



BEHAVIOUR *Continuum*

Worker-to-Worker

Purpose

The [Respectful Workplaces and the Prevention of Harassment and Violence policy suite](#) promotes a safe, healthy and inclusive workplace at AHS. The policy suite has a policy and four procedure documents. The Behaviour Continuum below is located in the [Type III \(Worker-to-Worker\) procedure](#).

The policy recognizes that disrespectful behaviour, harassment and violence can exist on a continuum and that disrespectful behaviour can be a precursor to harassment and violence. This reference guide provides support to all workers, leaders and HR in the review of and response to conflict, disrespectful behaviour, harassment and violence between workers.

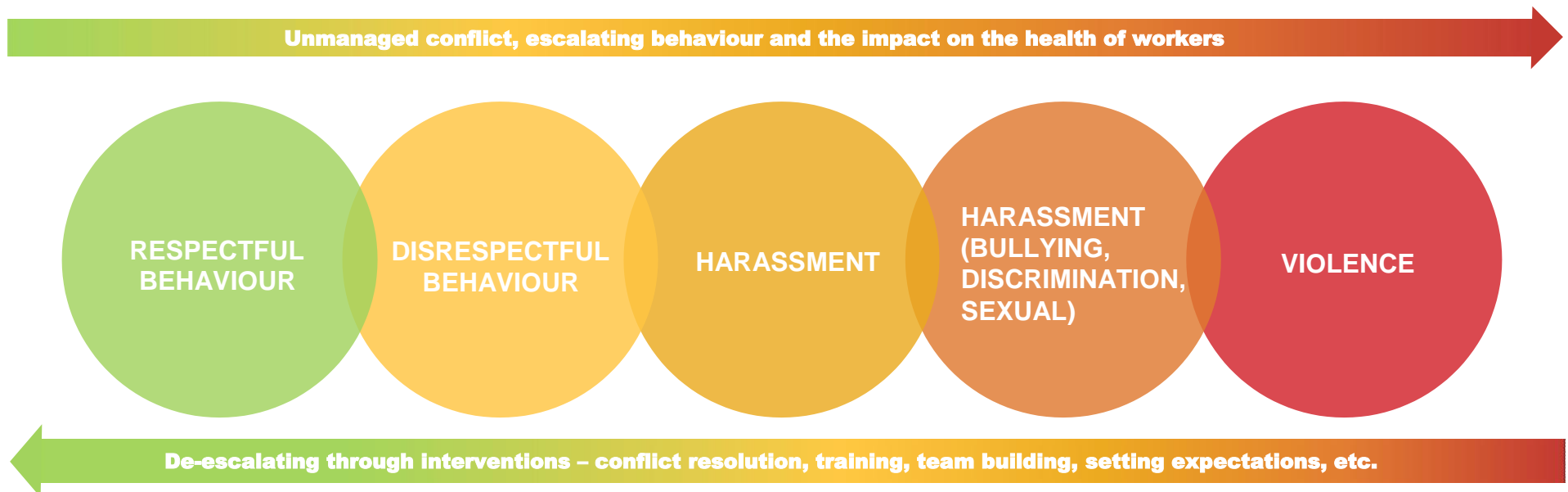
The examples provided in this resource are to be used as general guidelines and the context (i.e. history between individuals, tone of voice, pattern of behaviour, etc.) will be important to assess in different situations. This concept is shown in the overlapping of the circles in the continuum diagram. For example, the same behaviour could be assessed as disrespectful in one circumstance, and as harassment in another. A case-by-case assessment is always needed to determine how best to respond and restore respectful behaviour and the working relationship.

The Continuum

The Worker-to-Worker Behaviour Continuum outlines different types of behaviour, ranging from respectful behaviour, to disrespect, harassment, and violence. It helps us better understand behaviour and outlines the steps we can take to address and resolve concerns at each level.

The top arrow on the diagram illustrates that behaviour can escalate if conflict is not managed at the onset and disrespectful behaviour can lead to harassment or violence if it is not addressed. The top arrow also shows that the impact to workers' mental and physical health can also escalate over time. At the end of this document you will find a link to the Mental Health Continuum which outlines the symptoms experienced across the spectrum, actions that can be taken and the supports available. The Mental Health Continuum supports the Behaviour Continuum and reminds workers and leaders to always approach each situation with support, compassion and concern.

The bottom arrow illustrates how behaviours can be shifted back towards respectful behaviour through appropriate interventions and supports such as conflict resolution, training, team building and expectation setting. The focus should always be on building understanding and moving back to respectful behaviour.



RESPECTFUL BEHAVIOUR

What is Respectful Behaviour?

Respectful behaviours show due regard for the feelings, wishes, rights and traditions of others. Respectful behaviours support a safe, healthy and inclusive workplace and are aligned with AHS' Code of Conduct, the principles of Just Culture and the AHS values.

Living the AHS Values – In Action.

Examples:

- Living our [AHS "CARES" values](#)
- Demonstrating the [AHS competencies](#) by showing kindness, communicating effectively and working productively with others
- Having respectful conflict (e.g. disagreeing and discussing to come to a solution, respectfully agreeing to disagree, engaging in conflict resolution dialogue)
- Treating others the way *they* wish to be treated
- Clarifying intentions and not judging on actions
- Asking questions and seeking others' perspectives
- Encouraging and appreciating others
- Giving constructive feedback and work direction
- Supportive and respectful performance management

Actions & Accountabilities for Workers

- Role model respectful behaviour
- Acknowledge respectful behaviour and the demonstration of AHS values when you see them
- Access resources (such as conflict.support@ahs.ca and other "conflict resolution" resources on [Respectful Workplaces](#))
- Seek support from your peers, leader and union to work through concerns respectfully

Actions & Accountabilities for Leaders

- Model respectful behaviour in your interactions with staff, and encourage staff to create and maintain a respectful work environment
- Support and coach staff in respectful conflict resolution
- Obtain support through HRBP and conflict.support@ahs.ca
- Recognize achievements and successes
- Re-enforce positive behaviours and leverage strengths within the team
- Promote and integrate Respectful Workplace resources within your team(s) and in team meetings

DISRESPECTFUL BEHAVIOUR

What is Disrespectful Behaviour?

Disrespectful behaviours are comments or conduct that is rude, inconsiderate or insensitive. Disrespectful behaviours can often be addressed and stopped by bringing them to the attention of the other individual. These behaviours can also occur between two or more workers where all sides contribute to the discord. If disrespectful behaviour goes unaddressed, it can lead to harassment or violence.

Conflict Dialogue – In Action.

Examples:

- [Gossip](#) (casual or unproductive conversation about other people)
- Telling offensive jokes
- Dishonesty
- Negative body language
- [Microaggressions](#)
- Withholding information (e.g. not sharing your views, diverting)
- Camouflaging (e.g. not being clear, using abstract language, sarcasm)
- Withdrawing (e.g. refusing to participate in a discussion)

Actions & Accountabilities for Workers

- Address conflict respectfully by first bringing it directly to the other person's attention and engaging in respectful conflict resolution dialogue
- Access resources (such as conflict.support@ahs.ca and other "conflict resolution" resources on [Insite](#))
- Seek support from your peers, leader and union to work through issues respectfully
- If behaviour continues, report to manager/leader
- Demonstrate AHS competencies by taking responsibility, seeking feedback and recognizing your emotions and how they affect others
- Seek personal health and wellness supports

Actions & Accountabilities for Leaders

- Support and coach workers in conflict resolution and seek support through conflict.support@ahs.ca
- Obtain information through fact finding
- Bring behaviour to the attention of the other individual
- Discuss performance expectations
- Implement conflict resolution supports (such as facilitated conversations, conflict coaching and training)
- Obtain support from HRBP if required
- Encourage collaboration and respectful behaviour
- Ensure supports are made available to staff including EFAP and WCB.



HARASSMENT

What is Harassment?

Harassment is any single incident or repeated incidents of objectionable or unwelcome conduct, comment or action by a person that knows or ought reasonable to know would cause offence or humiliation or affect another person's health and safety. This can include incidents that occur outside of the workplace or working hours, but are related to the workplace. **Note:** "Harassment" is a broad definition of behaviours under which there are different levels of severity. The response will vary depending on the severity level.

What isn't Harassment?

Reasonable actions taken by an employer or supervisor while managing and directing workers are not considered harassment.

Differences of opinion or minor disagreements between coworkers are also not generally considered to be workplace harassment but can turn into harassment if no steps are taken to resolve the conflict.

Reference: Alberta Occupational Health and Safety Code

Examples:

- "Ganging up" on someone in an intimidating manner
- Yelling, shouting or swearing at someone
- Criticizing or embarrassing someone in front of others
- Threats, intimidation, insults or name calling
- Malicious gossip or spreading false rumors
- Repeating a behaviour after being asked to stop
- Purposely excluding someone
- Deliberately setting someone up to fail (intentionally withholding information, unreasonable demands)

Actions & Accountabilities for Workers

- Address concerns respectfully with the other person unless your personal safety is at risk
- Access resources and supports (such as conflict.support@ahs.ca and other "conflict resolution" resources on [Respectful Workplaces](#))
- Seek support from your peers, leader and union
- Report concerns to your manager/leader and through MySafetyNet in a timely and consistent way
- Accept feedback about your behaviour and make changes
- Seek personal health and wellness supports (EFAP, WCB, etc.)

Actions & Accountabilities for Leaders

- Address concerns with the individual(s)
- Ensure incident or incidents have been reported in MySafetyNet
- Obtain support from HRBP
- Follow steps outlined in the *Respectful Workplaces and Prevention of Harassment and Violence: Type III Procedure* for investigation and follow up
- Outline expectations
- Implement Conflict Resolution Supports if appropriate
- Implement appropriate performance management steps
- Ensure supports are made available to staff including EFAP, and WCB.

HARASSMENT (DISCRIMINATION, BULLYING, SEXUAL)

What is Discrimination, Bullying or Sexual Harassment?

Discrimination: Any practice, comment or conduct that is known or ought reasonably to be known to be unwelcome, which is related to any protected ground in the Alberta Human Rights Act.

Bullying: Repeated, aggressive or disrespectful behaviour intended to hurt another person physically or mentally. Bullying is characterized by an individual or individuals behaving in a certain way to gain power over another person. The three features of bullying are: a) it is deliberate, b) it is disrespectful, c) it is repeated.

Sexual Harassment: Any unwelcome conduct or comment of a sexual nature that ought reasonably to be known or expected to cause offence or humiliation to a person, detrimentally affects the work environment, or leads to adverse job-related consequences.

Examples:

- Sexual innuendos
- Sexual advances
- [Microaggressions](#)
- Showing or sending pornography, sexual jokes or memes, including forwarding via e-mail, text, or another method
- Making derogatory comments or jokes based on someone's identity, (including sex, race, sexual orientation, age, etc.) or other protected grounds of discrimination included in Alberta Human Rights Act
- Purposefully misgendering someone
- Repeated targeting of an individual
- Treating an individual or group differently based on their identity

Actions & Accountabilities for Workers

- Ensure personal safety or the safety of others
- Document the details of incident(s)
- Report the incident to an immediate supervisor or manager (or next level above if the concern is regarding an immediate supervisor or manager)
- Report through MySafetyNet
- Access supports for your personal care
- Seek personal health and wellness supports (EFAP, WCB, etc.)
- Be an ally to a co-worker if you are a witness or bystander

Actions & Accountabilities for Leaders

- Ensure safety of all parties
- Take immediate action to address and stop the behaviour
- Ensure incident(s) has been reported in MySafetyNet
- Obtain support from HRBP
- Follow steps outlined in the *Respectful Workplaces and Prevention of Harassment and Violence: Type III Procedure* for investigation and follow up
- Implement appropriate performance management steps
- Ensure timely communication with the impacted parties
- Ensure supports are made available to parties including EFAP and WCB. Check in with workers for further support.

VIOLENCE



What is Violence?

Violence is the threatened, attempted, or actual conduct of a person that causes or is likely to cause physical or physiological injury or harm and includes domestic or sexual violence.

Sexual violence is the threatened, attempted, or actual conduct of a sexual nature by a person, whether at the workplace or work-related, that causes or is likely to cause physical or psychological harm. This may include unwanted sexual contact, stalking, or a pattern of ongoing sexual harassment.

Examples:

- Physical assault (hitting or trying to hit, pushing or shoving, etc.)
- Sexual touching or contact
- Verbal or written threats of intent to harm
- Gestures that threaten physical harm
- Throwing objects
- Wielding a weapon

Actions & Accountabilities for Workers

- Ensure personal safety or the safety of others
- Call for emergency response, if required
- Document the details of incident(s)
- Report the incident to an immediate supervisor or manager (or next level above if the concern is regarding an immediate supervisor or manager)
- Report through MySafetyNet
- Access supports you need for your personal care
- Seek personal health and wellness supports (EFAP, WCB, etc.)

Actions & Accountabilities for Leaders

- Ensure the safety of all parties
- Take immediate action to address and stop the behaviour
- Call for emergency response, if required
- Ensure incident(s) has been reported in MySafetyNet
- Obtain support from HRBP
- Follow steps outlined in the *Respectful Workplaces and Prevention of Harassment and Violence: Type III Procedure* for investigation and follow up
- Implement appropriate performance management steps
- Ensure timely communication with the impacted parties
- Ensure supports are made available to parties including EFAP, and WCB.
- Check in with workers to talk about self-care, resiliency and further supports.

ADDITIONAL SUPPORTS

[Change the Conversation](#)



[How to Address a Workplace Concern](#)



[Mental Health Continuum](#)



[Respectful Workplaces - Insite Page](#)



[Respectful Workplaces and the Prevention of Harassment and Violence Policy and Procedures](#)



[Respectful Workplaces and the Prevention of Harassment and Violence - Type III: Worker to Worker - Procedure](#)

