



Winnipeg Regional Health Authority    Office régional de la santé de Winnipeg

# Respectful Workplace

**Take care of Each Other  
Take care of This Place”  
*Margaret Wheatley***

# HELLO

## My Name Is

Organization

Title

Experience with Respectful Workplace

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## Pleasure to meet you

# Expectations

- What are you hoping to get out of today?
- Identify one thing that is respectful to you

# Overview

- Review WRHA's Respectful Workplace policy
- Identify the Rights and Responsibilities of staff, managers, human resources, unions and Occupational & Environmental Safety & Health (OESH) under the policy
- Identify and practice language that assists in initiating conversations
- Discuss what to do when faced with Disrespectful Behavior
- Review the Respectful Workplace complaint process

# Our Commitment

To provide a work environment that respects and promotes human rights, personal dignity and health & safety

# Policy & Legislation

1. WRHA Respectful Workplace policy  
(Policy # 20.10.090)
2. Collective Agreements
3. Labour Relations Act (Manitoba)
4. The Workplace Safety and Health Act
5. Manitoba Human Rights Code

# By Definition.....

## A Respectful Workplace is:

A work environment free of  
Disrespectful Behaviour including  
Discrimination, Harassment, Sexual  
Harassment, Personal Harassment  
and Workplace Violence

*WRHA Respectful Workplace policy 20.10.110*

# What does it look/feel like?

During introductions, you told us what makes you feel respected.

What themes do you see?



# What does it look/feel like?

- Mutual respect, fairness
- Courteous and professional conduct
- Communication is courteous and polite
- Collaborative working relationships
- Value diversity and the human rights of others
- Disrespectful behaviour and harassment are addressed
- Willingly and sincerely apologizing when what we do offends

# Disrespectful Behaviour

Actions or comments that are inappropriate, demeaning or otherwise offensive behaviour intended to create an uncomfortable, hostile and/or intimidating work environment

# Disrespectful Behaviour includes ...

- Discrimination (*Participant workbook p. 6-7*)
- Harassment (*Participant workbook p. 7*)
- Personal Harassment (*Participant workbook p. 10*)
- Sexual Harassment (*Participant workbook p. 10*)
- Workplace Violence (*Participant workbook p. 11*)
- Workplace Bullying (*Participant workbook p. 11*)

# Disrespectful Behaviour does not include

- Consensual banter or consensual romantic relationships
- Exercising appropriate management authority and responsibility including performance and attendance management
- Providing direction or instruction, operational change
- Coaching, counseling
- Discipline by the manager/supervisor

# Discrimination

Defined as:

“differential treatment of an individual or group on the basis of a Protected Characteristic rather than personal merit”

*Manitoba Human Rights Code*



# In a nut shell.....

Harassment is:

Any behaviour or comment that “puts down”, humiliates, or embarrasses a person, that a reasonable person should have known would not be welcome



# Where Does Disrespectful Behaviour Occur?

- In the workplace
- Away from the office – e.g. phone calls, emails
- Office related social functions
- Work related conferences or travel
- Social networking - Facebook/Twitter

# Who is Disrespectful?



“Those People”



## Activity

You are the manager of the two employees caught on video.

You are reviewing the video in preparation for your meeting with HR.

Please note:

- 1) The types of disrespectful behaviour that you observe
- 2) The challenges you expect to experience as the manager addressing the behaviour
- 3) The cost/impact that this type of disrespect has in your workplace

<https://www.youtube.com/watch?v=W794cMGPafA>

# Cost of a Disrespectful Workplace

In those workplaces that are not respectful there may be:

- Loss of productivity
- Higher turn-over – more work for you – train new staff
- Less attention to safety
- Increase job accidents
- High costs associated with appeal, investigations and arbitration
- Recruitment difficulties
- Absenteeism
- Poor Morale
- Anxiety/depression

# Personal Harassment

Behaviour that is not respectful toward others with the intention to harm or be hurtful

# Sexual Harassment

Examples include, but are not limited to:



- Unnecessary physical conduct such as pinching, touching, patting, caressing, or fondling
- Unwelcome sexual jokes
- Display of derogatory materials
- Inappropriate phone calls, emails or gifts of a sexual nature

# Workplace Violence

Any act that results in injury or threat of injury, real or perceived, by an individual, including but not limited to:

- Acts of aggression
- Verbal or written threats
- Vandalism of personal property

# Workplace Bullying

- Deliberate, repeated and hurtful mistreatment of one person by another which may be considered unreasonable and inappropriate workplace practice
- A behaviour which intimidates, offends, degrades or humiliates a worker
- May be a single person or a group of people
- Usually gets worse over time
- May involve sabotage that interferes with work



# Pierre's Story



# Bullying case at OC Transpo

- Pierre Lebrun was a victim of coworkers' harassment at OC Transpo, a public transit service in Ottawa. His stuttering made him an easy target. Lebrun was picked on not just by one bully but by a whole group (mobbed) by his coworkers. What's worse, management at OC Transpo, though aware Lebrun was being harassed, let it go on. One day, Lebrun snapped. He hit one of his bullies – a reaction hardly surprising from someone with a limited ability to defend himself verbally. For his act of self defense, Lebrun was fired.
- The union protested, claiming management should not fire him because he was disabled, and also arguing that Lebrun's punishment was far too grave for the crime. Lebrun was given his job back, but the conditions under which this happened exacerbated an already tense situation.
- With no recognition of the harassment he had suffered, Lebrun was forced to apologize to his bully. As if this was not enough humiliation, he was required to take anger management classes. Now Lebrun had his job back and his bullies had carte blanche to continue harassing him.
- After serving the company for 13 years, Pierre Lebrun returned to OC Transpo on April 6, 1999, and killed 4 workers and himself. His suicide note listed people who had harassed him. His mother told the local paper "He said a group of people were harassing him... That's why he went there, to kill the people who harassed him".



# Discussion – Group Activity 2A

- What could have been done differently?
- What are the benefits of addressing these situations early on?

# Conversation – Group Activity

## 2B

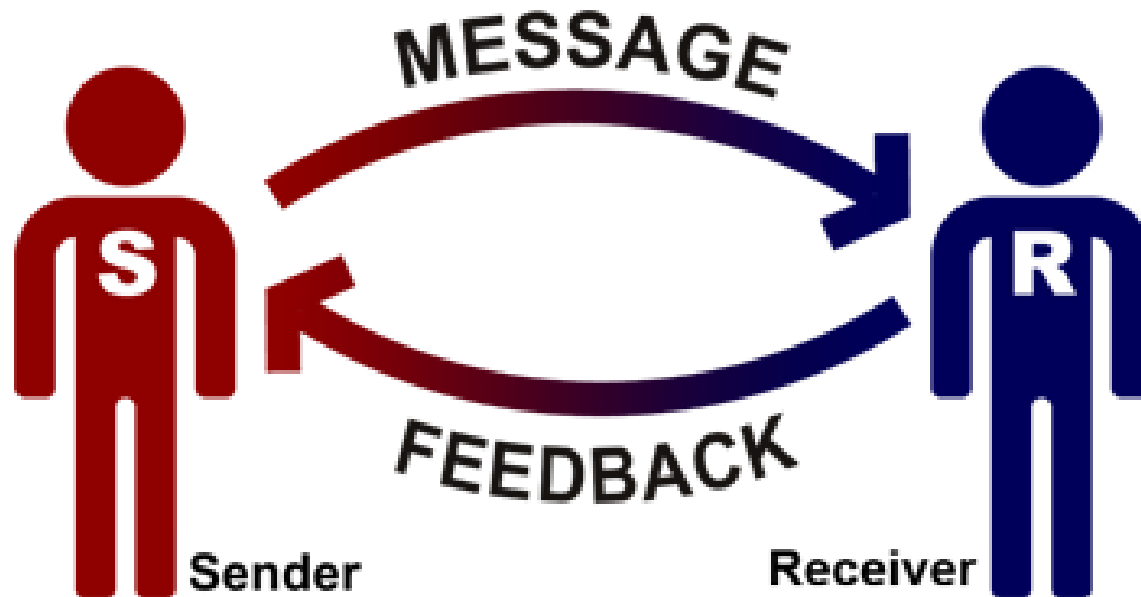
As a manager - talk to the employee (your partner) to address the behaviour

- Remain curious and open
- Invite them to participate in the conversation
- State the purpose of the conversation
- Indicate the behaviour you observed
- Use open ended questions/Listen
- Be solution orientated

# How do we enhance Respect in our Workplace?



# Communication



# How the message is received

Words	7%
Tone	38%
Body Language	55%

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search ID: cwn1125

"This concludes my lecture on non-verbal communication. Any comments or questions?"

# Our Rights

All WRHA staff are entitled to a respectful work environment free of Disrespectful Behaviour including Discrimination, Harassment, Sexual harassment, Personal Harassment and Workplace Violence

Employed or contracted, medical staff, board members, volunteers, patient/residents/clients/students

# Our Responsibilities

- Employee/Staff
- Manager/Supervisor
- Employer
- Human Resources
- Union
- Occupational & Environmental Safety & Health (OESH)

# If one of your staff is being harassed...

- Safety first
- Deal with immediately
- Investigate
- Document
- Ensure confidentiality
- HR is a resource
- Consistent, fair



# Is this confidential?

What can you do, and say, if an employee comes to you and says, “I need to tell you something, but I don’t want you to do anything about it.”

Or tells you about a situation, a serious situation, and then at the close of the conversation says “but this is confidential, right? I don’t want you to say/do anything.”

# *It depends...*

What was discussed?

- Has a piece of legislation or policy been broken?
- Is someone's safety at risk?
- Will this have a far-reaching or long-term effect on the work environment, or is this an interpersonal conflict between two individuals that will not affect the work or work environment?

# As leaders, we have a responsibility

Our responsibility is to address legislative and policy breaches or intervene when safety is at risk. This may even mean:

- Initiating a formal investigation without a complaint
- Making a report to a governing or licensing body
- Or referring the situation to another investigative body, perhaps even the police or Child and Family Services.

# As leaders, we have a responsibility

If the situation is isolated or less likely to have serious effects on the work environment, reinforce for the employee their responsibility to address the issue informally and perhaps seek appropriate help to do so which may be from you, human resources, EAP, or other potential supports.

# Resources for you

- Organizational Development Services
- Organization & Staff Development workshops
  - <http://www.wrha.mb.ca/osd/>
    - Accountability in Action
    - Interpersonal Conflict Resolution (ICR)
- Human Resources
- Workshops offered by the Employee Assistance Plan
- Employee Assistance counselling services 786-8880
- WRHA webpage link to various Respectful Workplace resources
  - <http://www.wrha.mb.ca/professionals/respectfulworkplace/index.php>

# Immediate Resolution

- Direct conversation to stop behaviour often results in positive outcome
- Bringing your concerns forward immediately is one of the best ways to bring insight to the individual causing the concern that his/her behaviour is not acceptable
- Individual may not realize that the behaviour is offending

# Consultation

Employee concerns may be addressed in confidence with:

- Manager/supervisor
- Human Resources
- Union Representative
- Site Occupational and Environmental Safety & Health (OESH) Unit

# What happens after Consultation?

The following scenarios may occur:

1. The staff person decides not to pursue the matter further;
2. The employer determines that the concern does not fall under the provision of the RWP policy and no further action will be taken under the policy or the RWP Procedures manual;
3. The employer decides to pursue the matter on his/her own initiative due to the serious nature of the concern raised. So either a informal process or a formal investigation will be pursued;
4. The staff person pursues an informal resolution process;
5. The staff person files a formal complaint.



# Informal Resolution Processes

- One-on-One Discussion
- Management Involvement
- Human Resources Involvement
- Conciliation/Mediation

# Informal Procedures

Whenever reasonable, informal procedures to resolve matters are preferred as they focus on rebuilding and repairing the on-going relationship



# Filing a Formal Complaint

## Formal Complaint Process

*RWP Procedures Manual page 10*

## Respectful Workplace Complaint Form

*RWP Procedures Manual page 15*

**\*\*Time limit for filing a written complaint (6 months)**

*Historical incidents older than 6 months may form part of an investigation at the discretion of the investigator for the purpose of determining a more timely incident.*

## Investigator's Checklist, Report Template & Log

*RWP Procedures Manual page 19-21*

**CONFIDENTIAL**

- Confidentiality will be maintained throughout the process to the fullest extent practicable and appropriate under the circumstances
- Investigation of the complaint will be limited to only those individuals who must be contacted
- Any breach of confidentiality is subject to appropriate disciplinary action

# What happens when there is ...

- Interference or Retaliation
- Vexatious and Bad Faith Complaints

# Record Keeping

All records of complaints (oral or written) shall be maintained in a secured confidential file by the Director of Human Resources

All records shall remain on file for a **min of 10 years**



# What are some things you could do to help nurture a more respectful environment?

## Group Activity #3

*Nurturing a  
Respectful  
Workplace*



# What would you do?

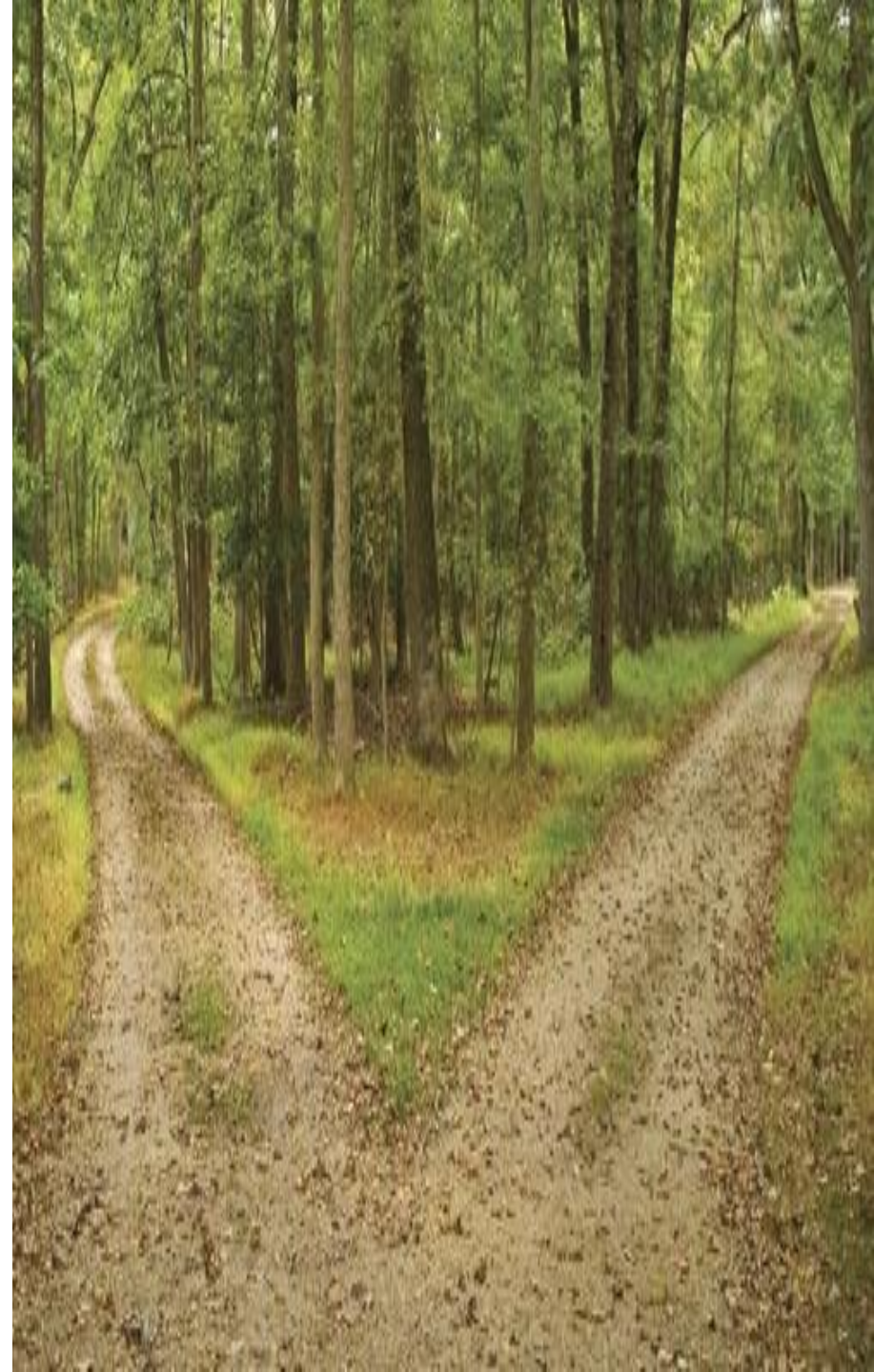
## Case Studies





# Choose Your Path

- Take it Seriously
- Silence is Action
- Looking towards the future rather than the past – changes can be made moving forward



Disrespectful workplaces – are a function of tolerated practices.

The work culture must be managed and that is everyone's business.





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thanks!