



**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 **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.

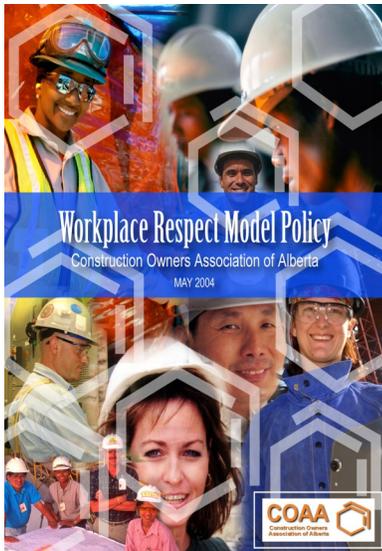
At the Dupont Inquest, a Coroner’s Jury made 25 recommendations involving various stakeholders including (but not limited to) the Legislature of Ontario, the Ministry of Health and Long-Term Care, the Ontario Hospital Association, the Hotel-Dieu Grace Hospital, the Ontario Nurses Association, the Ontario 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 statutes, 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](#).

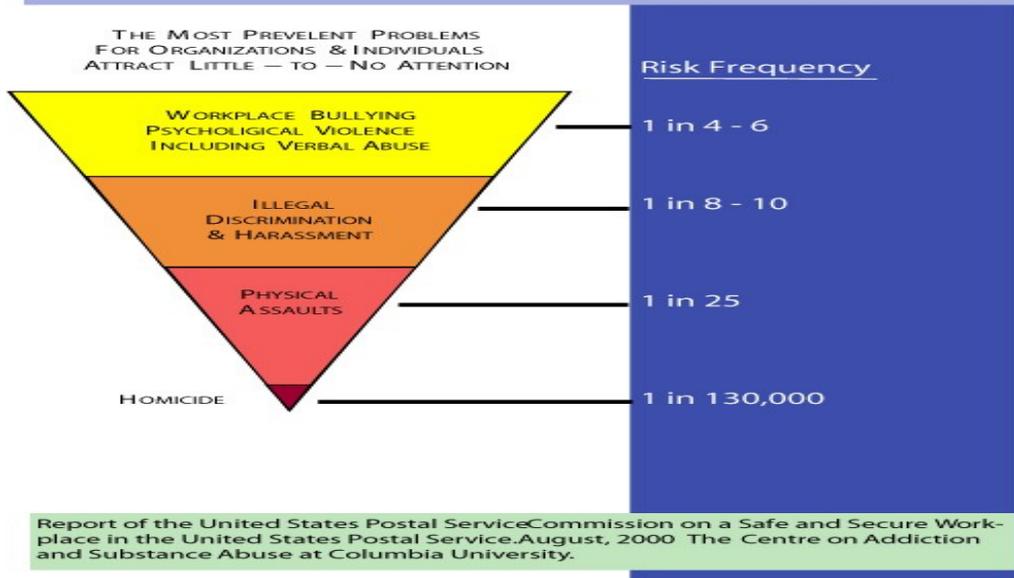
Alberta Health Services Board, *Minding the Workplace Fact Sheet*, “Helping Employees Achieve Work-Life Balance”

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
<p>You will walk away from these Certificate Programs with all of the necessary support tools to deliver this program internally within your own organization.</p>	

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Understanding Differences