

Respectful Workplace

“Take care of Self
Take care of Each Other
Take care of This Place”

Margaret Wheatley



**RESPECTFUL
WORKPLACE**



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

WRHA Respectful Workplace Policy

Collective Agreements

Labour Relations Act
(Manitoba)

Workplace Safety and Health Act

Manitoba Human Rights Code

**Respectful
Workplace Policy**



By Definition.....

A Respectful Workplace is free of:

Discrimination

Personal Harassment

Sexual Harassment

Workplace Bullying



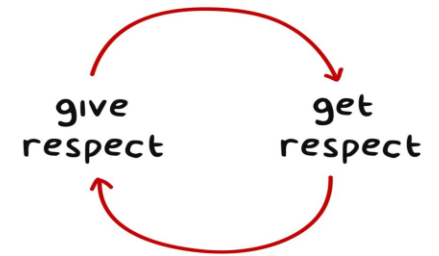
What does it look/feel like?



CIVILITY IS...



Treating Others As You Would Want To Be Treated



Respect Leads to....

RESPECT IN THE WORKPLACE

Benefits of Giving Respect to Each Other in the Workplace



Disrespectful Behaviour

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

Discrimination

Harassment

Personal
Harassment

Sexual
Harassment

Workplace
Violence

Workplace
Bullying



Disrespectful Behaviour does not include:

Consensual banter or consensual romantic relationships

Exercising appropriate management authority and responsibility including performance and attendance management

Providing direction, operational change, coaching, mentoring

Discipline imposed by manager or supervisor



Discrimination

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

Prohibited Grounds include:

- Race, Colour
- Ancestry, Place of Origin
- Political Belief, Religion
- Marital Status, Family Status
- Physical or mental disability
- Sex, Sexual Orientation, Gender Identity or Expression
- Age
- Conviction of a criminal or summary conviction offence (unrelated to employment)

Manitoba Human Rights Code



Discrimination

Differential treatment of an individual

Any behaviour or comment that puts down, humiliates, embarrasses

Can be overt or subtle

A reasonable person should have known it would not be welcome



Who? Where? Does Disrespectful Behaviour Occur?

- In the workplace, workplace social gatherings,
- Harassment can come from co-workers, supervisors, employers, external sources
- Can come in the form of electronic communications (text, email, social media)
- Over the phone, through email, Teams Meetings



facebook



Who is Disrespectful?



“Those People”



Cost of a Disrespectful Workplace

Loss of productivity
Increase in job
accidents

High turnover
Less attention to
safety

Increase cost to
rehire, retrain new
staff

Recruitment
challenges

Increase
absenteeism
Decrease in morale

Anxiety
Depression



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

Inappropriate conduct or comment

knew
or ought to
have known



humiliated
or
intimidated



Sexual Harassment any....

Comment

Conduct or gesture

Inappropriate email, phone call, gifts

Contact of sexual nature

Unnecessary physical contact

Unwelcome sexual joke

Display of derogatory material

Sexual comment re; appearance, body

Telling offensive jokes

Asking about romantic history

Comments re; gender identity

Sharing inappropriate stories

Sharing offensive imagery

Sending inappropriate texts



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".



For group discussion after break...

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



Bullying



<https://www.youtube.com/watch?v=1kOn8vWA4fU>



Conversation – Group Discussion

As a manager about to meet with your employee to address the disrespectful behavior what do you do:

- 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?

Making Relationships Work at Work

7 Ways to . . . Show Honor and Respect

1. **Be considerate** (Platinum Plus Rule)
2. **Get to know people**
3. **Listen to and encourage ideas**
4. **Make empathetic requests**
5. **Focus on facts, not assumptions**
6. **Create an inclusive culture**
7. **Offer sincere praise generously**

Diane Windingland, SmallTalkBigResults.com

12 WAYS TO PROMOTE RESPECT AT WORK

COMMUNICATE
CLEARLY

RECOGNIZE
INDIVIDUAL
AND TEAM
ACHIEVEMENTS

BE KIND

AVOID
GOSSIP

VALUE YOUR
TEAM
MEMBERS'
IDEAS AND
INPUT

BE OPEN-
MINDED TO
LEARN FROM
OTHERS

ENCOURAGE
PEOPLE TO
SET CLEAR
BOUNDARIES

BE MINDFUL
ABOUT
PEOPLE'S TIME

PRACTICE
WHAT YOU
PREACH
(WALK THE
TALK)

APPRECIATE
PEOPLE'S
UNIQUENESS

ASK FOR
HONEST
FEEDBACK

CREATE
OPPORTUNITIES
FOR
PROFESSIONAL
GROWTH



As a Leader, if you observe disrespectful behaviour...what do you do?

- If you observe someone being treated in a humiliating, degrading or disrespectful manner, address the issue.
- Address disrespect and bullying in the workplace immediately
- Have the difficult conversations early on
- Respectful Workplace Policy



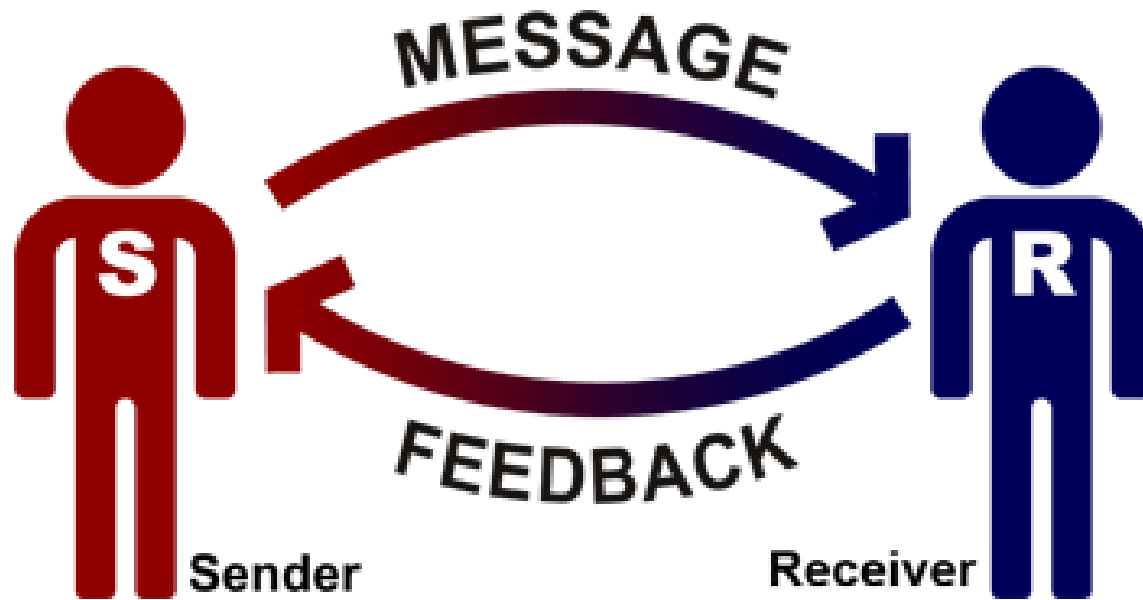
Benefits of Respect in the Workplace...

RESPECT IN THE WORKPLACE

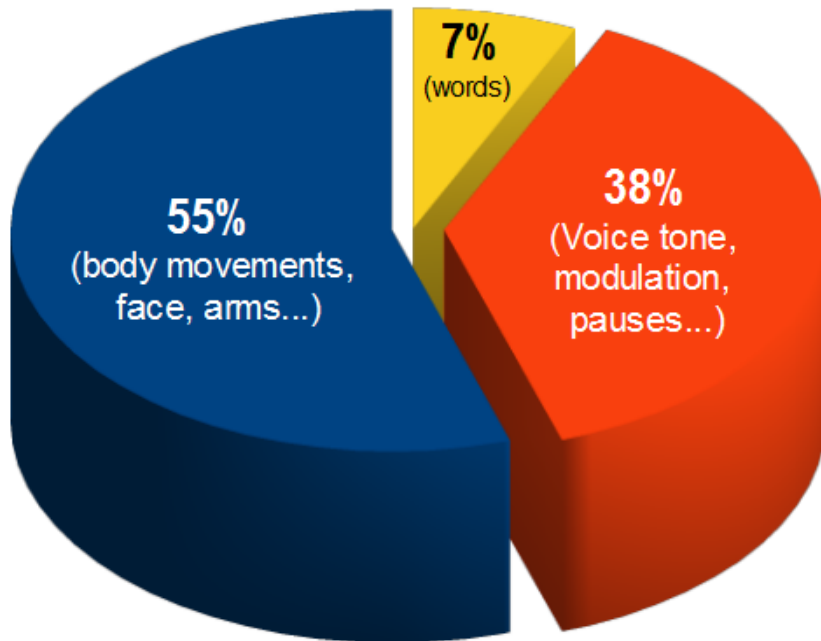
Benefits of Giving Respect to Each Other in the Workplace



Communication



How the message is received



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search ID: cwn1125

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



Our rights & responsibilities...

Our Rights	Our Responsibilities
All employees are entitled to a respectful workplace	Employees – Model Respectful Behaviour
Free of disrespectful behaviour	Manager – Model the Way! Advise HR of any complaints, deal with issues right away
Environment where employees feel valued and empowered	Employer – promote the RWP policy, foster an environment free of disrespect
Environment where disrespectful behaviour is addressed	Human Resources – work with Managers on complaints, investigate formal complaints
	Union Partners – work with HR to promote a respectful work environment Bring concerns forward



If one of your staff is being harassed...

Safety First

Deal with
immediately

Investigate
Be consistent
Be fair

HR is a resource

Document

Ensure
Confidentiality



Resources for you

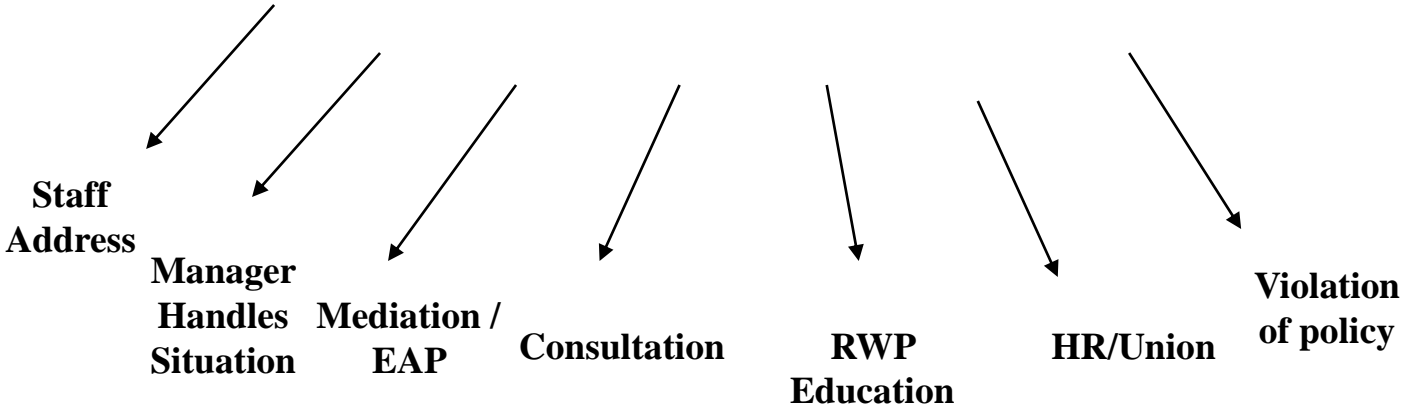
- Organizational Development Services
- Organization & Staff Development workshops
<http://www.wrha.mb.ca/osd/>
- Human Resources
- Workshops offered by the Employee Assistance Plan
- Employee Assistance counselling services 786-8880
- WRHA webpage link to various Respectful Workplace resources
 - <http://www.wrha.mb.ca/professionals/respectfulworkplace/index.ph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



Resolution

O
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S

Immediate Resolution



Option becomes more formal



Immediate Resolution

- Encourage staff to have a direct conversation, may stop behaviour and result in positive outcome
- May bring insight to the individual causing the concern that their behaviour is not acceptable
- Individual may not realize that the behaviour is offending
- One on one discussion focus is on rebuilding the working relationship



Consultation/Informal Conversation

During Consultation, employee concerns may be addressed in confidence with all or one:

- Manager/supervisor
- Human Resources
- Union Representative



What happens next....

Employee decides not to pursue the matter further

Employer determines does not violate RWP – no further action

If concern warrants, employer may initiate a formal or informal process

Employee files informal complaint

Employee files formal complaint

Ensure Confidentiality



Informal Resolution Processes

One-on-One Discussion with all parties involved

Manager participates in discussion

Human Resources present to facilitate discussion

Mediation, neutral third party – if required



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

Records of complaints are maintained in a confidential file by the Director of Human Resources for a minimum of 10 years



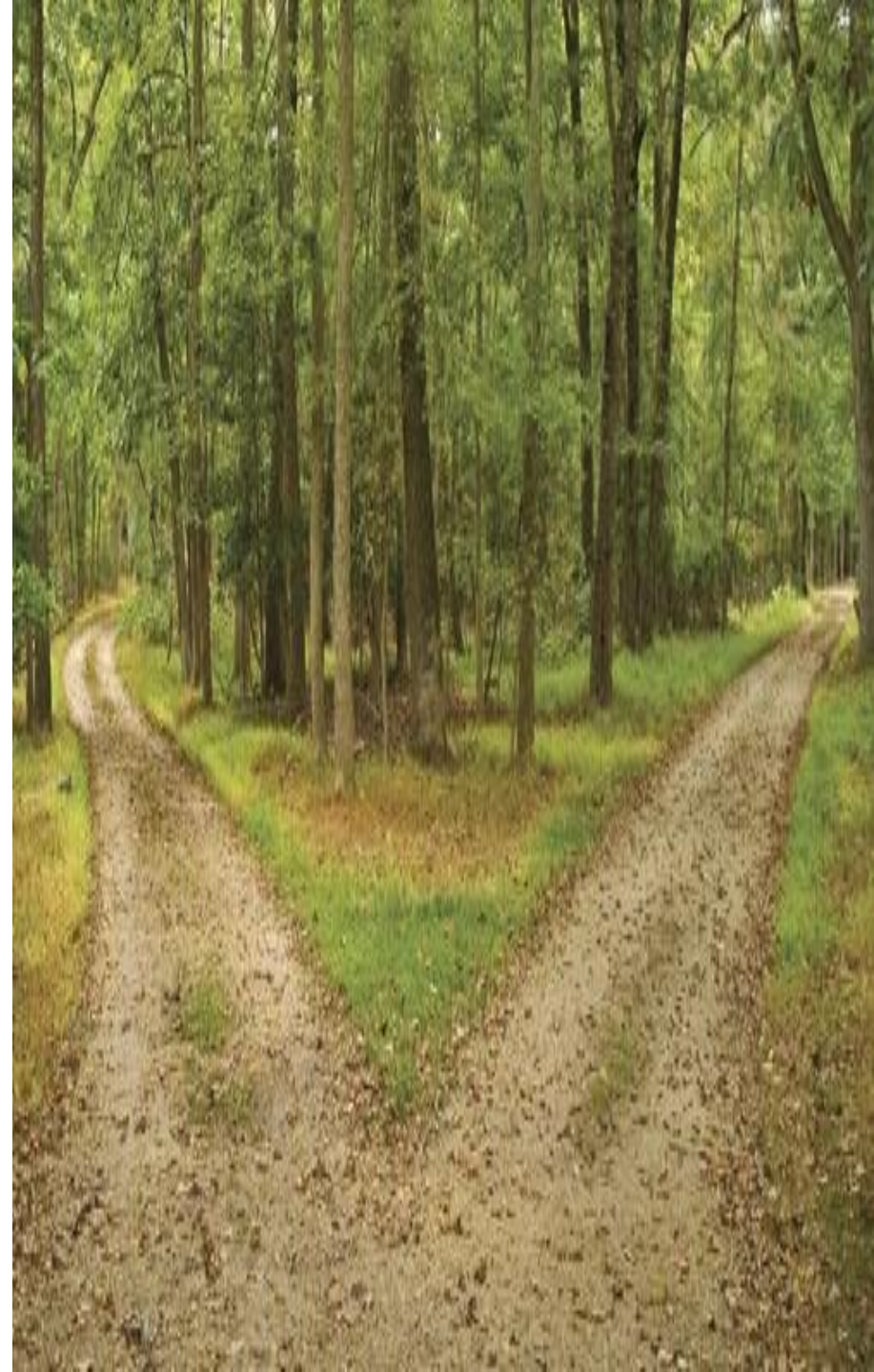
What would you do?

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.





thanks!