



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 employee's 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!




STEEPLEJACK

WESTCOR

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

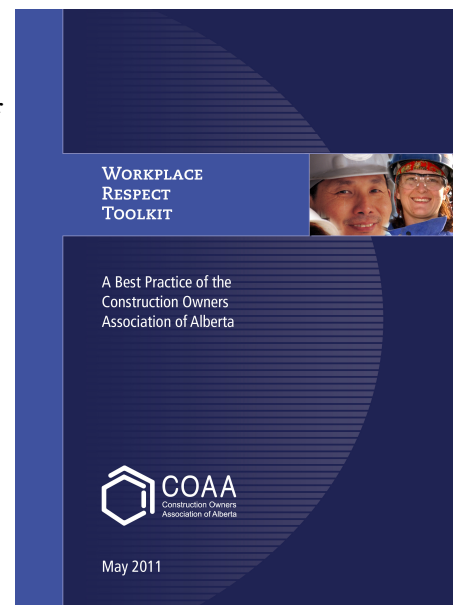
In 2011, the Workplace Respect Committee redrafted the Toolkit to include violence, harassment and bullying, but also included the topics of unprofessional conduct and cultural insensitivity. The toolkit is built on the premise that in order to be successful, organizations must be proactive when it comes 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 Policy
- 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



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