On the Agenda

Facilitator's Guide

Civility & Respect

The Great-West Life Centre for Mental Health in the Workplace

Civility & Respect

Funded by The Great-West Life Assurance Company

Slide # 1

For this slide, you want to ensure that you have already introduced:

- yourself

- your role within the organization, if unknown to the group

- why you are engaging the group in this discussion

- the importance of addressing psychological health and safety in your organization

The importance of addressing psychological health and safety in your organization can be highlighted by stating the following:

1. Depression will rank second only to heart disease as the leading cause of disability worldwide by the year 2020, which can impact the workplace in areas such as bottom-line production and team work.

2. There are current and emerging legal requirements in Canada for the protection of employee psychological health and safety and the promotion of civility and respect at work.

3. Organizations that value and improve the health of the workplace can improve their organization profile. An improved profile can result in better recruitment and retention rates, enhancing the potential for growth. We want you and potential employees to know that we value your contribution to the organization, that you do good work and that we want to help you to continue to be successful at work.

After these statements, you might say: "The focus of this session is to discuss civility and respect in the workplace".

Slide # 2

This slide provides a definition of civility and respect. We recommend starting with the definition provided by *Guarding Minds @ Work™*: "A civil and respectful workplace ensures a work environment where employees are respectful and considerate in their interactions with one another, as well as with customers, clients, and the public". Then open the floor for questions about the definition. An idea to get employees to start participating in your presentation is to ask a volunteer in the audience to read the slide. You may wish to share additional information such as:

1. What does a civil and respectful workplace mean?

   Possible Answer: Showing esteem, care and consideration for others, as well as recognizing the dignity and inherent value of each individual in the workplace.

2. Why is a respectful workplace important?

   Possible Answer: It allows for greater problem resolution, enhanced supervisor-staff relationships and a greater interest in personal development.

On the Agenda

About PF4: Civility & Respect

What are Psychosocial Factors?

Psychosocial factors are elements that impact employees' psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers).

What is PF4: Civility & Respect?

GM@W defines PF4: Civility & Respect as present in a work environment where employees are respectful and considerate in their interactions with one another, as well as with customers, clients and the public. Civility and respect are based on showing esteem, care and consideration for others, and acknowledging their dignity.

Why is Civility & Respect important?

A civil and respectful workplace is related to greater job satisfaction, greater perceptions of fairness, a more positive attitude, improved morale, better teamwork, greater interest in personal development, engagement in problem resolution, enhanced supervisor-staff relationships, and reduction in sick leave and turnover. Organizations characterized by civility and respect create a positive atmosphere marked by high spirits and work satisfaction. This allows people to enjoy the environment, whether they are staff, clients or customers.

What happens when civility and respect are missing from the workplace?

When a workplace lacks civility and respect, this can lead to emotional exhaustion amongst staff. In addition to health problems, an incivil and disrespectful workplace is associated with greater conflict and job withdrawal. A work environment that is incivil and disrespectful also exposes organizations to the threat of more grievances and legal risks.

Probably the most extreme example of disrespectful behaviour is bullying. Exposure to workplace bullying is associated with psychological complaints, depression, burnout, anxiety, aggression, psychosomatic complaints and musculoskeletal health complaints. Bullying not only affects those directly involved, but also affects bystanders, as they too experience higher levels of stress. A number of provinces currently have, or are considering, legislation to address such behaviours.

How can Civility & Respect be improved?

Start by conducting the GM@W Organizational Review and/or the GM@W Survey and reviewing the results. If **Civility & Respect** is identified as an area of concern or relative strength, refer to the GM@W Action Resources for a practical strategy and evidence-based and effective suggested actions that can improve **Civility & Respect**. It is also important to discuss the findings with employees to gain a further understanding of the results and to obtain input into possible interventions. Furthermore, it is important to evaluate the undertaken interventions over time to ensure they are effective and to take corrective action where needed. Consider reviewing the resources below. Finally, refer back to the GM@W website on occasion for new ideas about how **Civility & Respect** can be enhanced.

Further information about Civility & Respect:

- Belton, L., & Dyrenforth, S. (2007). Civility in the workplace: Measuring the positive outcomes of a respectful work environment. *Healthcare Executive, 22*(5): 40, 42-43. Retrieved from http://www.ncbi.nlm.nih.gov/pubmed/17892116

- Crocker, M., & Henderson, C. (2008). A 12-step managerial civility recovery model. *People & Strategy*. Retrieved from http://findarticles.com/p/articles/mi_6768/is_3_31/ai_n31909630/

- Gilbert, M. & Bilsker, D. (2012). *Psychological Health and Safety: An Action Guide for Employers*. Retrieved from http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf

- Ramarajan, L., Barsade, S., & Burack, O. (2008). The influence of organizational respect on emotional exhaustion in the human services. *The Journal of Positive Psychology, 3*(1), 4-18. Retrieved from http://people.hbs.edu/lramarajan/RamarajanBarsadeBurack.pdf

- Legacy Business Cultures. (2012). *Respectful Workplace*. http://www.respectfulworkplace.com/articles/

- The Great-West Life Assurance Company. (2012). PF4: Civility and Respect. In *Centre Resources by GM@W Factor* and *On the Agenda*. Retrieved from http://www.workplacestrategiesformentalhealth.com

- Vartia, M. (2001). Consequences of workplace bullying with respect to the well-being of its targets and the observers of bullying. *Scandinavian Journal of Work, Environment & Health, 27*(1), 63-69. Retrieved from http://www.sjweh.fi/download.php?abstract_id=588&file_nro=1

www.guardingmindsatwork.ca

Slide # 3

This slide details what a civil and respectful workplace may look like. Simply read the points on the slide. If you would like to expand on the information, we suggest elaborating on what a workplace without civility and respect may look like. You can suggest the following and why you don't want this for your group:

- Emotional exhaustion among staff

- Greater conflict

- Greater job withdrawal

- More grievances and conflict

- Increased bullying

Our scores

Our scores from the *Guarding Minds @ Work*™ survey indicate that we have some room for improvement in this area of the workplace.

For example, some of the recommended suggestions are:
- Provide support and training for staff that are the most likely to experience difficult behaviour or complaints during the course of their work (e.g., from difficult clients/customers)
- Maintain the confidentiality of employees' personal information in all communications

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Slide # 4

If your workplace completed the *Guarding Minds @ Work* (GM@W) Survey, you may wish to review the scores now. Let your employees know that there is always room for improvement, and it is also important to recognize and retain what is already working.

- Review the suggestions on the slide and let them know that putting psychological health and safety on the agenda is an active step to increase workplace civility and respect.

- If your workplace has not undertaken the GM@W Review or Survey, ask the employees if they feel the suggestions on the slide would be helpful, and why or why not.

GM@W Suggested Responses

Please consult the *Selection of GM@W Suggested Actions* and *Selection of Effective Actions: Applying a Quality Framework* documents to help you select GM@W suggested actions to undertake for Civility & Respect.

PF4: CIVILITY & RESPECT

OBJECTIVE: A work environment where employees are respectful and considerate in their interactions with one another, as well as with customers, clients and the public.

PF4: GM@W Survey Results (check rating, if applicable)	☐ SERIOUS CONCERNS	☐ SIGNIFICANT CONCERNS	☐ MINIMAL CONCERNS	☐ RELATIVE STRENGTHS
PF4: GM@W Organizational Review Results (check rating, if applicable)	☐ SERIOUS CONCERNS	☐ SIGNIFICANT CONCERNS	☐ MINIMAL CONCERNS	☐ RELATIVE STRENGTHS

Serious Concerns = 5 to 9   Significant Concerns = 10 to 13   Minimal Concerns* = 14 to 16   Relative Strengths** = 17 to 20

* Although this is a Minimal Concern, it is important to attend to it and review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

The list below contains actions that you can take to respond to actual or potential concerns related to **Civility & Respect**. Many of these actions have been found to be effective in research studies, have been recommended as best practices, or have been found valuable in applied settings. Some have been informed by emerging case law and regulatory requirements. *Civility & Respect is an area of particular importance from this perspective (see also: PF1, 5, 9 and 12).* The actions are drawn from diverse industries and sectors, and not all may be applicable or feasible in your particular workplace. This list is not exhaustive, nor is it intended to be prescriptive. Rather, these are suggestions for possible courses of action.

If **Civility & Respect** has been flagged as a **Relative Strength** in your workplace, it is important not to overlook this finding. You can do this by developing policies that protect this relative strength and engaging staff in discussions of how this strength can be enhanced by implementing the suggested actions below.

If **Civility & Respect** has been flagged as an area of concern in your workplace, consider which of these actions might be appropriate. In making your decision, it can be helpful to keep the following six key quality dimensions in mind: Appropriateness, Acceptability, Accessibility, Effectiveness, Efficiency and Safety (see *Selection of Effective Actions: Applying a Quality Framework* for more information).

The actions below fall into four main categories: (1) norms, values and practices of the work environment; (2) training and development initiatives; (3) communication strategies and approaches; and (4) formal policies and programs. You may have already initiated some of the actions – but consider the others. You may also have other ideas for actions you could implement – there is a space for writing these down at the end of this document. **Remember, not every action that might enhance Civility & Respect in your workplace is listed here. Implementing the following actions, however, will provide a strong foundation for building a psychologically healthy and safe workplace.**

Work Environment (Norms, Values & Practices)

- ❑ Maintain a workplace culture where disrespectful or uncivil behaviour is immediately addressed
- ❑ Manage conflict in an effective and timely fashion, and ensure follow-up with all parties involved
- ❑ Ensure that supervisors/managers are present, available and in contact with employees to more easily discern and resolve problems
- ❑ Promote and reinforce respectful leadership behaviour

Training & Development

- ❑ Provide training and resources on civil and respectful workplace behaviour (e.g., interpersonal conflict resolution, anger management)
- ❑ Provide support and training for staff who are most likely to experience difficult behaviour or complaints during the course of their work (e.g., from difficult customers/clients)
- ❑ Implement diversity training throughout the organization (e.g., on mental disability issues)

Communication

- ❑ Adopt nondiscriminatory language in all communications
- ❑ Maintain the confidentiality of employees' personal information in all communications
- ❑ Distribute policies on civility and respect regularly to all staff and ensure accessibility and placement of prominently-located copies (e.g., bulletin board, employee handbook)

Formal Policies & Programs

- ❑ Create and enforce guidelines and/or a code of ethics detailing expectations and consequences for inappropriate behaviour
- ❑ Provide resources on civility and respect policy when recruiting, hiring and orienting staff
- ❑ Maintain "zero-tolerance" policies for disrespectful behaviour, but also allow for constructive problem-solving
- ❑ Ensure formal investigation, documentation and resolution of incidents of inappropriate behaviour, including inappropriate client/customer behaviour
- ❑ Consider dispute resolution alternatives (e.g., ombudsperson, informal third-party intervention, formal mediation)

Additional resources have been created to help you take action, including: presentation slides and supporting materials (freely available at www.workplacestrategiesformentalhealth.com/ota) and a new resource - *Psychological Health and Safety: An Action Guide for Employers*, developed on behalf of the Mental Health Commission of Canada Workforce Advisory Committee, that is a practical tool designed to help employers develop implementation plans on the basis of GM@W findings (freely available at www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf).

We encourage you to review these resources for additional suggested actions.

Other Actions:

❑ _____
_____
_____
_____

❑ _____
_____
_____
_____

❑ _____
_____
_____
_____

There won't be a perfect set of actions – often it's a matter of choosing the actions most likely to accomplish positive outcomes while generating the fewest potential problems.

Once you have selected one or more actions to undertake, enter them into the corresponding *GM@W Action Planning Worksheet*, pick your start date, identify who will be involved – your Action Team, and get started!

Slide # 5

- Review the recommended actions in the GM@W Suggested Responses document or choose those that you wish to share with the group as possibilities.

- Ask the employees to work in groups of three or more to review the suggested responses and discuss what each of these may mean for your workplace in regards to practicality, profit, cost and challenges.

- Ask that someone keep notes, and let them know that their group is to report back to the larger group in 15 minutes.

- Ask for a group to volunteer to start the report back and begin the discussion to choose which initiative(s) to begin with.

- Check out the Centre website at *www.workplacestrategiesformentalhealth.com* for free resources related to civility and respect.

Slide # 6

- Ask the employees to vote on the most important recommendation that they heard from the previous exercise. Ballots, Post-it Notes, stickers or raised hands are all ideas that could be used for voting.

- If there is a discrepancy, see if you can narrow the options down to two and discuss the potential pros and cons of each option and then re-vote, or consider implementing more than one option at once if this would be practical.

- Develop a statement with the group about why the chosen recommendation is important to them; get to the underlying need that is being met.

Slide # 7

- Hand out the Action Planning Worksheet to each employee so he or she can follow along.

- Identify each step required to implement the chosen action(s).

- Review the steps and ask for volunteers to take on different actions. If individuals feel uncomfortable taking on an action by themselves, suggest working in pairs or groups.

- Set a follow-up date to review progress on the action items together, as well as an expected completion date.

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@ WORK

GM@W Action Planning Worksheet

Name: _____

Position: _____ Date: _____/_____/_____

PF4: CIVILITY & RESPECT

OBJECTIVE: A work environment where employees are respectful and considerate in their interactions with one another, as well as with customers, clients and the public.

PF4 GM@W Survey Results

PF4 GM@W Survey Score: _____ (5 to 20)　　　　　　　Date administered: _____/_____/_____

SERIOUS CONCERNS	SIGNIFICANT CONCERNS	MINIMAL CONCERNS	RELATIVE STRENGTHS

PF4 GM@W Organizational Review Results

PF4 GM@W Organizational Review Score: _____ (5 to 20)　　　　　Date administered: _____/_____/_____

SERIOUS CONCERNS	SIGNIFICANT CONCERNS	MINIMAL CONCERNS	RELATIVE STRENGTHS

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** Although this is a Relative Strength, it is important to review the GM@W Organizational Review Results and the GM@W Survey Results for any additional or individual-identified areas of concern.

	Selected Action(s) (What exactly are you planning to do?)	Starting Date (What is a realistic date to begin?)	End Date (Is the action ongoing or will it end? If so, when?)	Action Team (Who is involved? Be specific.)	Indicator(s) (What changes do you expect to result from this Action?)	Evaluation Date (When will you determine if the Action was successful?)
Action Priority 1:						
Action Priority 2: *(if applicable)*						
Action Priority 3: *(if applicable)*						

Slide # 8

For more resources check out:

www.workplacestrategiesformentalhealth.com

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For this slide, we suggest encouraging your employees to check out the *Workplace Strategies for Mental Health* website at *www.workplacestrategiesformentalhealth.com*. The website features a number of employee-specific resources they can access for free:

- Self-assessment tools to check their current state of mental health

- Information about mental health, addiction and mental illness

- Approaches to mental wellness and coping with workplace stressors

- *Working Through It*, which is a video-based series of video clips by, and for, those struggling while at work, off work or returning to work