

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.

PF1: GM@W Survey Results (check rating, if applicable)	SERIOUS CONCERNS	SIGNIFICANT CONCERNS	MINIMAL CONCERNS	RELATIVE STRENGTHS
PF1: 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!