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| Approval Date | <i>May 18, 2021</i> |
| Revision Date | <i>March 17, 2021</i> |
| Approved by | <i>Chair, Board of Trustees</i> |
| Approver Signature |  |
| Scheduled Review Date | <i>May 2024</i> |
| Cross- Reference | <i>This policy replaces: 2-340 Civility and Respect, approved March 9, 2020.</i> |

PURPOSE

The purpose of the civility and respect policy (the/this “**Policy**”) is to enhance the capacity of Central Health to promote, create and maintain a respectful workplace for all employees by:


- Ensuring all employees are aware of and understand that disrespectful behavior and/or conflict in the workplace are serious issues that can negatively affect employees and their work environments; and
- Providing processes which promote and maintain a healthy, respectful workplace and that allow conflict to be addressed and resolved in a constructive manner.

SCOPE

This Policy applies to all employees, physicians, students, volunteers and agents of Central Health (collectively referred to herein as “**employee**” or “**employees**”) and to all interactions these employees have within Central Health’s work environment, including interactions with patients, residents, clients, students, volunteers, visitors, contractors, other employees and all others affiliated.

This Policy also applies to any activity or communication arising from the work environment which takes place outside of same or outside of working hours including but not limited to the following:

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- At work-related social functions;
- During work-related travel or conferences;
- Over the telephone or social media, if the conversation is work-related; or
- Elsewhere, as a result of work-related responsibilities or a work-related relationship.

Please note that allegations of workplace harassment are addressed in accordance with the **Harassment-Free Workplace Policy 2-410**.

POLICY STATEMENT(S)

All employees at Central Health are expected to act in accordance with Central Health's values. Central Health is committed to fair and equitable treatment of employees and is committed to resolving and preventing conflict in the workplace.


To this end, employees are expected to treat each other and members of the public with dignity, civility and respect. Civility and respect require that employees be considerate in their interactions with each other by showing esteem, care and consideration for others, and acknowledging their dignity.

Examples of respectful behavior in the work environment includes, but is not limited to:

- Being mindful of co-workers' right to privacy;
- Seeking out, listening to and valuing the input and opinions of others;
- Modeling positive interactions with others;
- Eliminating gossip, critical words and hurtful behavior;
- Saying please and thank you; and
- Being inclusive.

Employees are prohibited from displaying behaviors associated with incivility and disrespect at the workplace. Workplace incivility and disrespect refers to behaviors that are rude, inconsiderate or insensitive. These behaviors may be

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unintentional but still result in an unpleasant work environment that affects both employees and patients/residents/clients and their families.

Examples of incivility and disrespectful conduct includes, but is not limited to:

- Skipping common courtesies, such as hello, please and thank you;
- Eye rolling;
- Belittling skills, experience and opinions;
- Dismissive or judgmental body language and sounds;
- Use of profanities;
- Sarcasm;
- Gossip;
- Cliques or social exclusion;
- Interrupting or intruding on boundaries;
- Arriving late when others rely on your timeliness;
- Withholding information that others need to perform their job; and
- Taking credit for other people's work.

All employees are encouraged and empowered to act where incivility or disrespectful conduct occurs. Silence or lack of response to incivility and disrespectful conduct sends a message that the conduct is supported or condoned and allows it to be repeated in the future.


All employees are encouraged and empowered to avail of the services and guidance offered by the Respectful Workplace Coordinator (the "RWC") and participate in the conflict resolution procedures as outlined herein.

Incivility and disrespectful conduct, in violation of this Policy, may result in disciplinary action up to and including termination of employment.

CONFLICT RESOLUTION

Incivility and disrespectful conduct may result in workplace conflict. All incidents of workplace conflict must be addressed constructively to promote and maintain respectful working relationships. Conflict, when addressed appropriately, can be constructive and lead to clarification and understanding. Central Health's

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commitment to creating a respectful workplace involves working directly with employees to foster positive interaction and devise practical and optimal strategies to manage conflict. When not adequately managed, conflict can escalate into incivility, disrespectful interactions and possibly harassment.

RECORDS MANAGEMENT

Unless otherwise set out in this Policy, all records of meetings and other relevant material or information gathered with respect to this Policy will be maintained by People and Culture. All records shall be retained in accordance with approved records retention and disposition schedules and the *Management of Information Act*, where applicable.

In the event that an Access to Information Request is received in relation to this Policy, information will be released in accordance with the *Access to Information and Protection of Privacy Act, 2015* or as otherwise required by law.

PRIVACY & CONFIDENTIALITY

Any information obtained relating to this Policy, including personal information, will not be disclosed unless it is necessary for the purpose of complying with this Policy, corrective action relating to a breach of this Policy, or where required by law.


All individuals are required to maintain confidentiality when involved in processes under the Policy. Those who are found to have breached confidentiality may be subject to disciplinary action up to and including termination of employment.

ROLES AND RESPONSIBILITIES

Supervisors, managers, directors and physician leaders are responsible and accountable for:

- Modeling respectful conduct in the workplace;

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- Taking ownership of workplace conflict and disrespectful conduct issues and/or incivility and working collaboratively with People and Culture staff, unions and/or others to resolve those issues;
- Understanding and complying with this Policy;
- Taking seriously and having accountability for concerns raised about workplace conflict or disrespectful conduct and/or incivility, and promptly addressing these concerns;
- Providing guidance and assistance to employees who report occurrences of workplace conflict or disrespectful conduct and/or incivility, in breach of this Policy;
- Seeking assistance or advice from the RWC for intervention when they witness or are made aware of conflict or disrespectful conduct and/or incivility in the workplace; and
- Participating fully in any conflict resolution interventions recommended under this Policy.


Employees are responsible and accountable for:

- Modeling respectful conduct in the workplace;
- Understanding and complying with this Policy;
- Attempting to resolve differences with other employees in a respectful manner;
- Encouraging a civil and respectful work environment;
- Reporting witnessed incidents of incivility and/or disrespectful conduct involving others to their supervisor or manager;
- Approaching their supervisor, manager, human resources staff or the RWC where assistance is required in accordance with this Policy;
- Participating fully in any conflict resolution interventions recommended under this Policy; and
- Identifying any medical restrictions or limitations to participation in conflict resolution interventions.

Central Health is responsible and accountable for:

- Promoting and fostering a respectful work environment free from disrespectful conduct and incivility; and

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- Retaining the discretion to proceed with appropriate actions and/or interventions in accordance with this Policy, upon becoming aware of any incivility and/or disrespectful conduct which violates this Policy (e.g. management-initiated referral as outlined below).

PROCEDURE


Conflict resolution services under this Policy are coordinated by Central Health's RWC. The RWC can provide assistance to employees in the form of consultation, personal support, problem solving, help with assertiveness skills, or a discussion about the conflict resolution options available to employees, in accordance with this Policy.

Referral to the RWC in relation to this Policy may be made by self-referral, a workplace-assisted referral or a management-initiated formal referral.

1. **Self-Referral:** a self-referral is made by the employee on their own behalf. All employees can seek assistance on a voluntary basis by contacting the RWC.
2. **Workplace-Assisted Referral:** the manager and/or supervisor may identify an individual or work group in need of support and advice on how to constructively manage workplace conflict and recommend contact with the RWC. The manager and/or supervisor are not provided with any information regarding contact unless the employee(s) provides consent.
3. **Management-Initiated Formal Referral:** a formal referral to the RWC may occur when work performance issues and/or behaviour, which may be in breach of this Policy, have been identified by the manager and/or supervisor to the employee. The employee is provided with a letter by the employer outlining the issues of concern and the employer's expectations for his/her behaviour. The employee is also offered the option of the RWC's services to assist in addressing those issues of concern.

The content of any information discussed between the RWC and the employee is to be kept confidential, unless there is a professional or legal duty or obligation

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to disclose information; there is a serious, imminent or foreseeable harm to an employee, client or others; where the employee discloses any allegations of a violation of the law (e.g. criminal behaviour); or where the alleged conduct amounts to harassment, pursuant to the Harassment-Free Workplace Policy 2-410. These limits to confidentiality will also be discussed with the employee upon the initial meeting with the RWC.

Informal Resolution Options

Informal resolution approaches offer employees greater influence over the resolution process and the outcome, and often have a focus on repairing the relationship or restoring a respectful work environment.


Employees, who believe they have experienced or observed disrespectful conduct or incivility are encouraged to assess all conflict resolution options, with the assistance of the RWC, and decide which options, if any, they wish to pursue.

1. **Individual Intervention:** An employee who has experienced incivility and/or disrespectful conduct in the workplace may choose to approach the person, either in person or in writing, to advise that the behavior is objectionable and unwelcome and request that the behavior stop. The problem may be resolved at this point and no further action may be required.
2. **Management Intervention:** An employee who has experienced incivility or disrespectful conduct in the workplace may choose to have a manager or supervisor approach the person responsible to advise that the behavior is unwelcome. If the allegation is against a manager, then the employee may request intervention by the next level of management.

Where this option is selected, the manager may consult with People and Culture. The manager will continue to monitor the situation to ensure the issue has been resolved.

3. **Conflict Coaching:** Conflict coaching is one-on-one support to help an individual employee deal with a conflict situation. The employee is

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encouraged to build on their own skills to constructively respond to situations of conflict and/or explore available avenues of resolution. The coach does not provide advice, but will offer objective, non-judgmental feedback and will ask questions so that clients are given the opportunity to reflect on their approaches and consider ways to increase their effectiveness in dealing with a conflict situation.

In addition to the informal resolution options available to employees on an individual basis, as outlined above, the RWC may recommend one or more of the following approaches, which require the involvement of both the employee alleging the disrespectful conduct and/or incivility and the employee whose behaviour becomes the focus of such conduct (i.e. an employee who is accused of disrespectful behaviour or incivility).

1. **Facilitated Discussions:** The process is conducted by an impartial facilitator who assists participants to reach a resolution in a respectful manner. Facilitated discussion is typically less formal and less structured than mediation but provides a safe environment for a constructive conversation. The facilitator will first meet individually with each of the participants involved to assess readiness and provide information on the process. If appropriate, a facilitated discussion will be scheduled.
2. **Mediation:** The mediation process is conducted by an impartial mediator who assists participants in reaching a resolution in a respectful manner. The mediator will first meet individually with each of the participants involved to assess readiness and provide information on the mediation process. If deemed appropriate, mediation will be scheduled.
3. **Workplace Assessment:** A workplace assessment is conducted by **[INSERT]** who seeks to identify practical opportunities for positive change in an effort to create a more functional, productive work environment. Concerns about workplace issues can vary from allegations that a workplace is toxic, working relationships are poor, and/ or morale or employee engagement is low. Through a workplace assessment, information is gathered about workplace culture, practices, and/or

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behaviours, and attempts to identify the root cause(s) of the alleged issue(s). A workplace assessment may include, but is not limited to, one or more of the following:

- Focus groups;
- Surveys;
- One-on-one interviews; and
- Policy reviews.
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Employees are also encouraged to seek the confidential support of Central Health's Employee and Family Assistance Program (EFAP).

RELATED RESOURCES

Harassment-Free Workplace Policy 2-410.

National Standard of Canada on Psychological Health and Safety in the Workplace.

Respectful Workplace Program, Public Service Commission, Provincial Government of Newfoundland and Labrador. Retrieved from:

<https://www.psc.gov.nl.ca/psc/rwp/index.html>

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