responsibility is to ensure your organization's policy is displayed, communicated, reviewed, revised and enforced.

Section 392 of the Alberta OHS Code requires employers to investigate incidents of workplace violence, prepare a report of the incident that includes corrective actions to prevent a recurrence, and have the report readily available for inspection by an OHS officer. Section 8 of the Alberta OHS Code requires that the incident report be in writing and available to employees affected by it. For more information, refer to www.worksafe.alberta.ca.

The *Alberta Human Rights Act* (www.albertahumanrights.ab.ca) protects Albertans from discrimination and provides legislative framework pertaining to harassment. This Act defines protected rights and employers must ensure all employees work in a discrimination-free workplace.

In many provinces, workplace bullying legislation is in place. Alberta has developed “The Bullying Prevention Strategy,” which was created through a partnership of government departments and community stakeholders. The goal of this strategy is to raise awareness of what bullying is, identify what people can do to stop it and encourage a change in societal attitudes towards bullying.

Small organizations may not have the budget to hire extra staff or implement security systems. To determine your organization’s immediate requirements have employees complete an Work Safe Alberta Employee Risk Assessment Questionnaire, conduct a Workplace Respect Hazard and Risk Worksite Assessment and a Field Level Risk Assessment, all found in Tab 8 and at www.coaa.ab.ca/respect. Identified needs do not need to be put into place all at once but you must meet due diligence requirements.

Implement a Workplace Respect Policy

All employers must either adopt and implement the Workplace Respect Policy or create their own policy at their workplace.

An ideal policy would have a proactive element to allow an organization the opportunity to completely prevent or at least minimize incidents and protect people from being targeted. The policy must address the organization’s position once a situation has occurred.

The policy must be:

- Displayed where all employees can read it
- Communicated to employees at relevant times and/or on a recurring basis
- Reviewed and revised periodically

Emphasize the overarching value: “In our workplace, all people have the right to be treated with dignity and respect.”

Commit to creating a respectful environment

Be alert to the atmosphere of the workplace. Take responsibility for the way business is conducted in your area. Remember that your presence will influence how people behave – be a role model.

Demonstrate (walk the talk) and insist on respect for all employees. Never participate in or approve of behaviour that could be interpreted as disrespectful.

Observing inappropriate actions and doing or saying nothing (or being perceived as doing nothing) suggests that you approve. In most cases, this will result in an escalation of the problem.

Ensure your policy is enforceable

To assess whether your Workplace Respect Policy is enforceable, take a few moments to answer the following questions. If you answer “no” or “don’t know” to any of the questions, take action to implement or improve your policy.

Checklist: Is Your Workplace Respect Policy Enforceable?

	Question	Yes	No	Don't know
1	Are all employees aware of your Workplace Respect Policy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Is the policy meaningful? (is it clearly communicated and consistently applied to all employees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Does everyone understand their obligations with regard to reporting incidents?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Does everyone receive training on recognizing and handling violations of respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Does your organization have processes in place to deal with violations of respect categorized as unprofessional conduct, harassment (including bullying, cultural insensitivity and discrimination) or workplace violence?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	During orientation, is it understood that violence is unacceptable?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Do the senior leaders in your organization model behaviours that support a respectful workplace?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Does the culture of your organization support a respectful workplace?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Supporting the Policy

Build commitment and establish procedures

Procedures ensure all complaints are acted upon. The procedure must contain:

- The ability to provide a safe environment for concerns and complaints to be reported or feedback given.
- Provisions that encourage reporting of complaints.
- Several ways for concerns and complaints to be reported.
- Guidance and resources in the areas of investigation and resolution of incidents. Include the policy and any applicable forms in the orientation package; some organizations have employees sign off on this awareness.
- Actions and responsibilities to be taken in the event of an incident. Be prepared. A variety of resources may be required (employee family assistance program (EFAP), medical, financial and legal). These could include physical security measures, establishment of crisis response teams, critical incident debriefing teams, etc.

Take time to talk to your employees and listen carefully to what they say. Make it clear you will act on appropriate requests and concerns. Solicit input on how to improve workplace effectiveness and morale either verbally or by employee questionnaires (found in Tab 8). Let everyone know you are prepared to assist in the resolution of disagreements and disputes.

Deal with potential situations promptly, delay will often allow the situation to escalate. Show that you take all workplace respect issues seriously.

Appoint a Workplace Respect Officer

Designate an individual with the responsibility of developing and implementing the policy and procedures as well as being a resource to the company and the employees.

Hold an awareness session

Talk openly about appropriate respectful workplace behaviour. Conduct an awareness or training session with employees that communicates:

- How to recognize violations of respect
- The possible effects of disrespectful behaviour
- Where to get further information

Case studies or toolbox talks can be presented to encourage your employees to discuss violations of respect. These can be found at www.coaa.ab.ca/respect and are updated periodically. As standards of behaviour change, some people may not even be aware that their behaviour is a problem. These sessions can often help to remedy situations without further action.

Additional channels of communication may include lunch meetings, staff bulletins, intranet sites and articles, staff meetings and informal discussion groups. Information should be provided when:

- Recruiting employees (including appointing or promoting supervisors)
- Conducting orientation sessions
- Engaging contractors or supplying services to others

Topics to cover include:

- Your Workplace Respect Policy and how to comply with it
- Measures used in the workplace to prevent violations of respect
- How to make a report
- How the organization enforces the policy (i.e. investigation and corrective action)
- Who to contact (i.e. Workplace Respect Officer)

Well trained managers and supervisors are better able to communicate and model respectful behaviour in the workplace.

Establish mentoring opportunities

Employers looking to reduce the risk of violations need to ensure that their employees are provided with the information, instruction, training and supervision needed to do their jobs effectively. Mentoring ensures employees understand their role and helps them acquire additional skills to do their job.

Mentoring Programs may include:

- A buddy system for new employees
- A formal mentoring program
- Additional employee training (e.g. workplace diversity, anger management and tolerance)
- Specific situational training for supervisors and management

Encourage reporting

Reporting assists the employer to:

- Develop an accurate picture of the nature and extent of workplace issues
- Take action to address the issues being reported
- Assess whether prevention measures are working
- Stop emerging issues early on
- Provide prompt assistance and support to employees
- Send a message that workplace respect is taken seriously

Develop reporting procedures

- Identify and address any circumstances in the workplace that may make employees reluctant to report an incident
- Procedures need to suit the size and structure of an organization
- Build in flexibility to accommodate various ways of dealing with a reported violation (informal discussions or formal investigations)
- Procedures need to ensure fair treatment and strict confidentiality that adheres to privacy legislation





Supervisor Guide



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SUPERVISOR GUIDE

Introduction

In the workplace, supervisors play a vital role in ensuring a safe workplace free from unprofessional conduct, harassment (including bullying, cultural insensitivity and discrimination) and workplace violence – referred to as violations of respect. Your active involvement and demonstration of support in this regard helps to convey the importance of maintaining a respectful workplace and encourages those around you to emulate your words and actions. Violations of respect affect everyone, not just individuals directly involved.

The guide supports the COAA's Workplace Respect Toolkit and workshops and is not intended to be used in isolation.

Principles of Workplace Respect

I will:

- Respect the dignity of every person and create a respectful workplace
- Support those who are being discriminated against
- Do my part to stop all forms of harassment
- Neither participate in nor support cultural insensitivity
- Immediately report any act or threat of violence

I will not:

- Use offensive language or engage in any form of unprofessional conduct
- Discriminate against or harass anyone associated with my workplace
- Use bullying tactics against anyone at any time
- Participate in or condone violence or the threat thereof

Roles and Responsibilities

Commit to a respectful environment

Take responsibility for the atmosphere in your workplace and the way business is conducted in your area. Walk around the workplace – your presence helps to influence how people behave. Always be on the lookout for potential problems.

Walk the talk

Ensure that you demonstrate your support of a respectful workplace, every day and with all your actions. Always insist on respect for all employees. Never participate in, or approve of, behaviour that could be interpreted as disrespectful.

Communicate effectively

Talk to your workers and listen carefully to what they say. Make it clear that you will act on legitimate requests and concerns, silence is considered consent. Solicit input on how to improve workplace effectiveness and morale either verbally or by employee questionnaires (found in Tab 8). Observing inappropriate actions and doing or saying nothing (or being perceived as doing nothing) suggests that you approve.

Addressing an Issue

Doing nothing is not an option

All complaints and concerns must be addressed promptly. This does not mean that all incidents are handled at the same level, but that each one should be dealt with effectively and appropriately.

Do not assess credibility

When you are addressing an issue, take all concerns at face value; do not judge the credibility of either party or question appropriateness. While you need enough information to understand the situation, remain objective, do not be judgmental and do not offer your opinion.

Ensure confidentiality

Assure the complainant that confidentiality is strictly adhered to under the policy. All supervisory staff must provide a climate of open communication and ensure that individuals can come forward without fear of retaliation, reproach or loss of confidentiality. Reassure the complainant that if any retaliation occurs, it must be reported immediately so it can be dealt with effectively and efficiently.

Resolving an Issue

Some options for resolution are:

- Conduct an awareness update
- Review the Workplace Respect Policy with all employees and other supervisors
- Provide mediation to the parties

Have an honest discussion

Talk candidly with both parties as individuals may not be aware of the effects of their behaviour.

Handle difficult situations

Keep in mind that you owe the same duty of fairness to all employees. It is important to re-establish positive working relationships, even if the situation is resolved it may have lasting effects on morale and productivity in the workplace.

Determine if interim actions are necessary

With some incidents, interim action may be required. For example, a worker may need to be temporarily transferred to another crew.

Discussion involving independent mediator

Upon mutual agreement by the parties to involve a mediator, ensure the focus remains on resolving the problem and agreeing on actions that will assist resolution.

Actions to assist resolution

Ensure all parties affected are satisfied that their concerns have been dealt with appropriately.

Implementing Discipline

Once your organization's policy is established, it must be effectively communicated to all employees.

Please note that the Workplace Respect Policy does not endorse automatic termination for violations of respect. Upon completed investigation, if the nature of the offence is severe, automatic termination may be the appropriate management response.

Documenting an Incident

It is critical that documentation of the incident be complete. Documentation will indicate the effectiveness of the organization's policy, training and work environment

At a minimum, documentation should include (found in Tab 8):

- Incident Statement Form
- Employer Investigation Tool
- Investigator's Incident and Corrective Action Report

Educational follow-up should take place in the form of toolbox talks, workshops or training programs, which cover all aspects of your Workplace Respect Policy. Information on all these educational tools can be found at www.coaa.ab.ca/respect.

Monitoring Your Own Behaviour

Take a look at your own behaviour to ensure it is appropriate and aligned with a respectful workplace. The following questions can assist you to effectively assess your behaviour.

- Have you humiliated, embarrassed or intimidated a co-worker?
- Have you assigned a task beyond the scope of a person's job, knowing or hoping they will fail?
- Have you denied or discounted someone's contributions at meetings or on a project?
- Have you refused to pass on crucial information that will purposely sabotage someone's work?
- Have you shouted at, cursed at or in some way threatened a co-worker?
- Have you played malicious pranks on a co-worker?
- Have you stolen someone's ideas and taken credit for yourself?
- Have you started or failed to stop destructive gossip?
- Have you publicly discredited someone?

If you answered "yes" to any of the above, review your actions and evaluate your motives for behaving in this manner. All of the above behaviours are violations of respect and contribute to a disrespectful working environment. It is your responsibility to correct your actions, acknowledge and apologize for your behaviour and ensure it does not occur again.

Frequently Asked Questions

Also refer to Workplace Respect Toolkit – Tab 4: Sample Policy, Tab 8: Poster, Checklists, Forms and Tab 9: References and Resources for more information (also found at www.coaa.ab.ca/respect).

General

How do I handle a complaint?

All complaints should be investigated and documented. Guidelines and procedures will help you remain consistent and assist in determining disciplinary action if the complaint is substantiated. By conducting investigations, you demonstrate commitment to your policies and your employees. Always remain objective.

Are there costs associated with a disrespectful workplace?

Although it may be difficult to determine, actual costs are based on lost productivity and high turnover. Ask yourself – Does your organization have a high absenteeism rate due to stress or medical leaves? Do you have difficulty hiring well-qualified people because your organization has a reputation of being a bad place to work?

How extensive should employee safety training be?

All employees should have Workplace Respect training that is reinforced by toolbox talks, case studies and regular meetings. Employee questionnaires and workplace hazard and risk assessments will assist you in determining training needs. Examples of these tools can be found in Tab 8 and www.coaa.ab.ca/respect.

How often should I review the risks?

Review your procedures regularly to determine that they are still viable and relevant. Review your hazard and risk assessments whenever a new procedure or program is implemented, location changes or a serious incident occurs.

Unprofessional Conduct

Who is responsible for identifying unprofessional conduct?

The onus is placed on each individual to communicate issues or concerns that make him or her feel uncomfortable or disrespected.

How do I decide if a behaviour falls under unprofessional conduct?

Watch body language. Tone of voice and sudden silences are indicators that a person is uncomfortable. Be aware of how individuals react to other people's behaviour.

What is the most effective way for me to deal with unprofessional conduct?

Whether witnessed or reported the most effective method is speaking privately to the employees directly involved. General instructions and concerns can be addressed through toolbox talks or regular meetings.

Harassment

What if the harasser is joking and didn't intend any harm?

It does not matter. What does matter is the impact of the behaviour or comments.

How do you know if the conduct is unwelcome? Must the target say so?

The target is not required by law to say anything to the harasser. Courts recognize that people often do not speak up for fear of retaliation being ostracized by co-workers or hurting the person's feelings. However, it is more effective and immediate if the target tells the harasser the conduct is unwelcome.

Must the harasser be another employee?

No. The harasser can be a customer, client, vendor or anyone else who comes into the workplace. The organization's duty is to provide a workplace free of harassment and the employer's responsibility is to stop the harassment if he or she knows it is occurring and is able to do so.

Is sexual harassment something different?

Sexual harassment is one type of harassment. One form of sexual harassment is called "quid pro quo," which occurs when an owner, employer or supervisor uses their authority to obtain sexual favours.

Do comments or conduct have to be sexual to be sexual harassment?

No. Condescending comments regarding another gender can be considered sexual harassment

Bullying

How do I know if bullying exists in my workplace?

Workplace bullying is often subtle and those with little exposure to bullying may find it difficult to identify. Do not assume that the workplace is free of bullying simply because there are no obvious signs. There are a number of risk factors that can increase the likelihood of bullying occurring in a workplace. Take a good look at your organization and be prepared to promote respect.

What are some sources of bullying?

- Verbal abuse or intimidation
- Excluding or isolating employees
- Gossiping or spreading rumours
- Assigning meaningless or impossible tasks
- Deliberately changing work rotations to inconvenience particular employees
- Deliberately withholding information that is vital for effective work performance

Cultural Insensitivity

When I think culture I think of someone of a different nationality. What is the most frequent cultural issue we deal with in Alberta?

Age, or what is more commonly referred to as "the generation gap". In fact, this issue exists in almost every workplace in Alberta and is often the cause of dissension, confusion and disrespect. Importantly, it is not just younger individuals who are culturally insensitive.

How can cultural insensitivity affect our industry?

Being insensitive to the differences of others, whether it is their belief system or other cultural differences, can create inequalities and hostilities among co-workers. Organizations are finding it increasingly important to understand and appreciate cultural differences to effectively address the diverse needs of the changing workforce.

Some of the people I work with don't speak English very well. What do I do?

Be patient. It is equally frustrating for someone who is making the effort to communicate and may be having a difficult time. Set up a mentor program to help them learn English. This can serve as a great way to build trust and loyalty, as well as a mentoring opportunity for others.

Does this mean we can't tell jokes anymore?

No, but keep in mind the difference between jokes and hurtful comments. People from different cultures may respond differently than you do. Be aware of how comments made by you or your co-workers affect others.

Discrimination

What could discrimination look like?

- Failing to hire or promote a female due to the fact that she may become pregnant
- Failing to hire or train due to age
- Refusing to hire someone based on his or her ethnicity
- Refusing someone a place to live due to sexual orientation

What can I do to prevent discrimination from occurring in the workplace?

As a supervisor, you may not condone or participate in acts of disrespectful behaviour. Hold cultural differences in high regard. Learn about and appreciate the differences of each of your employees. Make no assumptions about an individual relating to their ancestry, background or belief system.

Workplace Violence

Who is ultimately responsible for work site safety?

Alberta Occupational Health and Safety (OHS) regulates employer and employee responsibilities under the OHS Code for safe work sites and prevention of harassment and violence.

What can I do for employees who are receiving threats from outside the workplace (e.g. from a spouse)?

Ensure your employees know they should come to you if there is a risk of violence occurring in the workplace from an outside source. Knowledge allows you to keep everyone in the workplace safe. Develop a plan, determine what actions are required in the event of an incident, ensure comfort with the plan and be prepared to follow through with it.

When is it appropriate to call in the police?

Have administrative procedures in place that outline when police need to become involved. Your hazard and risk assessments will assist this process. Contact your local police department to gain an understanding of how and when they can assist you.



Employee Guide



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EMPLOYEE GUIDE

Introduction

All employees contribute to an atmosphere of mutual trust and support. Respect, understanding and tolerance are basic tools we use to get along with each other. These tools are as indispensable in the workplace as they are in any situation that brings people together.

Incidents of unprofessional conduct, harassment (including bullying, cultural insensitivity and discrimination) and workplace violence, hereinafter referred to as violations of respect, affect everyone, not just those who are directly involved. These behaviours are no longer tolerated in the workplace.

The guide supports the COAA's Workplace Respect Toolkit and workshops and is not intended to be used in isolation.

Principles of Workplace Respect

I will:

- Respect the dignity of every person and create a respectful workplace
- Support those who are being discriminated against
- Do my part to stop all forms of harassment
- Neither participate in nor support cultural insensitivity
- Immediately report any act or threat of violence

I will not:

- Use offensive language or engage in any form of unprofessional conduct
- Discriminate against or harass anyone associated with my workplace
- Use bullying tactics against anyone at any time
- Participate in or condone violence or the threat thereof

Roles and Responsibilities of the Employee

If you're not sure, ask

Think before you speak or act. When in doubt, leave it out. What is considered offensive varies from person to person and may also change according to the context. Some comments and behaviours may be degrading, embarrassing or insulting to people of different age groups, genders, cultures, religions or sexual orientation.

If you are not sure whether something you do or say could offend someone, ask. You can direct questions to your supervisor, the Human Resources department or your organization's Workplace Respect Officer.

Report it

If you have experienced or witnessed a violation of workplace respect, report it. If you believe your immediate supervisor will not handle the situation promptly and appropriately, report the situation to a higher-level supervisor. Your employer will deal with the report according to the procedures set out by their Workplace Respect Policy.

Monitor your own behaviour

Take a look at your own behaviour to ensure it is appropriate and aligned with a respectful workplace. The following questions can assist you to effectively assess your behaviour.

- Have you humiliated, embarrassed or intimidated a co-worker?
- Have you denied or discounted someone's contributions at meetings or on a project?
- Have you refused to pass on crucial information to someone to purposely sabotage work?
- Have you shouted at, cursed at or in some way threatened a co-worker?
- Have you played malicious pranks on a co-worker?
- Have you stolen someone's ideas and taken credit for yourself?
- Have you started or failed to stop destructive gossip?
- Have you publicly discredited someone?

If you answered yes to any of the above, review your actions and evaluate your motives for behaving in this manner. All of the above behaviours are violations of respect and contribute to a disrespectful working environment. It is your responsibility to correct your actions, acknowledge and apologize for your behaviour and ensure it does not occur again.

Document incidents

If you are being targeted or know of a co-worker who is, document the incidents. In isolation an incident may appear trivial, but by documenting all incidents, you can help to identify a pattern of abuse.

Watch body language

Body language, tone of voice and sudden silences are indicators of when a person is uncomfortable with what you are doing or saying. Be aware of how individuals react to your behaviour. If you feel offended with certain comments or behaviours, the first step could be to let them know, even though it may be difficult to do so. Otherwise speak to your supervisor.

Intention

Regardless of your intention, if you made someone feel uncomfortable, embarrassed, degraded or exploited, then your behaviour was inappropriate. Apologize and be mindful of your behaviour.

Observing inappropriate actions

If you see someone acting in a disrespectful way, speak privately to him or her and explain how the behaviour comes across.

Inappropriate actions can include:

- Bullying
- Offensive posters or other materials
- Name-calling
- Outbursts of profanity or threats
- Physical intimidation such as throwing objects
- Getting in someone's face or finger poking

The Canadian Safety Council believes bullying can effectively be stopped in less than 10 seconds about 57% of the time when someone intervenes on behalf of the target. If you see a situation that looks or feels disrespectful, be discreet when you approach the target, offer support and encourage that person to take appropriate steps. You can also approach a supervisor or someone you trust for guidance and advice.

It is important that you are supportive and do not ignore or enable violations of respect.

Frequently Asked Questions for Employees

Also refer to Workplace Respect Toolkit – Tab 4: Sample Policy, Tab 8: Poster, Checklists, Forms and Tab 9: References and Resources for more information (also found at www.coaa.ab.ca/respect).

General

If I am unsure whether my employer has a Workplace Respect Policy, what should I do?

Ask for a copy of the policy from your supervisor or employer. If a policy is not in place, ask your employer why!

What should I do if I am the target of a violation of respect?

Talk directly and respectfully to the person and tell him or her to stop. This action alone may stop the behaviour. If it does not stop or you are not comfortable speaking up, report it to your supervisor or employer.

What should I do if I witness a violation of respect?

Report it to your supervisor/employer. You can also speak privately to the target to offer support. Remember that everyone has a responsibility to ensure a respectful workplace, so do not hesitate to speak up to the offender on behalf of the target.

How do I make sure that I do not commit violations of respect?

Ask yourself these questions:

- Is my behaviour welcome?
- Would I engage in this behaviour in front of my spouse, parents or child?
- Would I want the same behaviour directed toward my spouse, parent or child?
- Would I want the same behaviour directed toward me?
- Would I like this to follow me throughout my career?

Unprofessional Conduct

Who is responsible for identifying unprofessional conduct?

The onus is always placed on each individual to communicate issues or concerns that make him or her feel uncomfortable or disrespected.

How do I know if my behaviour is unprofessional?

Watch body language. Tone of voice and sudden silences are indicators that a person is uncomfortable. Be aware of how individuals react to your behaviour.

What do I do if I have been accused of being unprofessional?

Whether or not you believe your actions were unprofessional, someone did. It is your responsibility to modify your behaviour.

Harassment

What if the harasser is joking and did not intend any harm?

It does not matter. What does matter is the impact of the behaviour or comments.

How do you know if the conduct is unwelcome? Must the target say so?

The target is not required by law to say anything to the harasser. Courts recognize that people often do not speak up for fear of retaliation being ostracized by co-workers or hurting the person's feelings. However, it is often more effective and immediate if the target tells the harasser the conduct is unwelcome.

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Do comments or conduct have to be sexual to be sexual harassment?

No. Condescending comments regarding gender can be considered sexual harassment

Where can I get more information on harassment?

From your supervisor, Human Resources representative or your employer's Workplace Respect Policy. Two informative websites are www.albertahumanrights.ab.ca and www.chrc-ccdp.ca.

Bullying

Why do people bully?

There are many reasons people bully others none of which are acceptable. It can occur whenever people work or interact together. It is not always intentional and there are times when people do not even realize their behaviour can be hurtful. It can also be driven by the bully's need to control another individual. A more comprehensive and descriptive explanation of bullying can be found in the Workplace Respect Toolkit in Tab 2: What is a Respectful Workplace? or at www.coaa.ab.ca/respect.

What are some sources of bullying?

- Verbal abuse or intimidation
- Excluding or isolating co-workers
- Gossiping or spreading rumours
- Assigning meaningless or impossible tasks
- Deliberately changing work rotations to inconvenience particular employees
- Deliberately withholding information that is vital for effective work performance

Where can I get more information on bullying?

From your supervisor, Human Resources representative or your employer's Workplace Respect Policy. Two informative websites are www.bullycanada.ca and www.bullyfreeatwork.com.

Cultural Insensitivity

When I think culture I think of someone of a different nationality. What is the most frequent cultural issue we deal with in Alberta?

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Does this mean we can't tell jokes anymore?

No, but keep in mind the difference between jokes and hurtful comments. People from different cultures may respond differently than you do. Be aware of how comments made by you or your co-workers affect others.

Discrimination

How would I discriminate against one of my co-workers?

By organizing a girls' weekend or a guys' fishing trip and not extending the invite to someone because they are old enough to be your parent or have always been a city dweller. Discrimination can be subtle and you may justify your behaviour with statements like “They probably don't like to fish anyway.” Choose activities that are inclusive and not exclusive; this simple action makes you and your workplace one of choice.

What can I do to prevent discrimination from occurring in the workplace?

Do not ignore (which simply condones) or participate in acts of disrespectful behaviour. Hold cultural diversity in high regard. Learn about and appreciate the differences of all your co-workers, you may be surprised by how interesting their unique differences really are. Make no assumptions about individuals relating to their ancestry, background or belief system.

Workplace Violence

Who is ultimately responsible for work site safety?

Alberta Occupational Health and Safety (OHS) regulates employer and employee responsibilities under the OHS Code for safe work sites and prevention of harassment and violence.

What if someone threatens me but no one else witnessed it?

Inform your supervisor of every type of threat. Document the date, time and exact words and/or gestures that were used.

What if I am getting threatened at home or by phone by a co-worker(s)?

Document the date, time and exact words that were used and inform your supervisor. If the call was recorded on voice mail or a message machine, do not delete the message. If the phone calls are persistent, contact the police to determine the best course of action.

If my supervisor is threatening me, who do I go to?

Report it to your supervisor's supervisor, Human Resources representative or Workplace Respect Officer. Ensure you document the date and time of the occurrence and any witnesses.

I work alone but visit customers and work sites. Do I need to do anything special?

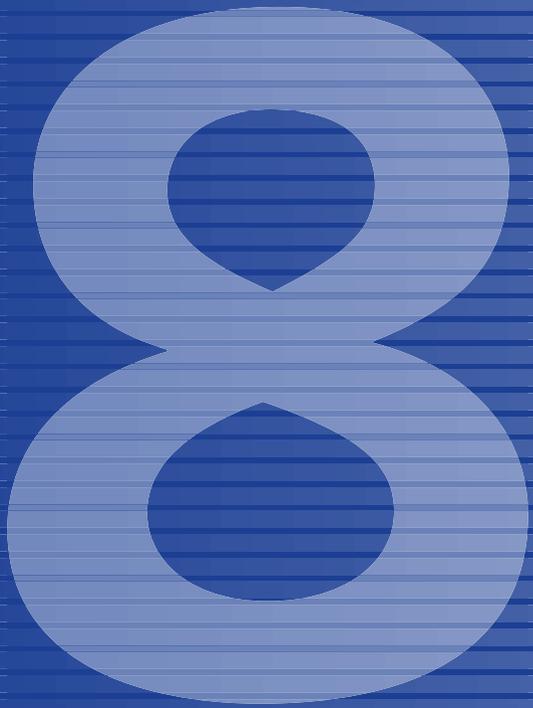
If you are working alone, you must adhere to the working alone policy as outlined in the OHS Code. Complete a hazard assessment and develop procedures that address the risks.

Can I refuse to take harassment training?

No. If personal safety training or harassment awareness training are requirements for employment, you cannot refuse. This training is no different than safety or specific skill training that enables you to perform your job effectively.

Where can I get more information on violence?

There are many resources available. Some informative websites include www.wcb.ab.ca and www.worksafely.org.



Poster,
Checklists,
Forms

Site Poster

Checklist: Do You Have a Respectful Workplace?

Checklist: How to Develop and Implement a Workplace Respect Policy

Checklist: Is Your Workplace Respect Policy Enforceable?

Workplace Respect – Incident Statement Form

Workplace Respect – Employer Investigation Form

Workplace Respect – Investigator's Incident and Corrective Action Report

Work Safe Alberta – Employee Risk Assessment Questionnaire

Workplace Respect Worksite Hazard and Risk Assessment Form

COAA Field Level Risk Assessment (FLRA)



Principles of Workplace Respect

I will:

- Respect the dignity of every person and create a respectful workplace
- Support those who are being discriminated against
- Do my part to stop all forms of harassment
- Neither participate in nor support cultural insensitivity
- Immediately report any act or threat of violence

I will not:

- Use offensive language or engage in any form of unprofessional conduct
- Discriminate against or harass my co-workers
- Use bullying tactics against anyone at any time
- Participate in or condone violence or the threat thereof

Place your
logo here

This site enforces the COAA Workplace Respect Policy

Authorized Signature



Checklist: Do You Have a Respectful Workplace?

If you answer “no” or “don’t know” to any of these questions, you need to take action to implement or improve your Workplace Respect Policy.

	Question	Yes	No	Don't know
1	Does your organization have a respect policy that includes violations of respect categorized as unprofessional conduct, harassment (including bullying, cultural insensitivity and discrimination) and workplace violence?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Does your organization have a Workplace Respect Administrator?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Is the Workplace Respect Policy readily available to supervisors and employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Is management trained in dealing with violations of respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Is this policy reviewed during orientation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Is this policy reviewed at any other time?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Do employees receive training to enable them to recognize violations of workplace respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Do employees know where to go for more information and who to contact if a violation occurs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Does your organization have processes in place to deal with violations of respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Is your workplace reasonably free from violations of respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Do employees complete a Risk Assessment Questionnaire?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Have you completed a Workplace Respect Hazard and Risk Worksite Assessment to safeguard workers against the possibility of injury due to a violation of respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Date:				
Completed by (print):				
Position:				

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Checklist: How to Develop and Implement a Workplace Respect Policy

This checklist is designed to help you determine what action items need to be taken to effectively develop & implement a Workplace Respect Policy in your organization. Once completed, it will act as a framework and provide a practical, operational set of guidelines in defining and implementing your policy. It should be completed by the Workplace Respect Officer/Administrator or Human Resources Manager tasked with implementing a Workplace Respect Policy for your organization.

	Question	Done
1	Confirm if your organization has established policy that prohibits violations of respect. This policy needs to communicate expectations as well as provide mechanisms for receiving, investigating and resolving complaints.	<input type="checkbox"/>
2	If your organization does not have such a policy in place, obtain senior management approval prior to developing a policy.	<input type="checkbox"/>
3	Read the Workplace Respect Toolkit: A Best Practice of the COAA	<input type="checkbox"/>
4	Develop your policy. (See Tab 4 in the Workplace Respect Toolkit for a sample policy)	<input type="checkbox"/>
5	Obtain senior management authorization and support to implement your policy.	<input type="checkbox"/>
6	Complete a Workplace Respect Hazard and Risk Worksite Assessment on all your work sites (see Tab 8 in the Workplace Respect Toolkit for a sample form).	<input type="checkbox"/>
7	Identify individuals to act as buddies, mentors, liaisons, translators, investigators.	<input type="checkbox"/>
8	Assess the training needs within your organization, ensure the messaging is appropriate and effective.	<input type="checkbox"/>
9	Develop a training strategy that includes appropriate material, delivery mechanisms and intended audience.	<input type="checkbox"/>
10	Roll out your plan.	<input type="checkbox"/>
11	Monitor your organization: <ul style="list-style-type: none"> • Plan periodic meetings to identify issues and opportunities for improvement • Conduct periodic assessments (announced or unannounced) • Complete the Checklist: Do You Have a Respectful Workplace? (found in Tab 2 or Tab 8 of the Workplace Respect Toolkit) 	<input type="checkbox"/>
12	Ensure all investigations are conducted promptly in strict confidence.	<input type="checkbox"/>
13	Conduct a policy review to determine if or where adjustments are required. If necessary update your policy and/or program. Ensure changes are communicated effectively.	<input type="checkbox"/>

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Checklist: Is Your Workplace Respect Policy Enforceable?

If you answer “no” or “don’t know” to any of these questions, take action to implement or improve your policy.

	Question	Yes	No	Don't know
1	Are all employees aware of your Workplace Respect Policy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Is the policy clearly and consistently communicated to all employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Do supervisors understand their obligations with regard to reporting incidents?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Do supervisors receive training on recognizing and handling incidents of workplace disrespect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Does your organization have processes in place to deal with incidents of unprofessional conduct, harassment (including bullying, cultural insensitivity and discrimination), or occupational violence (violations of respect)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	During orientation, did you have employees sign a non-violence agreement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Is your policy meaningful and understandable?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Do the senior leaders in your organization model behaviours that support a respectful workplace?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Employer Investigation Form

STRICTLY CONFIDENTIAL

Date:	Project/Location:
Complainant's Name:	Position/Trade Classification:
Name(s) of Supervision:	Position Held:
Respondent's Name:	Date & Time of Incident:
Number of Violation Statements Received:	

**Ensure all parties complete an Incident Statement Form regarding the complaint.
Carefully review all statement forms.**

1. Is there policy or legislation governing the behaviour? If so, what is the policy or legislation?

2. How was the policy communicated to employees?

3. Are there contractual or legislative limitations to management's ability to respond to the incident (i.e. provincial or federal criminal law necessitating involvement of local authorities)? Are there human rights limitations?

4. When the incident occurred was supervision aware of the incident?

5. Were there any witnesses? If so, who were the witnesses?

6. Did the complainant make the respondent aware that the behaviour was disrespectful?

7. In your opinion, would it be reasonable to assume that the respondent knew their behaviour was disrespectful? Explain.

8. Are there other employees aware of the behaviour?

9. Did these other employees allow the behaviour to carry on unchecked?

10. Are there other employees affected? How?

11. Have there been any other complaints against the respondent?

12. Is the behaviour a safety issue? If so, comment on the severity.

13. What risks resulted due to the incident?

14. Who or what did the incident affect and how?

15. Do the individuals involved have past violations of respect? Record frequency or patterns.

16. If so, were previous warnings issued and to whom?

17. When and how were the warnings issued? Was a Supervisor present? If so, whom?

18. If previous warnings were issued, was there disciplinary action? To whom?

19. What was the discipline? Was a Supervisor involved in the discipline process?

20. In cases of multiple incidents, was there progressive discipline (i.e. verbal, written, suspension)?

21. In the respondent's statement, is there an acknowledgement of a violation of respect?

22. Does there appear to be a willingness to change his or her behaviour?

23. Has the respondent had an opportunity to correct his or her behaviour? Why or why not?

24. Explain how the individuals involved have been treated respectfully throughout the investigation?

25. In your opinion has there been a violation of respect? Would you categorize the incident as unprofessional conduct, harassment (including bullying, cultural insensitivity and discrimination) or violence? If yes, complete an Investigator's Incident Report.

Employer Representative (Please Print)	Position Held
Signature	Date

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Investigator's Incident and Corrective Action Report

STRICTLY CONFIDENTIAL

Date:	Project/Location:
Complainant's Name:	Position/Trade Classification:
Name(s) of Supervision:	Position Held:
Respondent's Name:	Date & Time of Incident:

Type of Violation

<input type="checkbox"/> Unprofessional Conduct	<input type="checkbox"/> Harassment <input type="checkbox"/> Bullying <input type="checkbox"/> Cultural Insensitivity <input type="checkbox"/> Discrimination	<input type="checkbox"/> Workplace Violence
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Description of the incident *(Brief and objective review of the facts)*

Detail of Corrective Actions or Discipline Taken

<input type="checkbox"/> Verbal Warning <i>(Document)</i>	<input type="checkbox"/> Written warning	<input type="checkbox"/> Suspension # of days: _____	<input type="checkbox"/> Termination
--	--	---	--------------------------------------

Comments:

Employee's Name <i>(Please Print)</i>	Signature	Date
Employer Representative <i>(Please Print)</i>	Signature	Date

cc: Organization/Employee/Employee file

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Employee Risk Assessment Questionnaire

1.

(a) Have you experienced verbal abuse while an employee of this organization?

Yes No

(b) If yes, did you report the incident(s)?

Yes No

(c) If yes, did you report the incidents(s)?

Verbally? In writing?

(d) What was the relationship of the abuser to you?

Co-worker Client/Customer
 Member of the public Other (please specify)

(e) Where did the abuse occur? (e.g. Human Resources, parking lot, locker room, etc.)

(f) When did the abuse occur? i.e. year, month, week or day

2.

(a) Have you experienced a threat of physical violence while an employee of this organization?

Yes No

(b) If yes, did you report the incident(s)?

Yes No

(c) If yes, did you report the incidents(s)?

Verbally? In writing?

(d) What was the relationship of the abuser to you?

Co-worker
Member of the public

Client/Customer
Other (please specify)

(e) Where did the abuse occur? (e.g. Human Resources, parking lot, locker room, etc.)

(f) When did the abuse occur? i.e. year, month, week or day

3.

(a) Have you experienced a physical assault or attack while an employee of this organization?

Yes No

(b) If yes, did you report the incident(s)?

Yes No

(c) If yes, did you report the incidents(s)?

Verbally? In writing?

(d) What was the relationship of the abuser to you?

Co-worker
Member of the public

Client/Customer
Other (please specify)

(e) Where did the abuse occur? (e.g. Human Resources, parking lot, locker room, etc.)

(f) When did the abuse occur? i.e. year, month, week or day

4. Did you miss any time from work as a result of the violence or harassment?

Yes No

If yes, please indicate the length of absence from work.

_____ days/wks/months

5. Do you:

(a) Work alone or with a small number of co-workers?

Yes No

(b) Work late at night or early in the morning?

Yes No

6. Are you concerned about your safety on the job?

Yes No

What is your source of concern?

7. Do you believe that such a possibility represents a:

High risk Medium risk Low risk

The completion of this section is voluntary. Information gathered from this section will only be used for statistical analysis and to identify trends in workplace violence and harassment abuse. Complete individual confidentially will be maintained.

Male

Female

Length of service

1 year

1-3 years

3-5 years

5-10 years

more than 10 years

Job classification: _____



Workplace Respect Hazard and Risk Worksite Assessment Form

Date	Project Location
Completed By	Position Held

		Yes/No/NA	Indicate Hazard Controls	Level of Risk Low/Med/High	Action taken (if any)
1	Are entrances and exits well marked?				
2	Is the workplace well lit?				
3	Are damaged or spent light bulbs or fixtures replaced in a timely manner?				
4	Is access to light switches limited or controlled?				
5	Do you have controlled access to the building/lot/site?				
6	Is there a security system in place?				
7	If so, is it regularly tested with mock drills?				
8	Are there security signs posted?				
9	Are there security cameras and/or mirrors strategically placed throughout the workplace?				
10	Is emergency assistance readily available to all areas of the workplace?				
11	Are emergency numbers clearly posted?				
12	Is the ability to access emergency help via phone or call buttons easily accessible?				

		Yes/No/NA	Indicate Hazard Controls	Level of Risk Low/Med/High	Action taken (if any)
13	Has vandalism been a problem either recently or in the past?				
14	Is your workplace isolated?				
15	Are controls in place for areas with poor visibility or possible hiding places?				
16	Is there a system in place to alert employers of a possible intruder?				
17	Are areas clearly designated and identified as public or private?				
18	Is the reception/entry check point area clearly identified?				
19	Is reception/entry check point area visible to fellow employees or members of the public?				
20	Is the reception/entry check point area staffed at all times?				
21	Is there access to the workplace were no reception/entry check point is present?				
22	Have areas where individuals work alone been identified and security measures put in place?				
23	Are the response measures time tested and tested on a regular basis?				
24	Is access to stairwells controlled, well lit and provided with security cameras?				
25	Are there multiple exits from the stairwells?				
26	Is access to elevators controlled, well lit and provided with security cameras?				
27	Is there an emergency phone or call button in all elevators?				

		Yes/No/NA	Indicate Hazard Controls	Level of Risk Low/Med/High	Action taken (if any)
28	Is there an emergency response plan and if so is it regularly practiced?				
29	Are there washrooms for staff only?				
30	Are male and female washroom facilities separate?				
31	Can the lights be turned off by an intruder?				
32	Is washroom access well lit and provided with security cameras?				
33	Are certain employees at a higher risk of workplace respect violations because of their location or the office layout?				
34	Has furniture been arranged to allow distance control and quick exit?				
35	Has a safe area been designed and set up with the security measures required to protect staff?				
36	When and where possible, have objects that can be used as weapons been removed or reduced?				
37	Do you have a working alone policy in place?				
38	Are all employees trained in this policy? Is it practiced and enforced?				
39	Do you periodically do employee questionnaires to gather information regarding past violations or identify areas of employee concern?				
40	Do you have employees that work with or handle cash?				
41	Do you feel your security measures are adequate to ensure their safety?				

		Yes/No/NA	Indicate Hazard Controls	Level of Risk Low/Med/High	Action taken (if any)
42	Are workplace hazard/ risk assessments done when workplace is changed or a new location established?				
43	Are you aware of any present employees that have been a recent target of domestic violence?				
44	Do spouses or partners visit the workplace? Are they required to abide by the same controls that are in place for the public?				

In addition to these questions ask yourself "What else can go wrong?" Add it to the list below and assess the risk factor.					
45					
46					
47					
48					

Category of Risk	Description
Low	One or more potential risks occasionally place the employee at risk or the risk is low.
Medium	One or more potential risks occasionally place the employee at risk or the risk is moderate.
High	One or more potential risks regularly place the employee at risk or the risk is severe.

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STEP 1. IDENTIFY MAIN JOB TASKS

STEP 2. IDENTIFY HAZARDS

STEP 3. ASSESS RISK (RISK = PROBABILITY X CONSEQUENCES)

PROBABILITIES				
C	H	M	L	
O	H	H	M	
N	H	H	M	
S	H	H	M	
E	H	H	M	
Q	H	H	M	
U	H	H	M	
E	H	H	M	
N	H	H	M	
C	H	H	M	
E	H	H	M	
E	H	H	M	
S	H	H	M	

PROBABILITY
H. OFTEN
M. SOMETIMES
L. RARELY

CONSEQUENCE
H. SERIOUS
M. MODERATE
L. MINOR

HOW TO ASSESS RISK TOOL:

- a) Ask yourself "how probable" is this hazard to result in loss to people, property, material and environment, if left uncontrolled.
- b) Ask yourself if this uncontrolled hazard was to result in a loss, "how severe would the consequence be"
- c) Locate your answer to probability and consequence questions on the 3 x 3 chart (i.e. high, medium, low)
- d) Put in place the controls appropriate for the level of risk
- e) Complete documentation

STEP 4. CONTROL(S)

STEP 5. DOCUMENT

STEP 6. GO TO WORK

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9

References and Resources

Definitions	9-1
References	9-3
Resources	9-4

REFERENCES AND RESOURCES

Definitions

Assault (*applies to all forms of assault including sexual assault*):

A person commits an assault when:

- Without consent, a person applies force intentionally to that other person directly or indirectly
- A person attempts or threatens, by an act or a gesture, to apply force to another person, if they have, or causes that other person to believe on reasonable grounds that they have, ability to effect it; or
- While openly wearing or carrying a weapon or an imitation thereof, they accost or impede another person.

Bullying: Interpersonal hostility that is deliberate, repeated and sufficiently severe as to harm the targeted person's health, safety or economic status. It is driven by the perpetrator's (the bully's) need to control another individual, not by a legitimate business need.

Code of Conduct: is a set of rules for specified circumstances that become a standard for all who participate in the group and represent themselves outside of the group. Every organization has its own set of rules that govern how it expects its members to act.

Complainant: an individual(s) who indicate(s) a complaint

Contingent controls: Actions that can mitigate the impact or the severity of the incident should an incident occur.

Culture: A code of behaviours, values, beliefs, traditions, customs, patterns of thinking and a way of life that people learn unconsciously as they grow and develop in their social groups.

Cultural sensitivity: Refers to the ability of organizations and systems to function and perform effectively in cross-cultural situations. The principles of cultural sensitivity include:

- Organizational systems where decision-making includes perspectives from diverse points of view
- Identifying and recognizing cultural diversity
- Holding cultural differences in high regard
- Achieving equal access to employment for everyone
- Having the ability to provide accessible and relevant services to targeted groups.

Cultural insensitivity: Includes behaviour(s) directed towards an individual that are disrespectful or cause humiliation or frustration to that individual based on characteristics such as age or communication style.

Cultural diversity: Refers to the unique characteristics everyone possesses that distinguishes them as individuals and identifies them as belonging to a group or groups. Diversity transcends concepts of race, ethnicity, socio-economic, gender, religion, sexual orientation, disability and age. Diversity offers strength and richness to the whole.

Customers/clients: Individuals who are recipients or providers of a product or a service provided by the affected workplace or target.

Discrimination: Defined differences based on the personal characteristics of an individual resulting in some disadvantage to that individual. Discrimination is a form of harassment prohibited under the Alberta Human Rights Act. Employers are legally responsible for actively discouraging and prohibiting humiliating conduct or language that results in the working conditions of one employee being less favourable than those of another employee based on the following grounds:

- Race
- Age
- Religious beliefs
- Colour
- Place of origin
- Gender
- Mental disability
- Physical disability
- Ancestry
- Marital status
- Sexual orientation
- Source of income
- Family status.

Employee-related outsider: Individuals who are possibly a current or former spouse, relative, acquaintance or some other person who has a dispute involving an employee of the workplace.

Employees and co-workers: Individuals who have an employment-related relationship with the workplace target. Current or former employees are included.

Harassment: Occurs when a worker is subjected to unwelcome verbal or physical conduct that is offensive, demeaning, humiliating, hostile or embarrassing to a worker or group of workers. It includes bullying, cultural insensitivity and discrimination.

Hazard assessment: A formal process used to capture information from past situations, employee's input and work site layouts that can help identify a potential for incidents of occupational violence.

Outsiders: Individuals who may or may not have a legitimate relationship with the workplace or the target and sometimes only enter workplaces to commit criminal acts.

Preventative controls: Controls or interventions designed to completely prevent an incident from happening.

Professional conduct: Refers to an organizationally unique set of required behaviours, responsibilities and actions that are expected of an organization's employees or members. The set of standards that govern these expectations can be referred to as a code of conduct and may be implied or written. A code of conduct usually focuses on ethical and socially responsible issues and applies to individuals, providing guidance on how to act in cases of doubt or confusion.

Racial and religious harassment: Behaviour that is disrespectful or causes humiliation to a person because of their race, colour, national or ethnic origin, or the adornments and rituals associated with religious beliefs. It includes but is not limited to:

- Slurs, gestures, name-calling, swearing, taunts about a worker's religious or racial background
- Unwelcome banter, teasing or jokes that are insulting to the individual's race or religion
- Displaying racist, derogatory or offensive pictures, materials or graffiti
- Refusing to work with or have eye contact with workers on the job because of their religious background.

Repeated behaviour: Refers to the persistent nature of the behaviour, not the specific form the behaviour takes. Behaviour is considered repeated if an established pattern can be identified. It may involve a series of diverse incidents – for example, verbal abuse, deliberate damage to personal property and unreasonable threats of dismissal.

Respect: The willingness to show consideration for the rights or feelings of others; to treat them courteously, inclusively and safely.

Respondent: individual(s) against whom the complaint is laid

Risk assessment: The formal process to assess and deal with the risks associated with each and every identified hazard.

Risk to health and safety: Includes risk to the psychological or physical health of a worker.

Targets: Individuals or groups of individuals who are targets of, or have been singled out for, violations of respect.

Unprofessional conduct: Behaviours that are unacceptable and can include inappropriate tone of voice, belittling behaviour such as eye-rolling, outward signs of exasperation or frustration, condescending verbal and/or body language, favouritism, inappropriate communication (verbally or through an email exchange) or non-adherence to dress code.

Violations of respect: Incidents of unprofessional conduct, harassment (including bullying, cultural insensitivity and discrimination) and workplace violence.

Workplace violence: Whether at a work site or work-related, means the threatened, attempted or actual conduct of a person that causes or is likely to cause physical injury. These acts include threats, menacing or threatening behaviour and all types of physical or verbal assaults.

Witnesses: Individuals who can give a firsthand account of something seen, heard or experienced.

References

Canadian Human Rights Commission. A Place for all: A guide to creating an inclusive workplace. January 2003

Construction Owners Association of Alberta (May 2001). Canadian Model for Providing a Safe Workplace, Alcohol and Drug Guidelines and Work Rule. Retrieved from www.coaa.ab.ca.

Government of Alberta, Human Resources and Employment. Occupational Health and Safety Code, Occupational Health and Safety Act. October 2003 <http://www.albertahumanrights.ab.ca>

Needham, Andrea W. Workplace bullying: The costly business secret. Auckland: Penguin books. 2003.

Thomas, David C. and Inkson, Kerr. Cultural Intelligence: People Skills for Global Business. 2004.

Worksafe Victoria. Prevention of bullying and violence at work, guidance note. February 2003.

Resources

Education and Training

Building Respect Works! Online newsletter published by the COAA Workplace Respect Committee.

www.coaa.ab.ca/respect

Construction Owners Association of Alberta (COAA) Workplace Respect.

www.coaa.ab.ca/respect

Creating People Power. Delivering the COAA Workplace Respect educational training and awareness workshops.

www.creatingpeoplepower.ca

Workplace Bullying Institute.

www.bullyinginstitute.org.

Canadian Initiative on Workplace Violence.

<http://www.emirrorsolutions.ca/workplaceviolence/home.html>

ProActive Resolutions.

www.proactive-resolutions.com

Government or Legislative

Workers' Compensation Board – Alberta

www.wcb.ab.ca

Alberta Employment and Immigration, Occupational Health and Safety

www.worksafe.alberta.ca

Work Safe Victoria, Work Cover Authority.

www.workcover.vic.gov.au

Alberta Employment and Immigration

<http://employment.alberta.ca/documents/WHS/WHS-PUBvah001.pdf>

Alberta Human Rights Commission

www.albertahumanrights.ab.ca

Preventing Violence and Harassment at the Workplace. Alberta Employment and Immigration. Violence and Harassment, Revised November 2006.

<http://employment.alberta.ca/documents/WHS/WHS-PUB-VAH001.pdf>

Worksafe Alberta, Worker's Guide, Occupational Health and Safety Act.

http://www.employment.alberta.ca/documents/WHS/WHS-PUB_li008.pdf

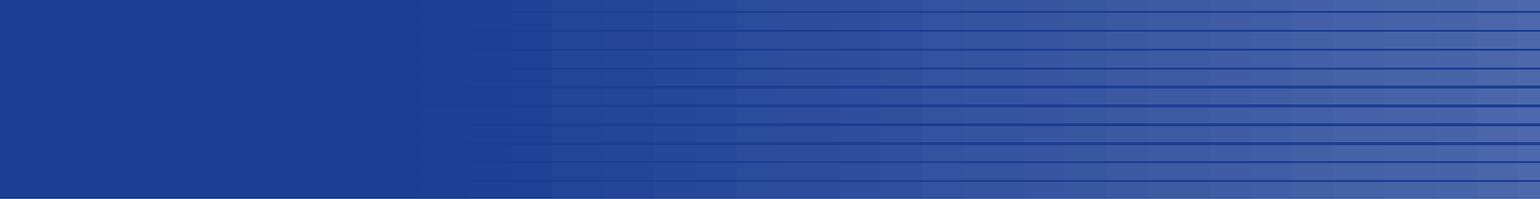
Consultants

How to Have a Bully Free Workplace.

www.howtohaveabullyfreeworkplace.com

Assessment tool for workplace violence risk.

www.wavr21.com





Investigator's Incident and Corrective Action Report

STRICTLY CONFIDENTIAL

Date:	Project/Location:
Complainant's Name:	Position/Trade Classification:
Name(s) of Supervision:	Position Held:
Respondent's Name:	Date & Time of Incident:

Type of Violation

<input type="checkbox"/> Unprofessional Conduct	<input type="checkbox"/> Harassment <input type="checkbox"/> Bullying <input type="checkbox"/> Cultural Insensitivity <input type="checkbox"/> Discrimination	<input type="checkbox"/> Workplace Violence
---	--	---

Description of the incident *(Brief and objective review of the facts)*

Detail of Corrective Actions or Discipline Taken

<input type="checkbox"/> Verbal Warning <i>(Document)</i>	<input type="checkbox"/> Written warning	<input type="checkbox"/> Suspension # of days: _____	<input type="checkbox"/> Termination
--	--	---	--------------------------------------

Comments:

Employee's Name <i>(Please Print)</i>	Signature	Date
Employer Representative <i>(Please Print)</i>	Signature	Date

cc: Organization/Employee/Employee file

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Workplace Respect Hazard and Risk Worksite Assessment Form

Date	Project Location
Completed By	Position Held

		Yes/No/NA	Indicate Hazard Controls	Level of Risk Low/Med/High	Action taken (if any)
1	Are entrances and exits well marked?				
2	Is the workplace well lit?				
3	Are damaged or spent light bulbs or fixtures replaced in a timely manner?				
4	Is access to light switches limited or controlled?				
5	Do you have controlled access to the building/lot/site?				
6	Is there a security system in place?				
7	If so, is it regularly tested with mock drills?				
8	Are there security signs posted?				
9	Are there security cameras and/or mirrors strategically placed throughout the workplace?				
10	Is emergency assistance readily available to all areas of the workplace?				
11	Are emergency numbers clearly posted?				
12	Is the ability to access emergency help via phone or call buttons easily accessible?				

		Yes/No/NA	Indicate Hazard Controls	Level of Risk Low/Med/High	Action taken (if any)
13	Has vandalism been a problem either recently or in the past?				
14	Is your workplace isolated?				
15	Are controls in place for areas with poor visibility or possible hiding places?				
16	Is there a system in place to alert employers of a possible intruder?				
17	Are areas clearly designated and identified as public or private?				
18	Is the reception/entry check point area clearly identified?				
19	Is reception/entry check point area visible to fellow employees or members of the public?				
20	Is the reception/entry check point area staffed at all times?				
21	Is there access to the workplace were no reception/entry check point is present?				
22	Have areas where individuals work alone been identified and security measures put in place?				
23	Are the response measures time tested and tested on a regular basis?				
24	Is access to stairwells controlled, well lit and provided with security cameras?				
25	Are there multiple exits from the stairwells?				
26	Is access to elevators controlled, well lit and provided with security cameras?				
27	Is there an emergency phone or call button in all elevators?				

		Yes/No/NA	Indicate Hazard Controls	Level of Risk Low/Med/High	Action taken (if any)
28	Is there an emergency response plan and if so is it regularly practiced?				
29	Are there washrooms for staff only?				
30	Are male and female washroom facilities separate?				
31	Can the lights be turned off by an intruder?				
32	Is washroom access well lit and provided with security cameras?				
33	Are certain employees at a higher risk of workplace respect violations because of their location or the office layout?				
34	Has furniture been arranged to allow distance control and quick exit?				
35	Has a safe area been designed and set up with the security measures required to protect staff?				
36	When and where possible, have objects that can be used as weapons been removed or reduced?				
37	Do you have a working alone policy in place?				
38	Are all employees trained in this policy? Is it practiced and enforced?				
39	Do you periodically do employee questionnaires to gather information regarding past violations or identify areas of employee concern?				
40	Do you have employees that work with or handle cash?				
41	Do you feel your security measures are adequate to ensure their safety?				

		Yes/No/NA	Indicate Hazard Controls	Level of Risk Low/Med/High	Action taken (if any)
42	Are workplace hazard/ risk assessments done when workplace is changed or a new location established?				
43	Are you aware of any present employees that have been a recent target of domestic violence?				
44	Do spouses or partners visit the workplace? Are they required to abide by the same controls that are in place for the public?				

In addition to these questions ask yourself "What else can go wrong?" Add it to the list below and assess the risk factor.					
45					
46					
47					
48					

Category of Risk	Description
Low	One or more potential risks occasionally place the employee at risk or the risk is low.
Medium	One or more potential risks occasionally place the employee at risk or the risk is moderate.
High	One or more potential risks regularly place the employee at risk or the risk is severe.

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Principles of Workplace Respect

I will:

- Respect the dignity of every person and create a respectful workplace
- Support those who are being discriminated against
- Do my part to stop all forms of harassment
- Neither participate in nor support cultural insensitivity
- Immediately report any act or threat of violence

I will not:

- Use offensive language or engage in any form of unprofessional conduct
- Discriminate against or harass my co-workers
- Use bullying tactics against anyone at any time
- Participate in or condone violence or the threat thereof

Place your
logo here

This site enforces the COAA Workplace Respect Policy

Authorized Signature

Employee Risk Assessment Questionnaire

1.

(a) Have you experienced verbal abuse while an employee of this organization?

Yes No

(b) If yes, did you report the incident(s)?

Yes No

(c) If yes, did you report the incidents(s)?

Verbally? In writing?

(d) What was the relationship of the abuser to you?

Co-worker Client/Customer
 Member of the public Other (please specify)

(e) Where did the abuse occur? (e.g. Human Resources, parking lot, locker room, etc.)

(f) When did the abuse occur? i.e. year, month, week or day

2.

(a) Have you experienced a threat of physical violence while an employee of this organization?

Yes No

(b) If yes, did you report the incident(s)?

Yes No

(c) If yes, did you report the incidents(s)?

Verbally? In writing?

(d) What was the relationship of the abuser to you?

Co-worker
Member of the public

Client/Customer
Other (please specify)

(e) Where did the abuse occur? (e.g. Human Resources, parking lot, locker room, etc.)

(f) When did the abuse occur? i.e. year, month, week or day

3.

(a) Have you experienced a physical assault or attack while an employee of this organization?

Yes No

(b) If yes, did you report the incident(s)?

Yes No

(c) If yes, did you report the incidents(s)?

Verbally? In writing?

(d) What was the relationship of the abuser to you?

Co-worker
Member of the public

Client/Customer
Other (please specify)

(e) Where did the abuse occur? (e.g. Human Resources, parking lot, locker room, etc.)

(f) When did the abuse occur? i.e. year, month, week or day

4. Did you miss any time from work as a result of the violence or harassment?

Yes No

If yes, please indicate the length of absence from work.

_____ days/wks/months

5. Do you:

(a) Work alone or with a small number of co-workers?

Yes No

(b) Work late at night or early in the morning?

Yes No

6. Are you concerned about your safety on the job?

Yes No

What is your source of concern?

7. Do you believe that such a possibility represents a:

- High risk Medium risk Low risk

The completion of this section is voluntary. Information gathered from this section will only be used for statistical analysis and to identify trends in workplace violence and harassment abuse. Complete individual confidentially will be maintained.

Male

Female

Length of service

1 year

1-3 years

3-5 years

5-10 years

more than 10 years

Job classification: _____



Checklist: Do You Have a Respectful Workplace?

If you answer “no” or “don’t know” to any of these questions, you need to take action to implement or improve your Workplace Respect Policy.

	Question	Yes	No	Don't know
1	Does your organization have a respect policy that includes violations of respect categorized as unprofessional conduct, harassment (including bullying, cultural insensitivity and discrimination) and workplace violence?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Does your organization have a Workplace Respect Administrator?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Is the Workplace Respect Policy readily available to supervisors and employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Is management trained in dealing with violations of respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Is this policy reviewed during orientation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Is this policy reviewed at any other time?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Do employees receive training to enable them to recognize violations of workplace respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Do employees know where to go for more information and who to contact if a violation occurs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Does your organization have processes in place to deal with violations of respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Is your workplace reasonably free from violations of respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Do employees complete a Risk Assessment Questionnaire?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Have you completed a Workplace Respect Hazard and Risk Worksite Assessment to safeguard workers against the possibility of injury due to a violation of respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Date:				
Completed by (print):				
Position:				

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Checklist: How to Develop and Implement a Workplace Respect Policy

This checklist is designed to help you determine what action items need to be taken to effectively develop & implement a Workplace Respect Policy in your organization. Once completed, it will act as a framework and provide a practical, operational set of guidelines in defining and implementing your policy. It should be completed by the Workplace Respect Officer/Administrator or Human Resources Manager tasked with implementing a Workplace Respect Policy for your organization.

	Question	Done
1	Confirm if your organization has established policy that prohibits violations of respect. This policy needs to communicate expectations as well as provide mechanisms for receiving, investigating and resolving complaints.	<input type="checkbox"/>
2	If your organization does not have such a policy in place, obtain senior management approval prior to developing a policy.	<input type="checkbox"/>
3	Read the Workplace Respect Toolkit: A Best Practice of the COAA	<input type="checkbox"/>
4	Develop your policy. (See Tab 4 in the Workplace Respect Toolkit for a sample policy)	<input type="checkbox"/>
5	Obtain senior management authorization and support to implement your policy.	<input type="checkbox"/>
6	Complete a Workplace Respect Hazard and Risk Worksite Assessment on all your work sites (see Tab 8 in the Workplace Respect Toolkit for a sample form).	<input type="checkbox"/>
7	Identify individuals to act as buddies, mentors, liaisons, translators, investigators.	<input type="checkbox"/>
8	Assess the training needs within your organization, ensure the messaging is appropriate and effective.	<input type="checkbox"/>
9	Develop a training strategy that includes appropriate material, delivery mechanisms and intended audience.	<input type="checkbox"/>
10	Roll out your plan.	<input type="checkbox"/>
11	Monitor your organization: <ul style="list-style-type: none"> Plan periodic meetings to identify issues and opportunities for improvement Conduct periodic assessments (announced or unannounced) Complete the Checklist: Do You Have a Respectful Workplace? (found in Tab 2 or Tab 8 of the Workplace Respect Toolkit) 	<input type="checkbox"/>
12	Ensure all investigations are conducted promptly in strict confidence.	<input type="checkbox"/>
13	Conduct a policy review to determine if or where adjustments are required. If necessary update your policy and/or program. Ensure changes are communicated effectively.	<input type="checkbox"/>

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Checklist: Is Your Workplace Respect Policy Enforceable?

If you answer “no” or “don’t know” to any of these questions, take action to implement or improve your policy.

	Question	Yes	No	Don't know
1	Are all employees aware of your Workplace Respect Policy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Is the policy clearly and consistently communicated to all employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Do supervisors understand their obligations with regard to reporting incidents?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Do supervisors receive training on recognizing and handling incidents of workplace disrespect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Does your organization have processes in place to deal with incidents of unprofessional conduct, harassment (including bullying, cultural insensitivity and discrimination), or occupational violence (violations of respect)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	During orientation, did you have employees sign a non-violence agreement?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Is your policy meaningful and understandable?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Do the senior leaders in your organization model behaviours that support a respectful workplace?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

This form is for example purposes only. Completing this form alone will not necessarily put you in compliance with the legislation. It is important and necessary that you customize this document to meet the unique circumstances of your worksite. Further, it is essential that this document is not only complete, but is used, communicated, and implemented in accordance with the legislation. The COAA, its members, affiliates, employees or agents will not be liable to you for any damages, direct or indirect, arising out of your use of this form.

STEP 1. IDENTIFY MAIN JOB TASKS

STEP 2. IDENTIFY HAZARDS

STEP 3. ASSESS RISK (RISK = PROBABILITY X CONSEQUENCES)

		PROBABILITIES				
		H	M	L		
C O N S E Q U E N C E S	H	H	H	M	L	CONSEQUENCE
	M	H	M	L		H. SERIOUS
	L	M	L	L		M. MODERATE
						L. MINOR

PROBABILITY
H. OFTEN
M. SOMETIMES
L. RARELY

HOW TO ASSESS RISK TOOL:

- a) Ask yourself “how probable” is this hazard to result in loss to people, property, material and environment, if left uncontrolled.
- b) Ask yourself if this uncontrolled hazard was to result in a loss, “how severe would the consequence be”
- c) Locate your answer to probability and consequence questions on the 3 x 3 chart (i.e. high, medium, low)
- d) Put in place the controls appropriate for the level of risk
- e) Complete documentation

STEP 4. CONTROL(S)

STEP 5. DOCUMENT

STEP 6. GO TO WORK

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Employer Investigation Form

STRICTLY CONFIDENTIAL

Date:	Project/Location:
Complainant's Name:	Position/Trade Classification:
Name(s) of Supervision:	Position Held:
Respondent's Name:	Date & Time of Incident:
Number of Violation Statements Received:	

**Ensure all parties complete an Incident Statement Form regarding the complaint.
Carefully review all statement forms.**

1. Is there policy or legislation governing the behaviour? If so, what is the policy or legislation?

2. How was the policy communicated to employees?

3. Are there contractual or legislative limitations to management's ability to respond to the incident (i.e. provincial or federal criminal law necessitating involvement of local authorities)? Are there human rights limitations?

4. When the incident occurred was supervision aware of the incident?

5. Were there any witnesses? If so, who were the witnesses?

6. Did the complainant make the respondent aware that the behaviour was disrespectful?

7. In your opinion, would it be reasonable to assume that the respondent knew their behaviour was disrespectful? Explain.

8. Are there other employees aware of the behaviour?

9. Did these other employees allow the behaviour to carry on unchecked?

10. Are there other employees affected? How?

11. Have there been any other complaints against the respondent?

12. Is the behaviour a safety issue? If so, comment on the severity.

13. What risks resulted due to the incident?

14. Who or what did the incident affect and how?

15. Do the individuals involved have past violations of respect? Record frequency or patterns.

16. If so, were previous warnings issued and to whom?

17. When and how were the warnings issued? Was a Supervisor present? If so, whom?

18. If previous warnings were issued, was there disciplinary action? To whom?

19. What was the discipline? Was a Supervisor involved in the discipline process?

20. In cases of multiple incidents, was there progressive discipline (i.e. verbal, written, suspension)?

21. In the respondent's statement, is there an acknowledgement of a violation of respect?

22. Does there appear to be a willingness to change his or her behaviour?

23. Has the respondent had an opportunity to correct his or her behaviour? Why or why not?

24. Explain how the individuals involved have been treated respectfully throughout the investigation?

25. In your opinion has there been a violation of respect? Would you categorize the incident as unprofessional conduct, harassment (including bullying, cultural insensitivity and discrimination) or violence? If yes, complete an Investigator's Incident Report.

Employer Representative (Please Print)	Position Held
Signature	Date

This form is for example purposes only. Completing this form alone will not necessarily put you in compliance with the legislation. It is important and necessary that you customize this document to meet the unique circumstances of your worksite. Further, it is essential that this document is not only complete, but is used, communicated, and implemented in accordance with the legislation. The COAA, its members, affiliates, employees or agents will not be liable to you for any damages, direct or indirect, arising out of your use of this form.

WORKPLACE RESPECT HANDBOOK



A Best Practice of the
Construction Owners Association
of Alberta

May 2011



COAA
Construction Owners
Association of Alberta

The Construction Owners Association of Alberta (COAA) is dedicated to promoting construction excellence in Alberta. The COAA is also committed to delivering practical solutions and promoting best practices in safety and workforce development.

The COAA believes in a proactive approach to workplace respect and is committed to providing employees with a healthy and safe workplace, free from unprofessional conduct, harassment (includes bullying, cultural insensitivity and discrimination) and workplace violence.

This handbook was produced to support the development of respectful workplaces and diverse workforces in Alberta.

The COAA sincerely appreciates and acknowledges the individuals and organizations who contributed to the content and development of the Workplace Respect Toolkit & Handbook. The COAA champions all those who actively support workplace respect, including those companies that adopt these principles on their work sites, the associations that provide support to the industry, and the apprentices and journeymen who are leaders and role models of respect in the field.

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What is a Respectful Workplace?

What is Respect?

In a respectful workplace, all people have the right to be treated with dignity and respect. Respect is defined as:

The willingness to show consideration for the rights or feelings of others, to treat them courteously, inclusively and safely.

Respect goes beyond current legally defined protected rights. It includes respect for:

- A safe work environment
- Property
- Other people's privacy
- Gender
- Physical space and belongings
- Different opinions and occupations
- Cultural diversity

Assessing the Workplace

Following are some indicators that may suggest there is room for improvement in creating an environment of respect. Keep these points in mind when undertaking workplace assessments:

- Workplace grievances or complaints
- Disproportionate turnover rates, particularly for women or visible minorities
- Workers requesting transfers from particular work teams
- Teams experiencing poor productivity, low morale, chronic absenteeism, elevated use of sick leave, workers compensation or disability insurance claims
- Employees reporting dissatisfaction with working relationships (employee surveys, exit interviews)
- An employee experiencing a number of minor workplace injuries
- An employee becoming withdrawn and isolated
- Statements in support of incidents of workplace violence and/or approval of the use of violence to resolve a problem
- Drug and/or alcohol abuse
- Jokes directed at specific nationalities, age, gender or ethnic groups
- Lack of willingness to acknowledge or address certain individuals or groups

Checklist: Do You Have a Respectful Workplace?

To assess workplace respect in your organization, take a few moments to answer the following questions. If you answer “no” or “don’t know” to any of the questions, you need to take action to implement or improve your Workplace Respect Policy.

	Question	Yes	No	Don't know
1	Does your organization have a respect policy that includes violations of respect categorized as unprofessional conduct, harassment (bullying, cultural insensitivity, discrimination) and workplace violence?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Does your organization have an Workplace Respect Administrator?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Is the Workplace Respect Policy readily available to supervisors and employees?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Is management trained in dealing with violations of respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Is this policy reviewed during orientation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Is this policy reviewed at any other time?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Do employees receive training to enable them to recognize violations of workplace respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Do employees know where to go for more information and who to contact if a violation occurs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Does your organization have processes in place to deal with violations of respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Is your workplace reasonably free from violations of respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Do employees complete a Risk Assessment Questionnaire?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Have you completed the Workplace Respect Hazard and Risk Worksite Assessment to safeguard workers against the possibility of injury due to a violation of respect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Date:

Completed by (print):

Position:

Organizational and Workplace Factors

There are a number of workplace factors that may contribute to violations of respect. The presence of these factors does not necessarily mean that violations are occurring, but may point to a greater risk of them occurring in the future.

- **Organizational change:** Research has identified that significant organizational change, such as major internal restructuring or technological change may, inadvertently create an environment that increases the risk of violations of respect, specifically bullying.
- **Workforce characteristics:** Factors such as age, gender, ethnicity, disability, parental status, religion or political views may increase the risk of violations of respect.
- **Workplace relationships:** Unsatisfactory workplace relationships and poor communication may create an environment in which violations of respect are more likely to occur. Workplaces that tolerate teasing and practical jokes or initiation practices for new employees are more likely to experience workplace violence.
- **Work systems:** Factors that may increase the risk of violations of respect include:
 - Lack of appropriate policies, procedures or enforcement
 - A high rate and intensity of work
 - Staff shortages
 - Lack of experience and skill in dealing with employee groups
 - Poorly defined jobs and high levels of uncertainty about job requirements
 - Lack of appropriate training

Violations of Respect

Unprofessional Conduct

Every organization has expectations as to how its employees, workers or members should act with each other and with those outside of the organization. Professional conduct is an organizationally unique set of standard required behaviours, responsibilities and actions expected of that organization's employees or members. The set of standards that govern these expectations can be referred to as a code of conduct and may be implied or written. A code of conduct usually focuses on ethical and socially responsible issues and applies to individuals, providing guidance on how to act in cases of doubt or confusion.

Everyone is responsible and accountable for ensuring an organizational culture of respect and will conduct themselves by word, action and gesture in a manner that is reflective of respectful behaviour.

Characteristics of unprofessional conduct

Unprofessional conduct can be demonstrated in many different ways. Characteristics can vary and are usually different for every person, which will be key to determining the level of the violation. Onus is on an individual to communicate issues or concerns that make them feel uncomfortable or disrespected.

Some typical examples of unprofessional conduct include:

- Inappropriate tone of voice
- Belittling conduct (eye-rolling, outward signs of exasperation or frustration)
- Condescending verbal and/or body language
- Favouritism
- Inappropriate communication (verbally or through email exchange)
- Non-adherence to dress code

For example: "I find it difficult to respond to you professionally when you (roll your eyes...sigh deeply...act exasperated...) because it causes me to perceive that what I am saying has no value."

Harassment

Harassment is unwelcome verbal or physical conduct that is known or ought to be known as unwelcome, offensive, demeaning, humiliating, hostile or embarrassing to a worker or group of workers. It can be further broken into specific categories where the behaviour is classified as bullying, cultural insensitivity or discrimination. Onus is on the person experiencing the harassment to inform the harasser or a supervisor that the behaviour is unwelcome.

Examples of harassment include:

- Verbal or physical abuse, threats, derogatory remarks, hazing, jokes, innuendo or taunts
- The display of pornographic, racist or offensive images; practical jokes that result in awkwardness or embarrassment; or unwelcome invitations or requests (either indirect or explicit) in any communications medium
- Intimidation, leering or other objectionable gestures; or condescension that undermines self-confidence
- Unwanted physical contact such as touching, patting, pinching or punching

Bullying

Bullying is a form of harassment and an individual can be duly charged under Alberta legislation. It can occur wherever people work or interact together. Under certain conditions, most people are capable of bullying. It is not always intentional and sometimes people do not realize their behaviour can be hurtful or harmful. Although it can include physical abuse or the threat of abuse, bullying usually causes psychological rather than physical harm.

Bullying is interpersonal hostility that is deliberate, repeated and sufficiently severe as to harm the targeted person's health, dignity, safety or economic status. It is driven by the bully's need to control another individual, not by a legitimate business need. "Repeated" refers to the persistent nature of the behaviour, not the specific form the behaviour takes. Behaviour is considered repeated if an established pattern can be identified and it may involve a series of different incidents.

Characteristics of bullying

- Verbal abuse or intimidation, sometimes confused with tough, but fair treatment
- Excluding or isolating employees
- Gossiping or spreading rumours
- Assigning meaningless or impossible tasks
- Deliberately changing work rotations to inconvenience particular employees
- Deliberately withholding information that is vital for effective work performance

A recent Canadian study estimates that bullying in the workplace is three to four times more common than sexual harassment or racial discrimination.

A single incident of bullying-style behaviour does not necessarily constitute bullying. Since employers have a duty to provide their employees with a safe workplace, single incidents of bullying should not be ignored or condoned.

- Be cautious not to blame the victim(s), such as saying "Sorry, there is nothing we can do about it, I know she is a jerk. You will just have to learn to live with it."
- A bully picks a target then pressures and persuades co-workers to bully this same target by discrediting the target in some way. People who support the target instantly find themselves a target, reinforcing that it is better to be on the same side as the bully.
- Bullies intimidate targets and witnesses into silence.

Cultural Insensitivity

Cultural insensitivity includes behaviour(s) directed towards an individual that are disrespectful or cause humiliation or frustration to that individual based on characteristics such as age or communication style.

Culture is a code of behaviours, values, beliefs, traditions, customs, patterns of thinking and a way of life that people learn unconsciously as they grow and develop in their social groups. Organizations are finding it increasingly important to understand and appreciate cultural differences to effectively address the diverse needs of the changing workforce.

Cultural Insensitivity refers to the inability of organizations and systems to function and perform effectively in cross-cultural situations:

- Decision-making excludes perspectives from diverse points of view
- Failing to identifying and recognize cultural diversity
- No regard for cultural differences
- Inequitable employment opportunities
- Not providing accessible and relevant services to targeted groups

All cultures face common challenges, such as ways to relate to authority, deal with conflict and connect the individual to society.

People from different cultures may respond very differently to various challenges and situations in the workplace. Understanding these differences is critical to ensuring a respectful workplace.

Characteristics of cultural insensitivity

- Slurs, gestures, name-calling, swearing
- Taunts about a worker's religious or racial background
- Teasing or jokes that are insulting to an individual's cultural codes
- Display of racist, derogatory or offensive pictures
- Refusing to work with or acknowledge an individual based on his or her cultural beliefs

Sources of cultural insensitivity

Cultural insensitivity includes behaviour(s) directed towards an individual that are disrespectful or cause humiliation to that individual based on, but not limited to:

- Age
- Communication
- Behaviour
- Class or social beliefs
- Values or beliefs
- Race
- Colour
- Orientation

Discrimination

Discrimination is a form of harassment prohibited under the Alberta Human Rights Act and covers 13 protected grounds.

Employers are legally responsible for actively discouraging and prohibiting humiliating conduct or language that results in the working conditions of one employee being less favourable than those of another employee based on the following grounds:

- Race
- Age
- Religious beliefs
- Colour
- Place of origin
- Gender
- Mental disability
- Physical disability
- Ancestry
- Marital status
- Sexual orientation
- Source of income
- Family status

Characteristics of discrimination

Someone is refused a job, promotion or training opportunity based on the grounds listed above. For example:

- Failing to hire or promote a female due to the fact that she may become pregnant
- Failing to hire or train due to age
- Refusing to hire someone based on his or her ethnicity
- Refusing someone a place to live due to sexual orientation

Workplace Violence

Workplace violence is any act against an individual in the workplace that has caused, or is likely to cause, negative physical or psychological effects.

These acts include threats, menacing or threatening behaviour and all types of physical or verbal assaults. A single incident of workplace violence can forever change the lives of workers and families, and permanently impact an organization both fundamentally and financially. Knowing how to assess the risks in the workplace and find solutions to prevent incidents of violence are critical steps to ensuring the safety of everyone connected to the workplace.

Characteristics of violence

- Argumentative behaviour in which threats are perceived or implied, but are not obvious or blatant
- Unusual, bizarre or menacing behaviour, intensely focused on a grudge or complaint
- Direct or indirect threats of harm or violence, or intentional damage of personal or company property
- Menacing with a fist or brandishing a weapon
- Low-level physical assault, such as prodding, poking or pushing
- Physical violence, striking at another with a fist or weapon
- Throwing an object with the intent to strike

Sources of workplace violence

- **Employer/employees:** When individuals unfairly use their power base in a manner that demeans or puts at risk the health and safety of their staff
- **Employer/supervisors/employees:** Individuals who have an employment-related relationship with the workplace victim, including current or former employees
- **Customers/clients:** Individuals who are recipients or providers of a product or a service provided by the affected workplace or victim
- **Employee-related outsiders:** Individuals who are possibly a current or former spouse, relative, acquaintance or some other person who has a dispute involving an employee in the workplace
- **Outsiders:** Individuals who may or maynot have a legitimate relationship with the workplace or the victim

Supervisor Guide

Introduction

In the workplace, supervisors play a vital role in ensuring a safe workplace free from unprofessional conduct, harassment (includes bullying, cultural insensitivity, discrimination) and workplace violence – referred to as violations of respect. Your active involvement and demonstration of support in this regard helps to convey the importance of maintaining a respectful workplace and encourages those around you to emulate your words and actions. Violations of respect affect everyone, not just individuals directly involved.

The guide supports the COAA's Workplace Respect Toolkit and workshops and is not intended to be used in isolation.

Principles of Workplace Respect

I will:

- Respect the dignity of every person and create a respectful workplace
- Support those who are being discriminated against
- Do my part to stop all forms of harassment
- Neither participate in nor support cultural insensitivity
- Immediately report any act or threat of violence

I will not:

- Use offensive language or engage in any form of unprofessional conduct
- Discriminate against or harass anyone associated with my workplace
- Use bullying tactics against anyone at any time
- Participate in or condone violence or the threat thereof

Roles and Responsibilities of the Supervisor

Commit to a respectful environment

Take responsibility for the atmosphere in your workplace and the way business is conducted in your area. Walk around the workplace – your presence helps to influence how people behave. Always be on the lookout for potential problems.

Walk the talk

Ensure that you demonstrate your support of a respectful workplace every day with all your actions. Always insist on respect for all employees. Never participate in, or approve of, behaviour that could be interpreted as disrespectful.

Communicate effectively

Talk to your workers and listen carefully to what they say. Make it clear that you will act on legitimate requests and concerns, silence is considered consent. Solicit input on how to improve workplace effectiveness and morale either verbally or by employee questionnaires (found in Tab 8). Observing inappropriate actions and doing or saying nothing (or being perceived as doing nothing) suggests that you approve.

Addressing an Issue

Doing nothing is not an option

All complaints and concerns must be addressed promptly. This does not mean that all incidents are handled at the same level, but that each one should be dealt with effectively and appropriately.

Do not assess credibility

When you are addressing an issue, take all concerns at face value; do not judge the credibility of either party or question appropriateness. While you need enough information to understand the situation, remain objective, do not be judgmental and do not offer your opinion.

Ensure confidentiality

Assure the complainant that confidentiality is strictly adhered to under the policy. All supervisory staff must provide a climate of open communication and ensure that individuals can come forward without fear of retaliation, reproach or loss of confidentiality. Reassure the complainant that if any retaliation occurs, it must be reported immediately so it can be dealt with effectively and efficiently.

Resolving an Issue

Some options for resolution are to:

- Conduct an awareness update
- Review the Workplace Respect Policy with all employees and other supervisors
- Provide mediation to the parties

Have an honest discussion

Talk candidly with both parties as individuals may not be aware of the effects of their behaviour.

Handle difficult situations

Keep in mind that you owe the same duty of fairness to all employees. It is important to re-establish positive working relationships, even if the situation is resolved it may have lasting effects on morale and productivity in the workplace.

Determine if interim actions are necessary

With some incidents, interim action may be required. For example, a worker may need to be temporarily transferred to another crew.

Discussion involving independent mediator

Upon mutual agreement by the parties involve a mediator, ensure the focus remains on resolving the problem and agreeing on actions that will assist resolution.

Actions to assist resolution

Ensure all parties affected are satisfied that their concerns have been dealt with appropriately.

Implementing Discipline

Once your organization's policy is established, it must be effectively communicated to all employees.

Please note that the Workplace Respect Policy does not endorse automatic termination for violations of respect. Upon completed investigation, if the nature of the offence is severe, automatic termination may be the appropriate management response.

Documenting an Incident

It is critical that documentation of the incident be complete. Documentation will indicate the effectiveness of the organization's policy, training and work environment

At a minimum, documentation should include (found in Tab 8):

- Incident Statement Form
- Employer Investigation Form
- Investigator's Incident and Corrective Action Report

Educational follow-up should take place in the form of toolbox talks, workshops or training programs, which cover all aspects of your Workplace Respect Policy. Information on all these educational tools can be found at www.coaa.ab.ca/respect.

Monitoring Your Own Behaviour

Take a look at your own behaviour to ensure it is appropriate and aligned with a respectful workplace. The following questions can assist you to effectively assess your behaviour.

- Have you humiliated, embarrassed or intimidated a co-worker?
- Have you assigned a task beyond the scope of a person's job, knowing or hoping they will fail?
- Have you denied or discounted someone's contributions at meetings or on a project?
- Have you refused to pass on crucial information that will purposely sabotage someone's work?
- Have you shouted at, cursed at or in some way threatened a co-worker?
- Have you played malicious pranks on a co-worker?
- Have you stolen someone's ideas and taken credit for yourself?
- Have you started or failed to stop destructive gossip?
- Have you publicly discredited someone?

If you answered "yes" to any of the above, review your actions and evaluate your motives for behaving in this manner. All of the above behaviours are violations of respect and contribute to a disrespectful working environment. It is your responsibility to correct your actions, acknowledge and apologize for your behaviour and ensure it does not occur again.

Frequently Asked Questions

Also refer to the Workplace Respect Toolkit - Tab 4: Sample Policy, Tab 8: Forms and Checklist and Tab 9: References and Resources found at www.coaa.ab.ca/respect.

General

How do I handle a complaint?

All complaints should be investigated and documented. Guidelines and procedures will help you remain consistent and assist in determining disciplinary action if the complaint is substantiated. By conducting investigations, you demonstrate commitment to your policies and your employees. Always remain objective.

Are there costs associated with a disrespectful workplace?

Although it may be difficult to determine, actual costs are based in lost productivity and high turnover. Ask yourself - Does your organization have a high absenteeism rate due to stress or medical leaves? Do you have difficulty hiring well-qualified people because your organization has a reputation of being a bad place to work?

How extensive should employee safety training be?

All employees should have Workplace Respect training that is reinforced by toolbox talks, case studies and meetings. Employee questionnaires and workplace hazard and risk worksite assessments will assist you in determining training needs. Examples of these tools can be found in Tab 8 and www.coaa.ab.ca/respect.

How often should I review the risks?

Review your procedures regularly to determine that they are still viable and relevant. Review your hazard and risk worksite assessments whenever a new procedure or program is implemented, a location changes or a serious incident occurs.

Unprofessional Conduct

Who is responsible for identifying unprofessional conduct?

The onus is placed on each individual to communicate issues or concerns that make him or her feel uncomfortable or disrespected.

How do I decide if a behaviour falls under unprofessional conduct?

Watch body language. Tone of voice and sudden silences are indicators that a person is uncomfortable. Be aware of how individuals react to other people's behaviour.

What is the most effective way for me to deal with unprofessional conduct?

Whether witnessed or reported the most effective method is speaking privately to the employees directly involved. General instructions and concerns can be addressed through toolbox talks or regular meetings.

Harassment

What if the harasser is joking and didn't intend any harm?

It does not matter. What does matter is the impact of the behaviour or comments.

How do you know if the conduct is unwelcome? Must the target say so?

The target is not required by law to say anything to the harasser. Courts recognize that people often do not speak up for fear of retaliation, being ostracized by co-workers or hurting the person's feelings. However, it is more effective and immediate if the target tells the harasser the conduct is unwelcome.

Must the harasser be another employee?

No. The harasser can be a customer, client, vendor or anyone else who comes into the workplace. The organization's duty is to provide a workplace free of harassment and the employer's responsibility is to stop the harassment if he or she knows it is occurring and is able to do so.

Is sexual harassment something different?

Sexual harassment is one type of harassment. One form of sexual harassment is called "quid pro quo," which occurs when an owner, employer or supervisor uses their authority to obtain sexual favours.

Do comments or conduct have to be sexual to be sexual harassment?

No. Condescending comments regarding another gender can be considered sexual harassment.

Bullying

How do I know if bullying exists in my workplace?

Workplace bullying is often subtle and those with little exposure to bullying may find it difficult to identify. Do not assume that the workplace is free of bullying simply because there are no obvious signs. There are a number of risk factors that can increase the likelihood of bullying occurring in a workplace. Take a good look at your organization and be prepared to promote respect.

What are some sources of bullying?

- Verbal abuse or intimidation
- Excluding or isolating employees
- Gossiping or spreading rumours
- Assigning meaningless or impossible tasks
- Deliberately changing work rotations to inconvenience particular employees
- Deliberately withholding information that is vital for effective work performance
- Cultural Insensitivity

When I think culture I think of someone of a different nationality. What is the most frequent cultural issue we deal with in Alberta?

Age or, as it is more commonly referred to, “the generation gap. In fact, this issue exists in almost every workplace in Alberta and is often the cause of dissension, confusion and disrespect. Importantly, it is not just younger individuals who are culturally insensitive.

How can cultural insensitivity affect our industry?

Being insensitive to the differences of others, whether it is their belief system or other cultural differences, can create inequalities and hostilities among co-workers. Organizations are finding it increasingly important to understand and appreciate cultural differences to effectively address the diverse needs of the changing workforce.

Some of the people I work with don't speak English very well. What do I do?

Be patient. It is equally frustrating for someone who is making the effort to communicate and may be having a difficult time. Set up a mentor program to help them learn English. This can serve as a great way to build trust and loyalty, as well as a mentoring opportunity for others.

Does this mean we can't tell jokes anymore?

No, but keep in mind the difference between jokes and hurtful comments. People from different cultures may respond differently than you do. Be aware of how comments made by you or your co-workers affect others.

Discrimination

What could discrimination look like?

- Failing to hire or promote a female due to the fact that she may become pregnant
- Failing to hire or train due to age
- Refusing to hire someone based on his or her ethnicity
- Refusing someone a place to live due to sexual orientation

What can I do to prevent discrimination from occurring in the workplace?

As a supervisor, you may not condone or participate in acts of disrespectful behaviour. Hold cultural differences in high regard. Learn about and appreciate the differences of each of your employees. Make no assumptions about an individual relating to their ancestry, background or belief system.

Workplace Violence

Who is ultimately responsible for work site safety?

Alberta Occupational Health and Safety (OHS) regulates employer and employee responsibilities under the OHS Code for safe work sites and prevention of harassment and violence.

What can I do for employees who are receiving threats from outside the workplace (e.g. from a spouse)?

Ensure your employees know they should come to you if there is a risk of violence occurring in the workplace from an outside source. Knowledge allows you to keep everyone in the workplace safe. Develop a plan, determine what actions are required in the event of an incident, ensure comfort with the plan and be prepared to follow through with it.

When is it appropriate to call in the police?

Have administrative procedures in place that outline when police need to become involved. Your hazard and risk worksite assessments will assist this process. Contact your local police department to gain an understanding of how and when they can assist you.

Employee Guide

Introduction

All employees contribute to an atmosphere of mutual trust and support. Respect, understanding and tolerance are basic tools we use to get along with each other. These tools are as indispensable in the workplace as they are in any situation that brings people together.

Incidents of unprofessional conduct, harassment (including bullying, cultural insensitivity and discrimination) and workplace violence, hereinafter referred to as violations of respect, affect everyone, not just those who are directly involved. These behaviours are no longer tolerated in the workplace.

The guide supports the COAA's Workplace Respect Toolkit and workshops and is not intended to be used in isolation.

Principles of Workplace Respect

I will:

- Respect the dignity of every person and create a respectful workplace
- Support those who are being discriminated against
- Do my part to stop all forms of harassment
- Neither participate in nor support cultural insensitivity
- Immediately report any act or threat of violence

I will not:

- Use offensive language or engage in any form of unprofessional conduct
- Discriminate against or harass anyone associated with my workplace
- Use bullying tactics against anyone at any time
- Participate in or condone violence or the threat thereof
- Roles and Responsibilities of the Employee

Roles and Responsibilities of the Employee

If you're not sure, ask

Think before you speak or act. When in doubt, leave it out. What is considered offensive varies from person to person and may also change according to the context. Some comments and behaviours may be degrading, embarrassing or insulting to people of different age groups, genders, cultures, religions or sexual orientation.

If you are not sure whether something you do or say could offend someone, ask. You can direct questions to your supervisor, the Human Resources department or your organization's Workplace Respect Officer.

Report it

If you have experienced or witnessed a violation of workplace respect, report it. If you believe your immediate supervisor will not handle the situation promptly and appropriately, report the situation to a higher-level supervisor. Your employer will deal with the report according to the procedures set out by their Workplace Respect Policy.

Monitor your own behaviour

Take a look at your own behaviour to ensure it is appropriate and aligned with a respectful workplace. The following questions can assist you to effectively assess your behaviour.

- Have you humiliated, embarrassed or intimidated a co-worker?
- Have you denied or discounted someone's contributions at meetings or on a project?
- Have you refused to pass on crucial information to someone to purposely sabotage work?
- Have you shouted at, cursed at or in some way threatened a co-worker?
- Have you played malicious pranks on a co-worker?
- Have you stolen someone's ideas and taken credit for yourself?
- Have you started or failed to stop destructive gossip?
- Have you publicly discredited someone?

If you answered "yes" to any of the above, review your actions and evaluate your motives for behaving in this manner. All of the above behaviours are violations of respect and contribute to a disrespectful working environment. It is your responsibility to correct your actions, acknowledge and apologize for your behaviour and ensure it does not occur again.

Document incidents

If you are being victimized or know of a co-worker who is, document the incidents. In isolation an incident may appear trivial, but by documenting all incidents, you can help to identify a pattern of abuse.

Watch body language

Body language, tone of voice and sudden silences are indicators of when a person is uncomfortable with what you are doing or saying. Be aware of how individuals react to your behaviour. If you feel offended with certain comments or behaviours, the first step could be to let them know, even though it may be difficult to do so. Otherwise speak to your supervisor.

Intention

Regardless of your intention, if you made someone feel uncomfortable, embarrassed, degraded or exploited, then your behaviour was inappropriate. Apologize and be mindful of your behaviour.

Observing inappropriate actions

If you see someone acting in a disrespectful way, speak privately to him or her and explain how the behaviour comes across.

Inappropriate actions can include:

- Bullying
- Offensive posters or other materials
- Name-calling
- Outbursts of profanity or threats
- Physical intimidation such as throwing objects
- Getting in someone's face or finger poking

The Canadian Safety Council believe bullying can effectively be stopped in less than 10 seconds about 57% of the time when someone intervenes on behalf of the victim. If you see a situation that looks or feels disrespectful, be discreet when you approach the target, offer support and encourage that person to take appropriate steps. You can also approach a supervisor or someone you trust for guidance and advice.

It is important you are supportive and do not ignore or enable violations of respect.

Frequently Asked Questions

Also refer to the Workplace Respect Toolkit - Tab 4: Sample Policy, Tab 8: Forms and Checklist and Tab 9: References and Resources found at www.coaa.ab.ca/respect.

General

If I am unsure whether my employer has a Workplace Respect Policy, what should I do?

Ask for a copy of the policy from your supervisor or employer. If a policy is not in place, ask your employer why!

What should I do if I am the target of a violation of respect?

Talk directly and respectfully to the person and tell him or her to stop. This action alone may stop the behaviour. If it does not stop or you are not comfortable speaking up, report it to your supervisor or employer.

What should I do if I witness a violation of respect?

Report it to your supervisor. You can also speak privately to the target to offer support. Remember that everyone has a responsibility to ensure a respectful workplace, so do not hesitate to speak up to the offender on behalf of the target.

How do I make sure that I do not commit violations of respect?

Ask yourself these questions:

- Is my behaviour welcome?
- Would I engage in this behaviour in front of my spouse, parents or child?
- Would I want the same behaviour directed toward my spouse, parent or child?
- Would I want the same behaviour directed toward me?
- Would I like this to follow me throughout my career?

Unprofessional Conduct

Who is responsible for identifying unprofessional conduct?

The onus is placed on each individual to communicate issues or concerns that make him or her feel uncomfortable or disrespected.

How do I know if my behaviour is unprofessional?

Watch body language. Tone of voice and sudden silences are indicators that a person is uncomfortable. Be aware of how individuals react to your behaviour.

What do I do if I have been accused of being unprofessional?

Whether or not you believe your actions were unprofessional, someone did. It is your responsibility to modify your behaviour.

Harassment

What if the harasser is joking and did not intend any harm?

It does not matter. What does matter is the impact of the behaviour or comments.

How do you know if the conduct is unwelcome? Must the target say so?

The target is not required by law to say anything to the harasser. Courts recognize that people often do not speak up for fear of retaliation, being ostracized by co-workers or hurting the person's feelings. However, it is often more effective and immediate to tell the harasser the conduct is unwelcome.

Must the harasser be another employee?

No. The harasser can be a customer, client, vendor or anyone else who comes into the workplace. The organization's duty is to provide a workplace free of harassment and the employer's responsibility is to stop the harassment if he or she knows it is occurring and is able to do so.

Is sexual harassment something different?

Sexual harassment is one type of harassment. One form of sexual harassment is called “quid pro quo,” which occurs when an owner, employer or supervisor uses their authority to obtain sexual favours.

Do comments or conduct have to be sexual to be sexual harassment?

No. Condescending comments regarding another gender can be considered sexual harassment.

Where can I get more information on harassment?

From your supervisor, Human Resources representative or your employer’s Workplace Respect Policy. Two informative websites are www.albertahumanrights.ab.ca and www.chrc-ccdpc.ca.

Bullying

Why do people bully?

There are many reasons people bully others, none of which are acceptable. It can occur whenever people work or interact together. It is not always intentional and there are times when people do not even realize their behaviour can be hurtful. It can also be driven by the bully’s need to control another individual. A more comprehensive and descriptive explanation of bullying can be found in the Workplace Respect Toolkit Tab 2: What is a Respectful Workplace? Or the COAA website at www.coaa.ab.ca/respect

What are some sources of bullying?

- Verbal abuse or intimidation
- Excluding or isolating a co-worker
- Gossiping or spreading rumours
- Assigning meaningless or impossible tasks
- Deliberately changing work rotations to inconvenience particular employees
- Deliberately withholding information that is vital for effective work performance

Where can I get more information on bullying?

From your supervisor, Human Resources representative or your employer’s Workplace Respect Policy. Two informative websites are www.bullycanada.ca and www.bullyfreeatwork.com.

Cultural Insensitivity

When I think culture I think of someone of a different nationality. What is the most frequent cultural issue we deal with in Alberta?

Age or, as it is more commonly referred to, “the generation gap.” In fact, this issue exists in almost every workplace in Alberta and is often the cause of dissention, confusion and disrespect. Importantly, it is not just younger individuals who are culturally insensitive.

How can cultural insensitivity affect our industry?

Being insensitive to the differences of others, whether it is their belief system or other cultural differences, can create inequalities and hostilities among co-workers. Organizations are finding it increasingly important to understand and appreciate cultural differences to effectively address the diverse needs of the changing workforce.

Some of the people I work with don't speak English very well. What do I do?

Be patient. It is equally frustrating for someone who is making the effort to communicate and may be having a difficult time.

Does this mean we can't tell jokes anymore?

No, but keep in mind the difference between jokes and hurtful comments. People from different cultures may respond differently than you do. Be aware of how comments made by you or your co-workers affect others.

Discrimination

How would I discriminate against one of my co-workers?

By organizing a girls' weekend or a guys' fishing trip and not extending the invite to someone because they are old enough to be your parent or have always been a city dweller. Discrimination can be subtle and you may justify your behaviour with statements like “They probably don't like to fish anyway.” Choose activities that are inclusive and not exclusive; this simple action makes you and your workplace one of choice.

What can I do to prevent discrimination from occurring in the workplace?

Do not ignore (which simply condones) or participate in acts of disrespectful behaviour. Hold cultural diversity in high regard. Learn about and appreciate the differences of all your co-workers, you may be surprised by how interesting their unique differences really are. Make no assumptions about individuals relating to their ancestry, background or belief system.

Workplace Violence

Who is ultimately responsible for work site safety?

Alberta Occupational Health and Safety (OHS) regulates employer and employee responsibilities under the OHS Code for safe work sites and prevention of harassment and violence.

What if someone threatens me but no one else witnessed it?

Inform your supervisor of every type of threat. Document the date, time and exact words and/or gestures that were used.

What if I am getting threatened at home or by phone by a co-worker(s)?

Document the date, time and exact words that were used and inform your supervisor. If the call was recorded on voice mail or a message machine, do not delete the message. If the phone calls are persistent, contact the police to determine the best course of action.

If my supervisor is threatening me, who do I go to?

Report it to your supervisor's supervisor, Human Resources representative, Workplace Respect Officer. Ensure you document the date and time of the occurrence and any witnesses.

I work alone but visit customers and work sites. Do I need to do anything special?

If you are working alone, you must adhere to the working alone policy as outlined in the OHS Code. Complete a hazard assessment and develop procedures that address the risks.

Can I refuse to take harassment training?

No. If personal safety training or harassment awareness training are requirements for employment, you cannot refuse. This training is no different than safety or specific skill training that enables you to perform your job effectively.

Where can I get more information on workplace violence?

There are many resources available. Some informative websites include www.wcb.ab.ca and www.worksafely.org.

Definitions

Assault (applies to all forms of assault including sexual assault): A person commits an assault when:

- Without consent, a person applies force intentionally to another person directly or indirectly
- A person attempts or threatens by an act or a gesture to apply force to another person if he or she has, or cause that other person to believe upon reasonable grounds that he or she has, the ability to effect it
- While openly wearing or carrying a weapon, or an imitation thereof, a person accosts or impedes another person.

Bullying: Interpersonal hostility that is deliberate, repeated and sufficiently severe as to harm the targeted person's health, safety or economic status. It is driven by the perpetrator's (the bully's) need to control another individual, not by a legitimate business need.

Code of conduct: A set of rules for specified circumstances that become a standard for all who participate in the group and represent themselves outside of the group. Every organization has its own set of rules that govern how it expects its members to act.

Complainant: An individual or party who reports a complaint.

Contingent controls: Actions that can mitigate the impact or severity of the incident should an incident occur.

Culture: A code of behaviours, values, beliefs, traditions, customs, patterns of thinking and a way of life that people learn unconsciously as they grow and develop in their social groups.

Cultural sensitivity: Refers to the ability of organizations and systems to function and perform effectively in cross-cultural situations. The principles of cultural sensitivity include:

- Organizational systems where decision-making includes perspectives from diverse points of view
- Identifying and recognizing cultural diversity
- Holding cultural differences in high regard
- Achieving equal access to employment for everyone
- Having the ability to provide accessible and relevant services to targeted groups.

Cultural insensitivity: Includes behaviour(s) directed towards an individual that are disrespectful or cause humiliation or frustration to that individual based on characteristics such as age or communication style.

Cultural diversity: Refers to the unique characteristics everyone possesses that distinguish them as individuals and identify them as belonging to a group or groups. Diversity transcends concepts of race, ethnicity, socio-economic, gender, religion, sexual orientation, disability and age. Diversity offers strength and richness to the whole.

Customers/clients: Individuals who are recipients or providers of a product or a service provided by the affected workplace or victim.

Discrimination: Defined differences based on the personal characteristics of an individual resulting in some disadvantage to that individual. Discrimination is a form of harassment prohibited under the Alberta Human Rights Act. Employers are legally responsible for actively discouraging and prohibiting humiliating conduct or language that results in the working conditions of one employee being less favourable than those of another employee based on the following grounds:

Employee-related outsider: Individuals who are possibly a current or former spouse, relative, acquaintance or some other person who has a dispute involving an employee of the workplace.

Employees and co-workers: Individuals who have an employment-related relationship. Current or former employees are included.

Harassment: Occurs when a worker is subjected to unwelcome verbal or physical conduct that is offensive, demeaning, humiliating, hostile or embarrassing to a worker or group of workers. It includes bullying, cultural insensitivity and discrimination.

- Race
- Age
- Religious beliefs
- Colour
- Place of origin
- Gender
- Mental disability
- Physical disability
- Ancestry
- Marital status
- Sexual orientation
- Source of income
- Family status

Hazard assessment: A formal process used to capture information from past situations, employees' input and work site layouts that can help identify a potential for incidents of workplace violence.

Outsiders: Individuals who may or may not have a legitimate relationship with the workplace or the victim and sometimes only enter workplaces to commit criminal acts.

Preventative controls: Controls or interventions designed to completely prevent an incident from happening.

Professional conduct: Refers to an organizationally unique set of required behaviours, responsibilities and actions that are expected of an organization's employees or members. The set of standards that govern these expectations can be referred to as a code of conduct and may be implied or written. A code of conduct usually focuses on ethical and socially responsible issues and applies to individuals, providing guidance on how to act in cases of doubt or confusion.

Racial and religious harassment: Behaviour that is disrespectful or causes humiliation to a person because of their race, colour, national or ethnic origin, or the adornments and rituals associated with religious beliefs. It includes but is not limited to:

- Slurs, gestures, name-calling, swearing, taunts about a worker's religious or racial background
- Unwelcome banter, teasing or jokes that are insulting to the individual's race or religion
- Displaying racist, derogatory or offensive pictures, materials or graffiti
- Refusing to work with or have eye contact with workers on the job because of their religious background.

Repeated behaviour: Refers to the persistent nature of the behaviour, not the specific form the behaviour takes. Behaviour is considered repeated if an established pattern can be identified. It may involve a series of diverse incidents – for example, verbal abuse, deliberate damage to personal property and unreasonable threats of dismissal.

Respect: The willingness to show consideration for the rights or feelings of others; to treat them courteously, inclusively and safely.

Respondent: Individual(s) against whom the complaint is laid.

Risk assessment: The formal process to assess and deal with the risks associated with each and every identified hazard.

Risk to health and safety: Includes risk to the psychological or physical health of a worker.

Targets: Individuals or groups of individuals who are victims of, or have been singled out for, violations of respect.

Unprofessional conduct: Behaviours that are unacceptable and can include inappropriate tone of voice, belittling behaviour such as eye-rolling, outward signs of exasperation or frustration, condescending verbal and/or body language, favouritism, inappropriate communication (verbally or through an email exchange) or non-adherence to dress code.

Violations of respect: Incidents of unprofessional conduct, harassment (including bullying, cultural insensitivity and discrimination) and workplace violence.

Workplace violence: The threatened, attempted or actual conduct of a person that causes or is likely to cause physical injury. These acts include threats, menacing or threatening behaviour and all types of physical or verbal assaults.

Witnesses: Individuals who can give a firsthand account of something seen, heard or experienced.

Overarching Value

All people have the right to be treated with dignity and respect.

Special thanks to the following individuals and their employers for their continued support

2011 Re-write Sub-committee:

Michelle Devlin, **Creating People Power**

Dale Hildebrandt, **Ledcor Industries Inc.**

Shandra Linder, **Syncrude Canada Ltd.**

Marla McCready, **Merit Contractors Association**

Lindsay Osmond, **Aecon Lockerbie Industrial Inc.**

Lynne Harder, **Construction Labour Relations – Alberta**

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Angie Perras, **Bird Construction Company**

Cara Yu, **KBR Canada**

Respect is defined as the willingness to show consideration for the rights or feelings of others; to treat them courteously, inclusively and safely.

Government of Alberta ■
Employment and Immigration

KBR

BIRD



CANONBIE
An Aecon Company



CLAC



clr



SUNCOR
ENERGY

Syncrude
Securing Canada's Energy Future



**RESPECT IN THE
WORKPLACE
COMMITTEE**

BUILDING RESPECT WORKS

Welcome to the “Building Respect Works” Newsletter!

This publication is intended to inspire commitment with construction industry stakeholders to champion respect best practices in the workplace. The **COAA Respect in the Workplace Committee** has developed a toolkit that will enable owners, employers, managers, supervisors and employees to create respectful work environments. In 2005, the Committee produced the **Workplace Respect Toolkit** -- a ready-for-use model policy that has garnered strong support and utilization throughout the industry (www.ritwp.ca or www.coaa.ab.ca/BESTPRACTICES/WorkforceDevelopment/RespectintheWorkplace/ModelPolicyandToolkit). A breakfast workshop designed to roll-out the Toolkit has

joined with a half day “Train-the-Trainer” workshop (pg 4) to provide sound ways to kick-start their workplace respect policy and culture. The Committee will continue to find ways to educate and equip industry with helpful tools and information to ensure that Alberta’s construction industry is a world leader in workplaces free of harassment, bullying and violence.

In some ways, respect is a simple thing: a sensible guide for how reasonable people ought to treat each other. In reality however, we often fall into patterns and behaviors that erode the notion of respecting each other. Individual behaviors become entrenched, and soon a workplace culture develops that undermines not only the basic respect we owe

each other but also affects the work we are performing. Future issues of this newsletter will highlight components of a constructive workplace respect best practice, with a goal of providing all stakeholders with the information and tools needed to overcome destructive behaviors and culture.

We will also investigate a series of critical areas that will provide a sound business case for the adoption of a workplace respect policy and practice. On page 3 you will see a calendar of future issues of the newsletter, and the themes that we will use to develop the business case. It is our sincere hope that the information and tools we provide will spark change in your work place, resulting in a safe, enjoyable and respectful environment.

“Everyone has the right to be respected and the responsibility to respect.”

Points of Interest

- >Toolkit Description..Page 2
- >What is the Train-the-Trainer Workshop. .Page 2
- >Future Issues..Page 3
- >Risk Assessment Article....Page 3
- >Workshop Calendar..Page 4
- >Respect In the Workplace Committee..Page 4

Industry Champions - A Message from Brad Anderson

Dear COAA Members, stakeholders and industry,

The COAA Workforce Development Committee continues investing in the Respect in the Workplace (RITWP) Best Practice, and has done so since 2002. The COAA Best Practice contains a work rule; effective complaint, investigation and resolution strategies; implementation tools; hazard assessment frameworks; and cultural awareness materials.

The RITWP Committee’s present focus is to encourage COAA stakeholders to implement this best practice in each of our workplaces. I strongly support this focus. Broad adoption of this (or an equivalent) program promises to make our worksites safer, healthier, more welcoming and effective. To achieve industry-wide implementation, the committee is engaged in a communication strategy and invests heavily in workshop delivery and training.

I commend this group of industry volunteers for deliverables submitted to date, and am encouraged by the ongoing commitment demonstrated in their continued efforts to encourage the implementation of this best practice throughout the industry.

Yours truly,
Brad Anderson
Executive Director,
COAA

If you are not sure whether something you do or say could offend someone—ASK!



Workplace Respect Model Policy & Toolkit

In developing this Toolkit, we determined that to effectively address bullying, harassment and violence there is a strong requirement for awareness, training and communication. The model is built upon the premise that the primary focus needs to be directed at proactively building a respectful workplace. Secondary consideration is for developing corrective action plans and/or disciplinary consequences in reaction to a workplace incident.

The Toolkit provides a comprehensive breakdown of:

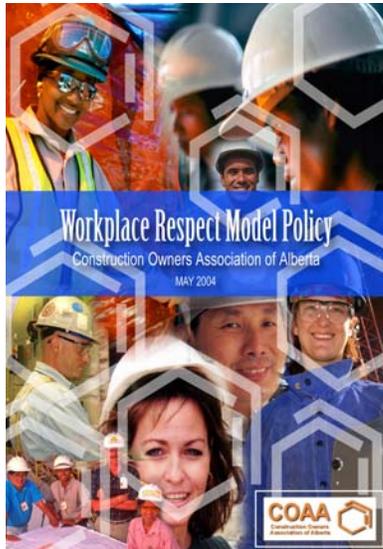
- COAA Model
- Site Policy
- Site Poster
- Supervisory Presentation
- Employee Presentation
- Certificate of Completion
- Site Assessments
- ToolBox Talks
- Investigations
- Incident Bulletins
- Discipline Procedure
- Respect Reporting

To support the objective of providing all employees with a healthy safe workplace, it is required that managers, supervisors and workers take preventative action to ensure that risks to individual's health and safety due to violations of **respect** are eliminated or reported.

With these tools you will effectively guide your company through the establishment of a workplace respect policy with the tools to deliver proactive solutions to safety, workforce development and promotion of workforce best practices.

Our toolkit can be found at www.ritwp.ca or www.coaa.ab.ca/BESTPRACTICES/WorkforceDevelopment/RespectintheWorkplace/ModelPolicyandToolkit.

**We Invite you to be a part of
Construction Excellence in Alberta!**



TRAIN THE TRAINER WORKSHOPS

This past year the COAA Respect in the Workplace Sub-committee developed the Model's accompanying Employee and Supervisor Training Curricula with the assistance of Creating People Power Inc. and industry focus groups.

Respect in the Workplace Level 1: Creating Awareness

Workshop learning objectives include:

- Awareness and legal considerations
- Signs and consequences
- Monitoring personal behaviour
- Being a leader of respect
- Responding to complaints
- Effective fact gathering
- Tactful intervention

New

Respect in the Workplace Level 2: Implementation Guide and Toolkit (Prerequisite – Level 1)

Workshop Learning Objectives include:

- Understanding of the employers roles and responsibilities for implementing a respectful workplace policy
- Knowledge of how to support and communicate the policy
- Clarity regarding the criteria for a meaningful policy

You will walk away from these Certificate Programs with all of the necessary support tools to deliver this program internally within your own organization. For registration & schedule information please refer to Page 4 of this newsletter.





FUTURE ISSUES

The “Building Respect Works” newsletter will be published three or four times per year. We will explore a number of important aspects that support the need for maintaining a workplace respect policy and practice. Each issue will be devoted to one of these items.

AUGUST 2009 **SAFETY** - we will explore legal considerations relating to liabilities, conforming to OH&S statues, etc.

DECEMBER 2009 **ECONOMIC** - workplace respect plays a key part in the substantial areas of turnover, absenteeism, productivity and health-related costs.

MARCH 2010 **LEGAL TRENDS** - not surprisingly, presence of harassment and abuse in the workplace can often lead to significant time and money spent on human resources, labor relations and legal support.

AUGUST 2010 **LEADERSHIP, GOVERNANCE, AND ORGANIZATIONAL DESIGN** - an intentional organization can proactively manage risk in the areas of workplace discontent and disruption, through the creation of policies and practices that embed a respectful workplace.

DECEMBER 2010 **CREW DYNAMICS AND TEAM BUILDING** - effective work teams are typically characterized by clear roles and responsibilities.

RISK ASSESSMENT

The formal process to assess and deal with the risks associated with each and every identified hazard.

Did you know that your company can plan to prevent hazardous situations such as harassment, bullying and violence?

The use of a risk assessment procedure is not new to the construction industry, but most of us are familiar with identifying threats of a physical nature. For example, on a construction site we insist that field level risk assessments be completed prior to the start of any job. We ask our people to be aware of things like what types of chemicals they will be working with, what are the emergency escape routes, do they have the right PPE to work in the environment, does their team have the right training to do the work, etc. We are all trained to iden-

tify hazards that may cause bodily harm, but it is now time to start recognizing hazards in our workplaces that are not so obvious.

Harassment, bullying and violence are hazards that can occur in any area of your company. They are not limited to the shop floor or the field, like most physical hazards, and in many cases they are not nearly as obvious. It is our job as employers, employees & owners to ensure that workplaces are “safe” and respect is a necessary component of that definition.

To ensure that you are providing a safe workplace the *Respect in the Workplace Toolkit* is here to help. It will guide you through the Risk Assessment process and help you understand how you can help minimize or eliminate the threats of harassment, bullying and violence.



Workshop Calendar

Date: Thursday, June 18th, 2009
Level 1: 9:00 a.m. to 12:00 noon
Level 2 - Pilot: 1:00 pm to 4:00 pm

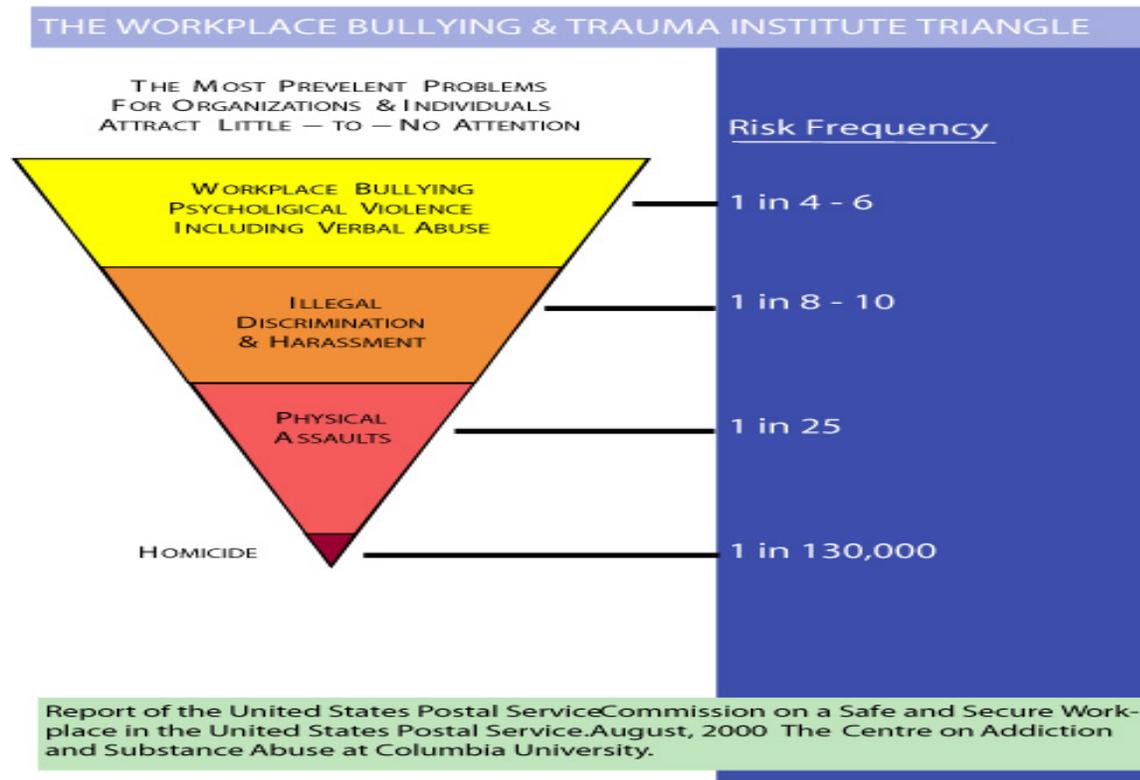
Cost: \$247 per person / level

Location: **Creating People Power Training Room**
#1, 9750 – 51st Avenue
Edmonton, Alberta
 (Main Floor, north side of 51st Ave
 - an awning marks the spot)

Register by calling toll free
 1.877.693.7644 (Paula)



RESPECT IN THE WORKPLACE



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Understanding Differences



**RESPECT IN THE
WORKPLACE
COMMITTEE**

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Welcome to the "Building Respect Works" Newsletter!

This publication is intended to inspire commitment with construction industry stakeholders to champion respect best practices in the workplace. The **Workplace Respect Toolkit**® -- a ready-for-use model policy that has garnered strong support and utilization throughout the industry, that will enable owners, employers, managers, supervisors and employees to create respectful work environments is available free of charge from either of these sites . (www.ritwp.ca or www.coaa.ab.ca/BESTPRACTICES/WorkforceDevelopment/RespectintheWorkplace/ModelPolicyandToolkit).

SAFETY AS A WAY OF LIFE!

Either way, 'Safety' or 'Respect', there is recognition that 'Human Assets' are not commodities, not necessary evils to achieve our business goals.

Or is there not this recognition? Let's be honest!

This edition is dedicated to 'Safety'. We'll attempt to show the link between 'Safety' and 'Respect', the interdependencies, the effects, and the possible consequences if ignored

or not taken seriously.

There are visible signs, warning signals, alert markers, in most cases; but not always. It's those hidden indicators, sometimes barely noticeable, that we should be sensitive to.

When entrusted with the responsibility of a team of employees, we do have plenty of interactive communication opportunities. Are we listening and observing when given the chance to do so? Or do we fall into most common traps like using the modern age communication tools (computers, cell-phones, blackberries, etc.),

avoiding human interaction face to face.

It's a known fact that communication is 20% spoken words, 80% body language. Are we missing out on body language and not understanding the whole story that someone is telling us?

We might be missing out on 'seeing' with our own eyes what employees are going through!

Let's seek the opportunity to see, understand and act to prevent when given a chance...

"Everyone has the right to be respected and the responsibility to respect."

Points of Interest

>The Lori Dupont Story..Page 2

>Future Issues..Page 3

>Failing to Address Bullying...Page 3

>Workshops ..Page 4

>Respect In the Workplace Committee..Page 4

Industry Champions

- A Message from Gary Wagar, Executive Director ACSA

Respect in the workplace, especially in the construction industry, begins with the culture within any organization. If you accept the premise that harassment and violence are derivatives of bullying then you start addressing respect in the workplace by addressing, bullying, harassment and violence. If the culture of the organization has been to ignore these issues then it is going to take longer to initiate a program which has a goal of educating every person on a construction site to know what is considered accept-

able behavior.

In order to hire and keep your best employees construction companies must be committed to providing a compassionate, fair, and equitable working environment for all employees regardless of race, colour, creed, gender, religion, age, national origin, or marital status.

After you have gone through all the proper processes for evaluating and determining whether a prospective employee will be a fit within your organization remember that after you have hired an

individual your company is also being evaluated. Your new employee is making a judgment about your company.

If your company culture reflects respect for your employees it won't take long for a new employee to understand that they are working for a company that cares.

If your company culture doesn't send that message that will also be communicated to new employees.

Which message do you want to send?

Bullying is NOT a form of tough management.

▶ Alberta OH&S Code recognizes occupational violence as a source of risk to health and safety of employees (Part 27 Section 391)



Disrespectful Behavior Ends in Violence—The Lori Dupont Story

From 2002 until November 2005 Dr. Marc Daniel and Ms. Lori Dupont worked together at Hotel-Dieu Grace Hospital in Windsor Ontario and had for a time engaged in a personal relationship with each other. Before and during this time, there were incidents of harassment by Dr. Daniel directed at three other nurses, resulting in one broken finger, excluding one from the operating room and verbal abuse. Following the employer’s investigation, Dr Daniel was placed on probation, required to reaffirm his commitment to comply with the harassment policy and code of conduct, and take anger management therapy.

In February 2005 Dr. Daniel attempted suicide and there were other signs of a mental condition. Dr. Daniel was put on leave and was seeing a psychiatrist to address his mental condition. Ms. Dupont ended their personal relationship in February 2005 and it was at that time that Dr. Daniel began to harass Ms. Dupont in the months that followed. These incidents included stalking, confronting Ms. Dupont’s parents & distributing personal photos. In April 2005, at the employer’s request, Ms. Dupont attended a meeting of security, supervisory and legal personnel to discuss a strategy for dealing with Dr. Daniel’s behavior. As a result of that meeting, the employer cancelled the doctor’s security card access and asked him to pick up his mail elsewhere.

In June 2005 Dr. Daniel communicated he was ready to return to work and presented a psychiatrist’s letter of recommendation. The employer reinstated Dr. Daniel without consulting the nurses & upon return to work Dr. Daniel began harassing the nursing staff, which included a kiss on the cheek, an offer to rub another’s naked back, hostility towards the nursing manager, and intimidating Ms. Dupont by staring intensely at her. The nursing staff feared Dr. Daniel. The employer did not discipline Dr. Daniel for his conduct as they viewed the conduct as a symptom of a mental illness requiring treatment, not discipline. [NOTE: On the issue of mental illness, an expert testified at the enquiry that, “even if the problematic behaviour of a person was due to mental illness the behaviour itself could not be allowed to harm other individuals.” i.e “threaten their safety” (Coroner’s explanation of the jurors verdict)].

In early November 2005, Dr. Daniel’s case manager had concerns following her meeting with him in which he talked obsessively about Ms. Dupont and she requested a psychological reassessment. The next week Dr. Daniel and Ms. Dupont were scheduled to work together on a skeleton crew. Ms. Dupont arrived at work and began preparing the recovery room. Dr. Daniel entered the room, spoke briefly to another nurse and when she turned away he stabbed Ms. Dupont in the chest multiple times. He left the building, made a phone call, admitted the murder and injected himself with a lethal dose of an anesthetic drug. Ms. Dupont died that morning

from her injuries and Dr. Daniel expired three days later. This tragic case of harassment, bullying and violence clearing illustrates the horrific results that can occur when situations of this nature are not taken seriously and clear and concise actions and procedures are not put into force and strictly adhered to. Why was Ms. Dupont scheduled to work the same shift as Dr. Daniel? On a skeleton crew no less?? Could her murder have been prevented? Why didn’t the employer use harassment or violence policies to keep Dr. Daniel away from Ms. Dupont at work? If Dr. Daniel was required to sign a Memorandum of Agreement, why wasn’t it enforced? All these questions simply ask... **“Why was the safety of the employee’s not considered paramount by the employer?”**

Have you seen any of these issues or concerns on or at your workplace? Have you reported them or, if in a position to do so, taken serious and consistent action to ensure the behaviors cease? Do you have a policy in place that addresses these issues? Do your peers/employees/supervisors/business managers or agents clearly understand the safety ramifications disrespectful behavior can bring (or should we say wreak) on the workplace environment and how to effectively investigate them?

In our Workplace Respect Toolkit© you will find a clear, comprehensive Model & Site Policy that can be easily adapted and adopted by your company/association/union. The Toolkit© also includes Site Posters, a Supervisory & Employee Presentation, Completion Certificates, Site Assessments, Toolbox Talks, Investigation Principles, Incident Bulletins, Discipline Procedures and Respect Reporting. The Workplace Respect Toolkit© can be found free of charge at www.ritwp.ca.

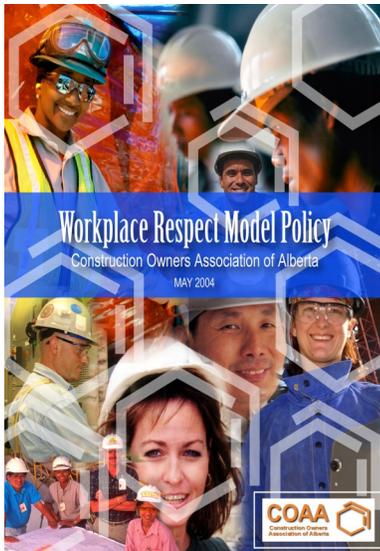
At the Dupont Inquest, a Coroner’s Jury made 25 recommendations involving various stakeholders including (but not limited to) the Legislature of Ontario, the Ministry of Health and Long-Term Care, the Ontario Hospital Association, the Hotel-Dieu Grace Hospital, the Ontario Nurses Association, the Ontario Medical Association and the College of Physicians and Surgeons of Ontario. A civil suit for \$13.4 million was filed by Lori Dupont’s family that is still in litigation with a verdict expected sometime in September 2009.

The Hotel-Dieu Grace Hospital fell under intense scrutiny as a result of their failed handling of this situation that continues today. The safety and security of all their employees was seriously eroded that day – rebuilding it has been a long, arduous and costly endeavor that will continue for years to come.

A daughter lost a mother, parents’ lost a child and staff lost a friend & two co-workers. The medical professional lost their naivety & was rightfully chastised and tasked with the responsibility of putting employee safety at the top of their list.**DO YOU?**



FUTURE ISSUES



The “Building Respect Works” newsletter will be published three or four times per year. We will explore a number of important aspects that support the need for maintaining a workplace respect policy and practice. Each issue will be devoted to one of these items.

SEPTEMBER 2009 [SAFETY](#) - exploring legal considerations relating to liabilities, conforming to OH&S statues, etc.

DECEMBER 2009 [ECONOMIC](#) - workplace respect plays a key part in the substantial areas of turnover, absenteeism, productivity and health-related costs.

MARCH 2010 [LEGAL TRENDS](#) - not surprisingly, presence of harassment and abuse in the workplace can often lead to significant time and money spent on human resources, labor relations and legal support.

AUGUST 2010 [LEADERSHIP, GOVERNANCE, AND ORGANIZATIONAL DESIGN](#) - an intentional organization can proactively manage risk in the areas of workplace discontent and disruption, through the creation of policies and practices that embed a respectful workplace.

DECEMBER 2010 [CREW DYNAMICS AND TEAM BUILDING](#) - effective work teams are typically characterized by clear roles and responsibilities.

Failing to address bullying means failing to address a health and safety hazard in your workplace.

Mental health problems are complex and costly, and mental health claims are the fastest growing class of all disability costs. Each year in Canada, \$33 billion dollars are lost in productivity and 35 million workdays are lost, all due to mental health problems in the workplace.

Many studies “[report] significant association between bullying and health and well-being...[such as] increased levels of psychological complaints, depression, burnout, anxiety, and aggression, and also psychosomatic and musculoskeletal health.” The research identified “victims of bullying had higher body mass and prevalence of chronic disease, and their rates of medically and self certified spells of sickness absence were 1.5 times higher than [the rest of the workforce]”. There is a direct correlation between bullying and increase in sickness absenteeism of staff.

Extrapolating from another study finding, one could suggest that sickness absenteeism is an understated metric of the negative impact of bullying, as victims try not to miss work because they, “view being away from work could become a new reason for bullying”.

The study also finds negative health effects associated with bullying is not limited to the targets or victims themselves. Observers of the bullying behaviour also experience more

general stress and mental stress reactions. In addition, the negative health effects of bullying behaviour do not disappear immediately when the negative behaviour has stopped. Given the complex nature and residual negative mental health impacts of bullying behaviour, prevention is the preferred course of action for businesses in Canada.

The above accounts for some of the higher frequency and pervasive impacts of bullying on the health and safety of the Canadian workforce. Entirely different but equally important, are the infrequent but catastrophic consequences of failing to address bullying and harassment in your workplace.

For an example, refer to the Dupont case (discussed in this newsletter). Trends and incidents discussed here stress the importance of implementing comprehensive anti-bullying, harassment and violence programs, like the [Respect in the Workplace Toolkit](#).

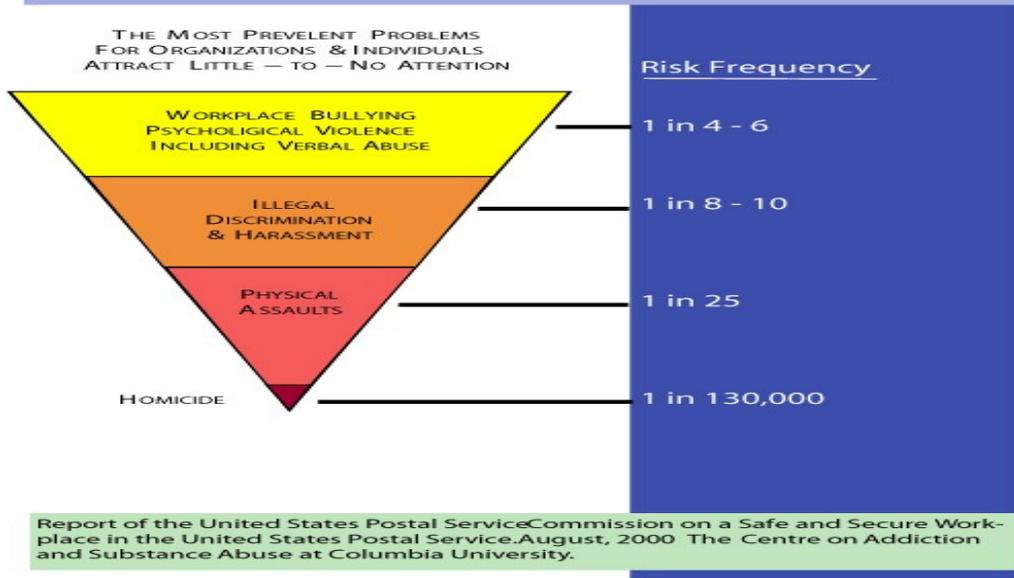
Alberta Health Services Board, *Minding the Workplace Fact Sheet*, “Helping Employees Achieve Work-Life Balance”

³ Kivimaki, Mika; Elovainio, Marko; and Vahtera Jussi: “Workplace bullying and sickness absence in hospital staff”, *Occupational and Environmental Medicine* 2000; 57: 656-660; doi:10. 1136/oem.57.10.656; BMJ Publishing Group Ltd.

RESPECT IN THE WORKPLACE



THE WORKPLACE BULLYING & TRAUMA INSTITUTE TRIANGLE



RESPECT IN THE WORKPLACE WORKSHOPS



UPCOMING WORKSHOPS

Dates: Oct 6, Nov. 10, Dec 8

8:30 to 12:00 Awareness
12:30 to 4:00 Train the Trainer

For Information & Registration
call toll free 1.877.693.7644

<p>Respect in the Workplace: Awareness</p> <p>Audience: Everyone</p> <p>Half-Day Workshop focuses on:</p> <ul style="list-style-type: none"> • Awareness and legal considerations • Signs and consequences • Monitoring personal behaviour • Being a leader of respect • What to do when a witness 	<p>Respect in the Workplace: Train the Trainer</p> <p>Audience: HR OH&S Managers, Trainers</p> <p>Prerequisite: Awareness Workshop</p> <p>Half-day Workshop will prepare you to:</p> <ul style="list-style-type: none"> • Understand the employers roles and responsibilities for implementing a respectful workplace policy • How to support and communicate the policy • What constitutes a 'meaningful policy' • Addressing some of the more difficult situations
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You will walk away from these Certificate Programs with all of the necessary support tools to deliver this program internally within your own organization.

RITWP COMMITTEE

CO-CHAIRS

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Lynne Palumbo, Construction Labour Relations - Alberta	(403) 355-2522

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Shandra Linder, Syncrude Canada Ltd.	(780) 714-8904
Marla McCreedy, Merit Contractors Association	(780) 455-5999
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Understanding Differences



RESPECT IN THE WORKPLACE COMMITTEE

BUILDING RESPECT WORKS

Welcome to the 2010 Best Practices Special Edition of **Building Respect Works!** This newsletter is intended to inspire commitment with construction industry stakeholders to champion “respect best practices” in the workplace.

We start with an overview of the COAA Family of Best Practice Committees, as well as small submissions from Workforce Development (of which RITWP is a sub-committee) and our sister sub-committees under their umbrella.

Dr. Janaka Ruwanpura is our guest writer. His research on the connection between motivation and human interactions on a working construction site point directly to the need for productive job sites to require

respectful conduct as an integral piece of one’s PPE.

Following Dr. Ruwanpura’s article is a snapshot of our Workplace Respect Model Policy, Toolkit & Hand Book. We are very excited to be nearing completion of our first edit of all our materials, as well as the addition of the cultural awareness component to the Model. September 2010 is our target for release, look for our announcement via the COAA, your association, union or our website.

Your interest in our deliverables should now be peaked- Page 5 is all about our Workshops complete with schedule. Something new this year, which will be an annual feature, is the announcement of our 2010 RITWP Champions.

Congrats from all of us -- and thank you for your commitment and contribution to our initiative and our industry!

Looking forward this year we hope to be able to provide the ability to subscribe to our newsletter online, as well as options of subscription. The ability for team leaders to receive a toolbox talk monthly that speaks to building respect on the jobsite, training opportunities, workshop updates & notices to name a few. We will look to include, both on our website and newsletters, stories of success or failure that will speak to all of us, providing opportunity and motivation that will result in safe, productive and respectful workplaces. Enjoy!!

“Everyone has the right to be respected and the responsibility to respect.”

This Issue...!

>The COAA Family of Best Practice Committees. What is Workforce Development & it’s Sub-CommitteesPage 2

>Motivation vs Construction Productivity, our feature article by Dr. Janaka RuwanpuraPage 3

>COAA Workplace Respect Model Policy & Toolkit..where we started, what we have, where to find it, what’s new.....Page 4

>Everything Workshop, what are they, when are they, how to register. NEW FEATURE: OUR 2010 RITWP CHAMPIONS.....Page 5

>RITWP Committee Champion Resigns. Our Committee...Page 6

Find us on the Web!
www.ritwp.ca

RESPECT
in the workplace

Mission

COAA provides leadership to enable our owner members to be successful in their drive for safe, effective and productive project execution in their industry. We achieve this by:

- Creating and promoting Best Practices in the construction industry.
- Serving as a voice for owners to stakeholders that can make a difference.
- Providing a forum for dialogue and debate among owners, contractors, labour providers and governments.
- Bringing new ideas to the construction industry and to government leaders



We are looking for your story!!

Are you or your organization a champion of respect? Tell us how this policy & it’s implementation has positively impacted you. Or how the lack of policy or in-effective implementation has proven costly, whether it be to morale or your bottom line.

The COAA Family of Best Practice Committees



In 1994, COAA created the “**Workforce Development**” Committee, to complement a number of other committees in the Best Practices family.

The **COAA Respect in the Workplace** committee’s focus is an area of increasing importance to stakeholders in the construction industry. Worker safety remains the

number one concern -- and personal safety includes the whole individual, not just the body.

Productivity is of obvious importance, factoring in attendance of workers, training, certifications, and -- as the industry matures -- attitudes and culture.

These factors and many more remain the purview of COAA’s **Best Practices** initiative, with a mission to:

“Develop, document and facilitate the implementation of construction best practices that improve the construction industry’s project performance in safety, quality, cost, and schedule”.

Workforce Development Committee (WFDCC)

A Committee of the Construction Owners' Association of Alberta (COAA), its main focus is the development, marketing and implementation of initiatives and programs to advance Alberta's multi-dimensional construction industry. The WFDCC, and its various sub-committees, one being Respect in the Workplace, is comprised of eighty (80) plus owners, labour providers, contractors and government stakeholder volunteers. One of the WFDCC's primary goals is to advance and promote a respectful workplace; we are delighted that the RITWP sub-committee have assisted immensely in this regard.

Terry Burton & Stephen Kushner, Co-Chairs

Our counterpart Sub-Committees of the WDFCC



OFWIC seeks *“to enhance awareness that construction is a real opportunity for women and that women are a viable resource pool for employers.”*

OFWIC and the Respect Committee believe that for people to be successful participants in construction, regardless of gender, we must have respectful workplaces; that this kind of participation and respect benefits individuals, contractors, clients and the construction industry as a whole. Our current focus is developing a toolkit for employers outlining best practices for hiring and retaining women in the trades. This toolkit will focus on readiness, recruitment and retention and should be available by fall of 2010. Look for our booth at Best Practices.

Ryan Timmerman, Chair

Absenteeism has become a major concern over the past few years and has a tremendous impact on overall labour costs. This Sub-Committee was established to identify causes and submit recommendations on reducing absenteeism in the workplace. An initial pilot program conducted on the Shell SU-1 project in Fort Saskatchewan identified “Respect in the Workplace” as one issue affecting absenteeism.

A close working relationship with the University of Alberta has been established to develop a survey for implementation on various worksites to poll the participating workforce to identify causes of absenteeism. Upon completion of the survey, a clearer understanding of what influences worker absenteeism will be developed and opportunities to reduce these factors will be identified.

Roland LeBossiere, Chair

The **Apprenticeship Development** Committee has produced two best practices, the Apprenticeship Best Practices (a guide for on-the-job learning) and the Apprenticeship Mentoring Program. Both deliverables (available at www.coaa.ab.ca) are greatly enhanced when used in conjunction with the Respect in the Workplace Toolkit. The RITWP toolkit provides invaluable assistance in support of initiatives regarding workforce development, including attraction, retention and development of trades people for our industry and is the cornerstone in building an effective Apprentice Mentoring Program. Many of the identified barriers to apprenticeship mentoring (including age differences) can be eliminated, or at least mitigated, by the creation of a respectful workplace.

Doug Hawkins, Chair



Supervisory Training & Qualifications Subcommittee :*“to maximize workforce productivity by developing more effective Foremen”.* Achievements to date have been position description for the first level supervisor (foreman), review industry training programs, established a skills development tool, clarify the General Foreman’s role, work with AIT to develop the Industrial Construction Crew Supervisor designation & launching the “Fuel Your Career” website www.fuelyourcareer.ca that provides tools for enhancing Foreman effectiveness. Long term goals that include reliance on the RITWP toolkit are coaching/support systems for Foreman, raise awareness & improve attitudes. Other goals are marketing of the designation, recognition / rewards, identify training for GF’s and Superintendents & an Evaluation Process.

Elizabeth Krywolt & Shabbir Hakim, Co-Chairs

Motivation vs Construction Productivity

Dr. Janaka Ruwanpura



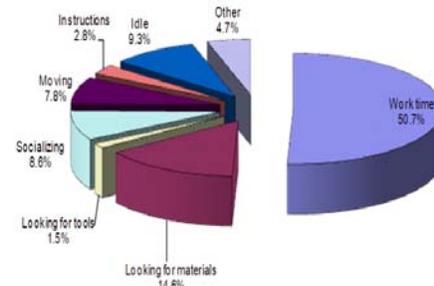
Dr. Janaka Ruwanpura, a former US Fulbright Scholar, is the Canada Research Chair, Director and an Associate Professor in the Project Management Specialization in the Schulich School of Engineering at the University of Calgary. He earned his BSc. (Honours) from the University of Moratuwa, Sri Lanka and his M.S. in Construction Management from Arizona State University, and Ph.D. in Construction Engineering and Management from the University of Alberta. He has developed many planning and simulation best practices and tools that have been successfully implemented in the construction industry for project planning, risk management, productivity improvement and decision analysis.

Construction companies have to work productively with limited resources to survive in any market, boom to bust. We have identified some critical issues that would improve productivity, but importantly issues created by human interaction & the lack of mindful industry respect.

Construction productivity is a complex issue involving the interaction of labour, capital, materials and equipment. Over the last six years, our targeted research has focused on improving construction productivity by developing tools for best practices. This research project, funded by several construction companies as well as the Natural Sciences and Engineering Research Council of Canada (NSERC), is titled "Top Ten Targets for Construction Productivity Improvement". It investigates ten strategic areas, including both soft and hard issues of productivity, to develop innovative and sustainable solutions for the construction industry. The ultimate goal is to develop a "Productivity Toolbox" for:

- TG1: Highly motivated and satisfied workforce.
- TG2: Best practices model for supervision.
- TG3: Better working relationship model between subcontractors and the main contractor.
- TG4: Efficient materials, tools and equipment management.
- TG5: Better tool time analysis to reduce non-tool time and improve output.
- TG6: Optimization of work practices and resources.
- TG7: Technology based on site communication framework.
- TG8: Better integration between site and office management by optimizing schedules and resources.
- TG9: Weather and environmentally related issues.
- TG10: Impact of changes.

Before developing these best practices, actual tool time in construction's structural trades was measured and we found over the last five years it has varied between 40% to 60%. This pie chart shows one such example of tool time analysis.



Interviews of over a 100 workers within the construction industry targeting five human issues impacting performance were conducted. The five issues included Incentives (salary), Working Team (respect received from co-workers and supervisors), Working Conditions (physical surroundings), Management and Supervision (Supervisor direction and support), and Intrinsic Motives (seeing results of work).

By considering the views of the participating workers, the top five include better safety procedures on the site, better tools and equipment, chance to learn new things, team you work with and supervisor's direction and support. Further, workers believed their performance level was impacted based on the current setting and conditions on the construction sites. The top five of those include chance to learn new things, respect received from co-workers and supervisors, better tools and equipment, opportunities to develop skills and abilities, and qualified supervision.

Three quotes collected were:

- "There was several times that my former supervisors made the work very

dissatisfying so that I quit my jobs. All I received was criticism, and when praise was due, I didn't receive anything."

- "I am working very hard without any good words from my boss, but when something goes wrong, even it is not my fault, he always yells at me. Yelling and blaming has no effect other than demotivating us."
- "I don't really care about money. If my boss would just say thank you, if he or she would just acknowledge that I exist. The only time I hear anything is when I screw up. I never hear when I do a good job."

These comments ponder two important and opposing questions. "Do you often yell at someone when they have not performed their job well?" "Do you often say thank you for a job well done?" My guess is that there will be more that answer "Yes" to the first question. Hence, we need to develop a better culture on construction sites that will improve trust, respect and appreciation between workers and management.

The research also showed that the workers are more concerned about the working team, working conditions, management, and supervision related issues than the intrinsic and incentive focused ones. Based on these findings, we are currently working on identifying the perception change that will occur between workers and supervisors with regard to the development of a performance based reward scheme to improve the motivation and satisfaction of the workforce to enhance productivity. Embracing learning's that point to the challenge, but more importantly the benefits, of working roles firmly rooted in respect based principles will go a long ways to assisting construction companies through any market—while increasing motivation and productivity.

Workplace Respect Model Policy & Toolkit

Find all this on the Web at www.ritwp.ca



In some ways, respect is a simple thing: a sensible practice for how reasonable people ought to treat each other. In reality however, we often fall into patterns and behaviors that erode the notion of respecting each other. Individual behaviors become entrenched and soon a workplace culture develops that undermines not only the basic respect we owe each other but also affects the work we perform. It was with these challenges in mind the committee of Perry Dalmer (Colt Engineering), Sam Kemble (CLRA), Steve Lamb (Syncrude Canada), JoAnne McCormack (North American Construction), Marla McCreedy (Merit Contractors), Cailin Mills (AHRE), Rod Schenk (JV Driver), and Co Chairs Lori Miller (Kiewit Energy) & Co Vanderlaan (CLAC) set about developing for release in May 2005 the **COAA Workplace Respect Model Policy & Toolkit** to enable owners, employers, unions, managers, supervisors and employees to create respectful work environments. This ready-for-use model policy has garnered strong support and utilization throughout the industry. The Committee continues to find ways to educate, encourage and equip industry with helpful tools and information to ensure that Alberta's construction industry is a world leader in workplaces free of harassment, bullying, violence and cultural indifference. It is our sincere hope that the information and tools we provide will spark positive change in your work place.

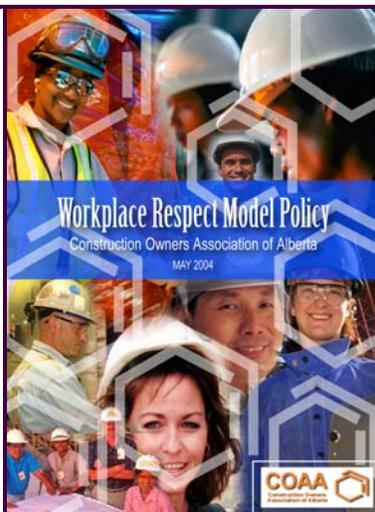
We are excited to announce the Workplace Respect Model Policy, Toolkit and Hand Book is presently being prepped for re-release in Sept 2010. This updated version will now include the "CULTURAL AWARENESS COMPONENT". We are confident this edited version will be more user friendly with a condensed & tighter structure to the tab layout. Look for our announcement this fall and details on how to purchase your copies!

NEW to our Model—Cultural Awareness! To meet demands of current labour-market conditions, construction employers are recruiting workers from previously under-utilized sources such as women, aboriginals, visible minorities, persons with disabilities, and foreign workers. Within this context, organizations find it increasingly important to understand culture in order to address the diverse needs of the changing workforce. In addition, increasing the level of social inclusion enhances an organizations' position to compete nationally and internationally, raise production levels, gain fresh ideas and perspectives and a better understanding of customer needs, meet legal obligations and improve overall corporate profile.

In developing this Toolkit, we determined that to effectively address bullying, harassment, violence and cultural indifference there is a strong requirement for awareness, training and communication. The model is built upon the premise that the primary focus needs to be directed at proactively building a respectful workplace. Secondary consideration is for developing corrective action plans and/or disciplinary consequences in reaction to a workplace incident.

To support the objective of providing all employees with a healthy & safe workplace, it is required that managers, supervisors and workers take preventative action to ensure that risks to individual's health and safety due to violations of *respect* are eliminated or reported.

With these tools you will effectively guide your company through the establishment of a workplace respect policy with the ability to deliver proactive solutions to safety, workforce development and promotion of workforce best practices.

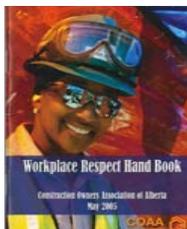


The Toolkit provides a comprehensive breakdown of:

- Workplace Respect Model
- Workplace Respect Policy
- What is a Respectful Workplace?
- Implementing the Model & Policy
- Employee Presentation
- Frequently Asked Questions
- Employers' Guide
- Supervisors' Guide
- Employees' Guide
- Sample Forms and Templates

Our toolkit can be found at www.ritwp.ca

**We Invite you to be a part of
Construction Excellence in Alberta!**



The Workplace Respect Hand Book was developed from the COAA Workplace Respect Model Policy. This handbook includes a Managers & Supervisors guide and toolkit, an Employees' guide and toolkit, and a question and answer section. Combined these sections assist in awareness raising, investigations and options to correcting behavior and bringing about resolution. This useful and easily portable tool is a must on any jobsite or office, order your copies directly from COAA or our website.

WORKSHOPS



- Launched a Workplace Respect Model / Toolkit in **May 2004**, currently available on the Respect in the Workplace website www.ritwp.com
- Contracted “Creating People Power” to develop our Train-the-Trainer Program to support the toolkit in Spring 2008.
- COAA ran initial pilots in September 2008 in Edmonton and Ft. McMurray
- Small rewrite of materials followed and program was officially launched early in 2009 as a one day Train the Trainer Program.
- After delivery of the workshops for several months, a second rewrite was undertaken in the summer of 2009 based on participant feedback.
- Today’s version is receiving much applause from participants; two half days as per outlined below.

Respect in the Workplace Level 1: Awareness Guide

Audience: Every employee

1/2 Day workshop focusing on:

- Awareness and legal considerations
- Signs and consequences of disrespectful behaviour
- Monitoring personal behaviour
- What to do when you witness disrespectful behaviour
- Being a leader of respect

You will walk away from Level 2 with a Certificate of Completion, Facilitators Guide & the necessary support tools to deliver this program internally within your own organization.

Respect in the Workplace Level 2: Managers and Supervisors Guide

Audience: HR, OH&S Managers, Trainers
Prerequisite: Awareness Workshop

1/2 day workshop prepares you to:

- Understand the employers roles and responsibilities for implementing a respectful workplace policy
- Support and communicate the policy
- Gain clarity of what constitutes a ‘meaningful policy’
- Address some of the more difficult situations



UPCOMING WORKSHOPS

Calgary – June 15th
Optima Manufacturing
2480 Pegasus Rd NE

Edmonton – June 23rd
Creating People Power Inc.
#1, 9750 – 51st Ave

Red Deer – June 24th
TBA

For Information & Registration
call toll free 1.877.693.7644

2010 RITWP CHAMPIONS

JV Driver has been providing industrial construction services to the Oil & Gas, Energy, Petrochemical, Forestry, and Mining sectors since 1989. We have a solid multi-discipline industrial construction capability, with a total commitment to Safety, Quality, and Excellence.

JV Driver has achieved these amazing results by living by our four core values: Build Great Things, Be Innovative, Take Care of Each Other, and Have Fun. These are the values which are central to our business model and that we strive to live by every day. Part of this strategy is to implement the principles from the Respect in the Workplace program.

JV Driver is composed of a culturally, linguistically and geographically diverse group



and it is important that we are able to work together effectively in order to see success in our projects. We have sent a number of key people through the

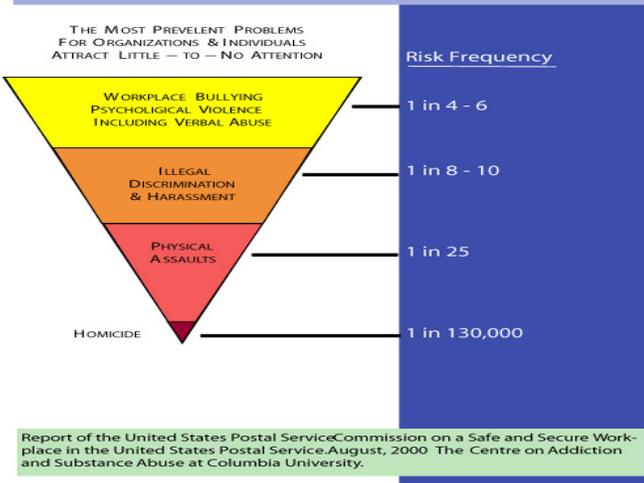
COAA Respect in the Workplace Train the Trainer program and have implemented a Respect in the Workplace policy company-wide. By doing this we keep these principles at the forefront of everyone’s mind and continue to take care of each other and work together.

JV Driver recognizes that it is the people who make up the culture of an organization, and from our upper management, through the office and into the field, our employees foster a culture of respect that is parallel to none.

Merit Contractors Association has included the Awareness Workshop in their Supervisor Training Program and have trained their internal trainers in RITWP.



THE WORKPLACE BULLYING & TRAUMA INSTITUTE TRIANGLE



As you are most certainly aware, in order for organizations and groups to move forward, progress and improve --- it requires leadership, hard work and a tenacious belief in what one is doing. It is with such an observation of your role on the "Respect" committee that I, and many others in the industry, having seen your contribution. Over the years you have stepped up to the plate on numerous occasions and displayed leadership and dedication to the cause of improving and changing, for the better, the workplaces that literally tens of thousands of Albertans, fellow Canadians and foreign workers earn their livings. As you are aware, the role of leadership is often a lonely place to be, but with sufficient commitment and elbow grease one is able to help chart a course that contributes towards a better workplace. I can say with great conviction that such has been your role on the "Respect" Committee. We wish you all the best in your career and the future industry challenges that you will most certainly accept and champion--the industry needs more Sam Kemble (s).

COAA WFDCC Co-Chair—Terry Burton

This past year has presented many challenges to our committee but none more difficult than the acceptance of the resignation of committee member, Past Chair, Secretary, and Respect Champion Sam Kemble. His energy and dedication to the development of the Policy Toolkit & Workshops, as well as his leadership, convictions and guidance for our committee, has been invaluable and his absence is greatly felt. We collectively would like to take this opportunity to acknowledge his tremendous contribution to our committee as well as our best wishes in whatever challenges he undertakes.

Co-Chairs Lynne Palumbo, Paul deJong & the RITWP Committee

RITWP COMMITTEE	
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Hardy Lange van Ravenswaay, Progressive Contractors Assoc. of Cdn	(780) 466-3819
Shandra Linder, Syncrude Canada Ltd.	(780) 714-8904
Linda Maul, Creating People Power.	(780) 701-2990
Marla McCready, Merit Contractors Association	(780) 455-5999
Cailín Mills, Alberta Employment & Immigration	(780) 422-6221
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Understanding Differences

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Respect in the Workplace



BUILDING RESPECT WORKS

Welcome to the 2011 Best Practices Edition of **Building Respect Works!**

In this issue, our feature article, “*Erin’s Journey to Journeyman*”, follows the story of a young woman seeking to earn respect and success in a pre-dominantly male work environment.

Learn about the adversities Erin had to overcome in order to gain acceptance and respect from her supervisors and co-workers and how their actions impacted this

spirited and tenacious young woman.



We introduce you to the newly revised Respect In The Workplace (RITWP) Toolkit and Handbook, now containing Unprofessional Conduct, Cultural Insensitivity and an expanded Investigations sec-

tion containing comprehensive guidelines and forms .

We are pleased to announce our 2011 RITWP Champion, whose commitment as a respectful employer exemplifies our principles.

Find upcoming RITWP training and updates on COAA’s Workforce Development Committee (WFDC) and our sister subcommittees.

We hope you enjoy this Best Practices edition, our previous newsletters can be found at www.coaa.ab.ca/respect.

Inside this issue:

KBR - Respect Champion

Updated RITWP Toolkit, May 2011

Feature Article—Erin’s Journey to Journeyman

Supervisory Training & Qualifications Committee

Workforce Development Committee (WFDC)

Opportunities for Women in Construction Committee

Upcoming Training

Our Committee

KBR Canada Ltd. — 2011 RITWP

KBR Canada Ltd. (KBR) is a leading global engineering, construction and services company supporting the oil sands, energy, petrochemicals, refining, government services and civil infrastructure sectors. They have more than 35,000 employees in 45 countries spanning 5 continents.

KBR’s success can be attributed, in part, to their values which include integrity in all they do. KBR has an uncompromising commitment to quality, health, safety and the environment. They pride themselves on having an open relationship with employees based on mutual

trust, respect and success.

Locally, management recognizes the importance of COAA’s Respect in the Workplace policy and has most recently developed a Respect in the Workplace



module within their Supervisors Training Program. “Harassment and Workplace Violence” was always incorporated as part of this training but effective 2011 a formal module was created for Supervisors derived from COAA’s “Respect

in the Workplace” model. By June of this year they expect to have trained more than 250 employees in this program as part of their Canada wide awareness initiative.

KBR believes they are leading a change in culture which is supported by some of the comments from attendees at the training sessions. One participant noted “I have a whole new attitude towards behaviours.” This corporate culture, based on mutual respect, fosters a productive and safe environment for employees and customers.

KBR
Employee: “I have a whole new attitude towards behaviours”



Respect in the Workplace Toolkit©

Find all this on the Web at www.coaa.ab.ca/respect

Recognizing that new information and industry trends continue to emerge, an extensive revision has been completed on the Respect in the Workplace Toolkit & Handbooks. Industry feedback indicated the need for a more condensed user-friendly format, with an expanded violations section to include unprofessional conduct and cultural insensitivity, two issues currently

top of mind. Forms & checklists have been refined and are now contained in the Forms and Checklist Tab for ease of access. The Investigations section has been expanded, providing a step by step guide of what you need to do in the event of an incident or complaint that requires investigation.

To effectively address unprofessional conduct, harassment (bullying, cultural insensitivity, discrimination) and workplace violence there is a strong requirement for awareness, training and communication. The toolkit is built on the premise that the primary focus needs to be directed at proactively building a respectful workplace. Secondary consideration is for developing corrective action plans and/or disciplinary consequences in reaction to a **violation of respect**.

To support the objective of providing all employees with a healthy & safe workplace, it is required that everyone take preventative action to ensure that risks to health and safety due to violations of respect are eliminated or reported.

With these tools you will effectively guide your company through the establishment & implementation of a Respect in the Workplace Policy, with the ability

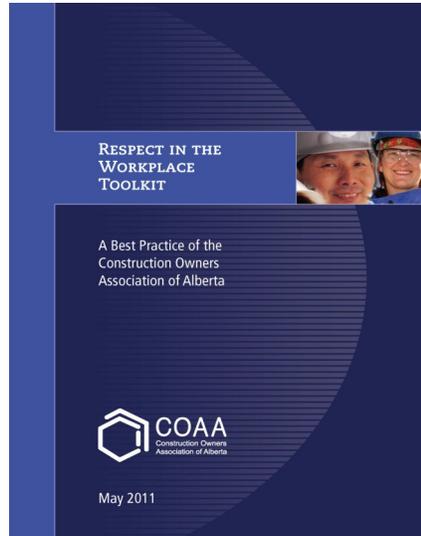
to deliver proactive solutions to safety, workforce development and promotion of workforce best practices.

The Toolkit provides a comprehensive breakdown of:

- Guidelines
- What is a Respectful Workplace?
- Developing & Implementing a Policy
- Sample Policy
- Employers' Guide
- Supervisors' Guide
- Employees' Guide
- Forms and Checklists
- References & Resources

Our toolkit can be found at/or ordered from www.coaa.ab.ca/respect

We Invite you to be a part of Construction Excellence in Alberta!



NEW: Unprofessional Conduct!

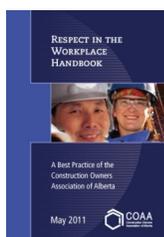
The term professional conduct refers to an organizationally unique set of required behaviours, responsibilities and actions that are expected of an organization's employees or members. The set of standards that govern these expectations can be referred to as a code of conduct and may be implied or written. A code of conduct usually focuses on ethical and socially responsible issues and applies to individuals, providing guidance on how to act in cases of doubt or confusion.

Everyone is responsible and accountable for ensuring an organizational culture of respect and will conduct themselves by word, action and gesture in a manner that is reflective of respectful behaviour.

NEW: Cultural Insensitivity!

Cultural insensitivity includes behaviour(s) directed towards an individual that are disrespectful or cause humiliation or frustration to that individual based on characteristics such as age or communication style.

Culture is a code of behaviours, values, beliefs, traditions, customs, patterns of thinking and a way of life that people learn unconsciously as they grow and develop in their social groups. Organizations are finding it increasingly important to understand and appreciate cultural differences to effectively address the diverse needs of the changing workforce.



The Respect in the Workplace Handbook was developed from the COAA Respect in the Workplace Toolkit. This handbook includes a comprehensive overview including a Supervisor's and Employee's guide with a Q&A section. Combined, these sections assist in raising awareness, investigations, options to correct behavior and resolution. This useful and easily portable tool is a must on any jobsite or office, order your copies directly from the COAA office (780) 420-1145 or website at www.coaa.ab.ca/respect.

Erin's Journey to Journeyman



It was a dark and stormy night..... I was busy bumming around Alberta, enjoying my life when my mother was diagnosed with lung cancer. I moved home to help her out and at that same time my brother needed a pipeline labourer. I had resisted working in the oilfield all my life, but I needed a job, it was just before Christmas, so I took it. I told him to continue looking for a helper as I would only work for him until Christmas, a mere three weeks away. The very first day I went to work I was swarmed! Everyone wanted to meet Cory's sister! The work was totally foreign, and the huge amount of male attention was overwhelming. I was struggling with a ratchet strap when a welder stopped his work to come patiently show me how to use it.

Christmas came and went. I was making more money than I had in quite awhile. The work became less baffling, the pipeline slang began to make sense, the unwanted male attention does not stay away. The work is harder when everyone is watching you to see if you can do it. Some set me up to fail. Some helped me make sense of it all. My brother was around sometimes, but not always. He was a foreman and supposed to be doing the pipefitting on the facilities. His pipefitting duties became mine as he was busy organizing the rest of the men. I learned by trial and error. Lots of trials and lots of errors! Just as I was becoming accustomed to the crew (foremen, superintendents, and consultants) I was working with, we were transferred to a different area. There was no one helping me out here. Life has a way of bogging us down and my

brother was not always able to work leaving me to go out alone. No one was looking out for me. No one wanted a girl around. The crew all stayed in the same hotel and would often meet up at supper. I always came down late to avoid the consultant and his brother, the superintendent. One night they were up drinking when I came down. After I fought off the sexual advances of the consultant that evening, I was fired the next day. My brother too.

"No one wanted a girl around."

We were sent out to another area that needed a pipefitter. On my first day the superintendent there informed me that he 'didn't believe that there should be snatch in the patch'. My brother is not a journeyman but has an amazing way of leading crews. His talents were immediately recognized and he was once again foreman of the pipeliners.

I was on the lease alone again. I was doing the job of a pipefitter and I was also pipelining. I learned all that I could. I figured out ways that the jobs could be done easier. I stayed out of the bars.

I never stopped moving at work. The worst jobs I would do with a smile on my face. I asked the superintendent for a raise, he asked me what my wage was. I told him \$12/hr.

He gasped, the company's starting wage was \$18/hour. I got a \$2/hr raise on every paycheck until I was at \$24/hr. I had doubled my wage in a year. The same superintendent declared that I was the best pipeliner he had. Things were looking up for me.

The superintendent took a consulting position and a new superintendent was chosen from within the crew. Everything was fresh again. I knew my job very well and the superintendent asked ME questions. It was great. I loved that my knowledge was valued! I loved running the crew and being in charge! My brother's drinking had gotten him fired and I was the crew's pipefitter.

I knew that to demand respect and a lot of money I was going to have to become a journeyman. No one would sign me up as an apprentice for a year. Finally I went to the head office and got my papers signed and sent in.

.....Continued on page 4

Are your employees aware of your Respect In The Workplace policy?





Erin's Journey to Journeyman (continued)

"Then came the sexual advance. I had no place to go and no way to get there."

I was doing well. I even got sent to other crews to help them finish sites. I ended up on a site with the welder that showed me how to use a ratchet strap my very first day of work. I was worried that he wouldn't respect me. I needn't have feared. He worked for me the same as he would have worked for anyone! Things were good.

Things were good with my crew as well. My superintendent was giving me more responsibilities and passing his work to me. I was learning a lot and feeling valued. Until I hopped in his truck one day to go look at a site. We drove far off in the crown land until he knew I was lost. Then came the sexual advance. I had no place to go and no way to get there. Luckily I talked my way out. Now things were not so good. I was being undermined, backstabbed, and blamed at work by the superintendent. If something wasn't right, I was the one to hang.

The crew were my friends and they started standing up for me

because they couldn't watch the constant verbal abuse continue. I did my first year of pipefitting and came back to the same thing. I was scared to quit as I didn't think any other company would hire me. I went back for my second year of school two months after I finished my first. I toughed out the winter. Soon after I quit.

I had planned on going to school in six weeks after I quit my job. I applied at different companies all with the same result. The oilfield was on fire, and a third year apprentice pipefitter could not find a job. A friend of a friend knew a guy that needed a driver for the picker truck he contracted to Bobdale. I met with him and his wife. She said, "Sorry, you are not what we are looking for." He said, "I'll take anyone right now".

I walked into Bobdale with great trepidation. I was immediately hired on as a foreman. I told them I wanted to finish my journeyman ticket. It wasn't a problem. I worked for a week

and got a raise. I got my own helper. Superintendents liked my work, and asked for me. Consultants called for me. Suddenly I was being taken seriously. I finished my ticket and was encouraged to start my own company. I am now a contractor for Bobdale Oilfield Construction Ltd. & do maintenance for ConocoPhillips Canada and have a great job.

So that is my story. I truly feel that becoming a journeyman is what has allowed me to stay in the oilfield and make a living for myself. Acting respectfully, being true to myself, and not backing down has helped me gain the respect of all I encounter. Hard work has gone a long way in making my reputation what it is today. I love my job. I love all the things that my job has afforded me as well. The tough times were tough but the good times are so worth it. If I were to do it again I would start my apprenticeship sooner!

Supervisory Training and Qualifications WFDC Subcommittee



News headlines tell us that Alberta's aging workforce is changing as "baby boomers" retire. Starting this year, new jobs will be filled by internationally trained workers and immigrants – and the industry is returning to activity levels - or higher than pre-recession.

Qualified, effective supervisors are critical to the success of any project – and the **Supervisory Training and**

Qualifications Subcommittee (STQ) continues to work on initiatives and best practices that help foremen and their employers succeed in our busy changing world.

STQ has created tools for industry use – including the fue-lyourcareer.ca website – and continues to look at ways to improve both the foreman's skills as well as what the industry offers supervisors.

As a COAA best practices committee, we are always looking for additional help to create a better workforce. If you are interested in joining our committee, please contact either of our co-chairs – Shabbir Hakim at hakim@cms-ab.ca or Elizabeth Krywolt at elizabeth.krywolt@gov.ab.ca.

Elizabeth Krywolt
Co-Chair

COAA Workforce Development Committee (WFDC)

The Workforce Development Committee of the COAA has been considering implications of the announcements in the Oil and Gas sector and is looking to establish several new sub-committees with a goal of helping the industry more effectively manage the manpower challenges

forecasted in the coming years. In particular, consideration is being given to establish new sub-committees to work on immigration, skill development challenges, and attraction and retention strategies.

There will be more information on these initiatives at

the COAA Best Practices conference scheduled for May 17 and 18, 2011 in Edmonton. In particular, there will be opportunities for individuals to volunteer to work on the newly established sub-committees.

Stephen Kushner
Co-Chair



WFDC Sub-Committee

The Opportunities for Women in Construction (OFWIC) sub-committee is pleased to introduce the new Best Practices resources (guide and workshops) developed jointly by Women Building Futures and COAA to help Alberta companies tap into a historically underutilized pool of skilled labour—women. In addition to a straightforward Employer's Guide, two training workshops are available for companies or industry groups.

Ryan Timmermans, Chair

RITWP Training

Awareness Workshop

Audience: Any and every employee in an organization

This half day workshop is focused on:

- Awareness and legal considerations
- Signs and consequences of disrespectful behavior
- What to do when you witness disrespectful behavior
- Being a leader of respect

You will walk away from this program with a Certificate of Completion and the necessary support tools.

Train the Trainer

Audience: HR Managers, OH&S Manager, Trainers
Prerequisite: Awareness Workshop

This half day workshop will prepare you to:

- Understand the employers role and responsibility with respect to implementing a respectful workplace policy
- How to support and communicate the policy
- Gain clarity of what constitutes a 'meaningful policy'
- Address some of the more difficult situations.

You will walk away from this program with a Certificate for Train the Trainer and a facilitator guide for delivering this program.

Upcoming Training

Edmonton: Tuesday, June 7, 2011
Wednesday, September 14, 2011
Calgary: Thursday, June 2, 2011
Red Deer: TBA
Lloydminster: TBA



Awareness Workshop

8:30 am—12:00 pm
\$297 per person (half day session)

Train the Trainer

1:00 pm—4:30 pm
\$399 per person (full day session)

Contact info@creatingpeoplepower.ca or 1-877-693-7644 for more information or to register.



We are looking for your story!

Are you or your organization a champion of respect? Tell us how this policy and its implementation has positively impacted you. Or how the lack of policy or ineffective implementation has proven costly, whether it be to morale or your bottom line.

We are on the web! www.coaa.ab.ca/respect

RITWP COMMITTEE – WFDC Sub-Committee

This past year has been a challenging one for the RITWP committee, demanding considerable time and focus from all our committee members. As Co-chairs we would especially like to thank those that were involved in the re-write process. Committee resignations in the past year included Paul de Jong (Co-Chair), Wade Ashton and Linda Maul, we are very grateful for their energy, commitment and dedication to our industry as champions of Respect in the Workplace.

With the resignation of Paul de Jong, Marla McCready accepted the Co-Chair role alongside Lynne Palumbo. Marla

has been a part of the RITWP committee since its inception and an unwavering champion of Respect.

We would also like to acknowledge and welcome Michelle Devlin, Dale Hildebrandt, Angie Perras and Cara Yu. We have an exceptional mix of knowledge and experience that continues to propel our committee to the forefront of this valuable COAA initiative.

Co-Chairs
Marla McCready
Lynne Palumbo

CO-CHAIRS

Marla McCready, **Merit Contractors Association**
Lynne Palumbo, **Construction Labour Relations - Alberta**

COMMITTEE MEMBERS

Rob Cleveland, **Christian Labour Association of Canada**
Michelle Devlin, **Creating People Power**
Dale Hildebrandt, **Ledcor Industries Inc.**
Roland LaBossiere, **Suncor Inc.**
Hardy Lange van Ravenswaay, **Progressive Contractors Association of Canada**
Shandra Linder, **Syncrude Canada Ltd.**
Cailín Mills, **Alberta Employment & Immigration**
Lindsay Osmond, **Canonbie Contracting Ltd.**
Angie Perras, **Bird Construction Company**
Cara Yu, **KBR Canada**

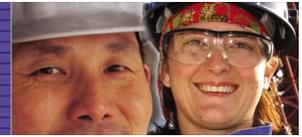


**Understanding
Differences**

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Workplace Respect



BUILDING RESPECT WORKS

The Route to World Class Performance starts with Workplace Respect

When Steeplejack Industrial Group set on their path to World Class Performance, they knew that Workplace Respect would be a key component to building their success. With over a dozen branches spanning across

Western Canada, one of the challenges is creating consistency in all aspects of the business.

Steeplejack serves a diverse group of industrial customers ranging from oil & gas, pulp and paper and power generation. *Continued on page 3*



Inside this Issue

Industry Respect Champion
Steeplejack Westcor

Upcoming Workshops

Workplace Respect Resources

WEB SITE:
WWW.COAA.AB.CA/RESPECT

Recent Testimonials from recent Workplace Respect Workshops

“Really opened my eyes”

“This workshop got me thinking....”

“I guess you can teach an old dog new tricks”

LAKELAND COLLEGE DRAWS FROM COAA HANDBOOK

Few organizations have the opportunity to celebrate 100 years in business. Lakeland College is ready to celebrate exactly this in 2013. For this reason, and so many more, it was an honour to have Lakeland College recently use the COAA Toolkit and Handbook as the basis for developing their own internal Respect Handbook. “We want to create an environment where people feel proud to work” said Glenn Charlesworth, President and Chief



Executive Officer at Lakeland College. The college is committed to creating a culture where employees treat each other with dignity and respect.

Having recently trained their entire senior management team, Lakeland College is now moving to have faculty, directors and managers to further integrate the program and introduce the Respect Handbook. This will help ensure everyone understands their responsibility in helping create a respectful workplace.

UPCOMING WORKPLACE RESPECT TRAINING

AWARENESS WORKSHOP (AM)

Audience: Any and every employee

- Legal considerations
- Signs and consequences of disrespectful behaviour
- What to do when you witness disrespectful behaviour
- Being a leader of respect

Dates

Edmonton

- Tuesday, June 12, 2012
- Tuesday, September 18, 2012
- Thursday, November 22, 2012

Calgary

- Thursday, September 27, 2012

Contact info@creatingpeoplepower.ca
or call 1.877.693.7644 to register



IMPLEMENTATION WORKSHOP (PM)

Audience: HR & OHS Managers, Trainers

- Implementing a Workplace Respect policy
- Supporting the policy
- Understanding a 'meaningful' policy
- Addressing investigations

Awareness only - \$297/person
Full day session - \$399/person



IS THERE AN "APP" FOR THAT?

"I truly believe people don't intentionally act disrespectful." That's exactly what I said and this thought process was immediately challenged by participants in my last Workplace Respect workshop. Eyes rolled, people grunted and someone even proclaimed, "Obviously you don't work on OUR job site." In today's age...isn't there an App for that?

There may not be an App yet, but there certainly are solutions. Many organizations, particularly in the construction industry are asking, "How can we create a respectful workplace?" Although the word "respect" may not frequently be tossed around on your job site, there are simple steps your organization can take to create an environment of respect.

Policies and procedures

There are legislative frameworks (including the Human Rights Act and Occupational Health and Safety codes) that require employers to develop policies and procedures

related to harassment and occupational violence.

Extending these documents into a Workplace Respect policy helps organizations document and outline specific codes of conduct (either for the industry or their company). These policies also give employees a better understanding of what is expected of them.

A Workplace Respect policy helps curb unprofessional behaviour and creates an inclusive workplace where people are treated with dignity and respect.

Lead by example

Leaders and managers in the organization are responsible, in part for creating an atmosphere of respect. Actions and words from management clearly demonstrate support and are vital to maintaining a respectful workplace.

Beyond the Law

Workplace respect extends beyond current legally defined protected

rights. Employees are responsible for respecting cultural diversity, company property and other people's privacy, to name a few.

Training

Successfully implementing a Workplace Respect program involves raising awareness of each employees personal responsibility and accountability. This includes helping them understand how to address and resolve issues or incidents.

An inclusive workplace where everyone is treated with dignity and respect results in productive and happy employees. Ask employees in your organization what treatment they want most at work and we are confident the word "respect" will top their work "App" list!



Members of the Brock Group

**SCAFFOLDING
FIREPROOFING
INSULATION**

Our next step is to help people at all levels of the organization understand the importance of Workplace Respect.
Rod Palm, Vice-President

“Behaviour is the instrument of change. We have lots of forms in this industry to help keep people on track, but when we influence peoples’ behaviour - that’s when you can be successful,” says Ken Rogen Director of Human Resources.

After attending the awareness session at their recent management training sessions, Grande Prairie branch manager Roger Durnford went back to his branch and talked about the importance of Workplace Respect with all his staff, including office and site staff. “We want to make it easy for people to do their jobs and I want people to know they can talk to me.” Creating an environment of open dialogue takes time, but the benefits are obvious to all those involved.

“The more people are accountable for their actions, the better our workplaces will become” says Rod Palm, Vice-President. Although the message is transmitted from leaders in the organization, it takes everyone on a job site to create an environment of.

“The Workplace Respect awareness sessions with our management team got people’s attention. It opened dialogue, encouraged discussion and people walked away seeing different perspectives. It also gave each person an understanding of how their behaviours impact not only our organization, but the industry as a whole.” The route to World Class Performance is one this organization is looking forward to traveling!

WORKPLACE RESPECT TOOLKIT

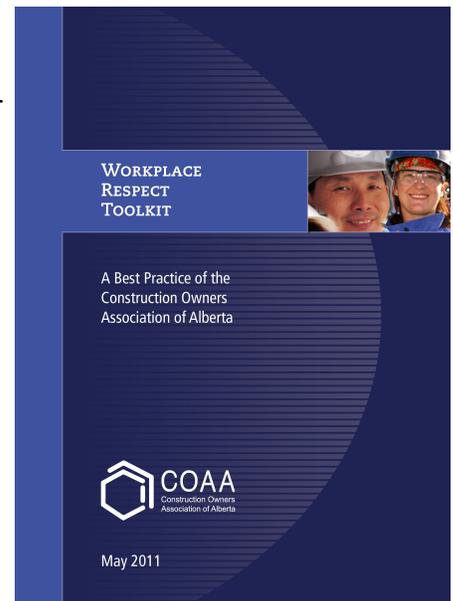
In 2011, the Workplace Respect Committee redrafted the Toolkit to include violence, harassment and bullying, but also included the topics of unprofessional conduct and cultural insensitivity. The toolkit is built on the premise that in order to be successful, organizations must be proactive when it comes to Workplace Respect followed by the development of corrective action plans and/or disciplinary consequences.

Awareness sessions for all employees demonstrate the importance of and definition of a respectful workplace. Coupled with strong policies, the objective of creating a workplace that is safe and healthy for all workers is achievable. The toolkit provides a comprehensive breakdown of:

- Defining a Respectful Workplace
- Developing and Implementing a Polity
- Sample Policy
- Supervisors’ and Employees’ Guide
- Forms and Checklists
- References and Resources

The toolkit can be found at and ordered at: www.coaa.ab.ca/respect

We invite you to be a part of construction Excellence in Alberta!



A HANDY HANDBOOK!



The Workplace Respect Handbook© was developed from the COAA Workplace Respect Toolkit©. It provides employees with a handy, portable reference tool to be used on any job site or office to help support the development of respectful workplaces and diverse workforces in Alberta. Order your copies directly from COAA at 780.420.1145 or visit the website at www.coaa.ab.ca/respect

We followed up with Dr. Ruwanpura from his research a couple of years ago and he kindly provided us with a summary of further recent findings.

Human effectiveness is a major factor impacting construction productivity. Many researchers have suggested the concept of offering rewards and recognition as one of the key factors that determine the performance of workers. However, developing a transparent reward scheme is challenging to ensure that both workers and management align with the reward scheme. Through our Productivity research program, one of the M.Sc. students, Tumla Shresta developed a performance based reward scheme for construction workers.

This study investigated the causes of the low incidence of reward programs in the Alberta construction industry and presented possible suggestions for the effective implementation of the reward program in commercial construction projects. It focused specifically on understanding workers' and supervisors' view points on motivation, performance and reward issues. The research study determined there are differences in opinions regarding the issue of rewards from the perspectives of supervisors and workers. Construction workers strongly believed their performance was dependent on the effort they exerted to accomplish a job. They also believed their effort should be directly proportionate to the reward they could get by performing the job well. However, this notion was not strongly supported by supervisors.

The research also identified the type of rewards preferred by workers; but, the supervisors'

perceptions did not entirely align with those of the workers. While workers preferred to have praise and recognition as a reward for their performance, supervisors thought promotion was more appropriate.

The study also found the use of reward programs in the construction industry to be rare. Although companies are aware of the direct relationship among reward, motivation and productivity, they are very reluctant to initiate any form of reward system. Construction companies cite different barriers for the lack of reward programs.

Both workers and supervisors agreed that the lack of standard criteria for evaluating workers was one of the biggest drawbacks of reward programs. They also agreed that people should be evaluated based on multiple job performance criteria, however placed varying importance on each criterion. In the study, both groups prioritized the given evaluation factors differently.

Dr. Janaka Ruwanpura, P.Eng., PQS
 Professor, Canada Research Chair and Director
 Centre for Project Management Excellence
 University of Calgary



Marla McCready (Co-Chair) Merit Contractors Association	WORKPLACE RESPECT COMMITTEE	Lynne Harder (Co-Chair) Construction Labour Relations - An Alberta Association
Lindsay Osmond Jardeg Constructors Ltd.	Shandra Linder Syncrude Canada Ltd.	Rob Cleveland Christian Labour Association of Canada
Dale Hildebrandt Ledcor Industries Inc.	Michelle Devlin Creating People Power	Cailin Mills Alberta Employment and Immigration
Kathy Camina KBR Canada	Shayantani Sarkar Bird Construction Company	Roland LaBossiere Suncor Inc.



Workplace Respect

