



CANADIAN INSTITUTE OF  
WORKPLACE BULLYING RESOURCES



# RESPECTFUL WORKPLACE CLINIC

The Canadian Institute of  
Workplace Bullying and  
Harassment Resources  
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# THE CANADIAN INSTITUTE OF WORKPLACE BULLYING AND HARASSMENT RESOURCES

## OVERVIEW

The Canadian Institute of Workplace Bullying and Harassment Resources (CIWPBH) is an award-winning (Government of Alberta and University of Alberta) resource, in operation for 11 years. We offer a range of services that assist with internal and external processes in resolving, repairing, and healing from incidents of negative interpersonal interactions, harassment, bullying, and discrimination. CIWPBH offers two departments: The Corporate Resources and Support, and The Respectful Workplace Clinics. We provide a combination of services for consultations, education, training, assessments, investigations, advocacy, speaking engagements, mentoring, facilitating discussions, specialized coaching, including a combined coach/counsellor service.

The Respectful Workplace Clinic offers services to complainants, witnesses, and respondents for prevention, intervention, restoration, repair, and recovery:

**Complainants:** assessing and responding to concerns, fears, loss of trust or safety, and early signs of injuries and/or situations that require crisis intervention.

**Witnesses:** otherwise known as bystanders who struggle with what they are seeing and hearing, and with coming forward to report it.

**Respondents:** those who are alleged to be a risk of causing harm to another employee, and/or harm the work environment, and/or have already caused harm.

Whether cases have been substantiated, or not, something has occurred. We offer this specialized service for those who are impacted, including leaders, HR, and individual staff.





The Corporate Resources and Support Clinic offers services specifically targeted to leadership teams: from front line leaders, supervisors, managers, directors, to senior-level leaders, our services are designed to provide the most current knowledge drawn from international research and practice, skills in addressing and managing disrespectful behaviour, and intervention methodologies, that are shown to be effective. Our years of experience, professional qualifications, worldwide network, and our in-depth expertise in this specialized area, is a unique and highly needed resource in Canada.

Our services are designed to meet the needs of leaders, employees, groups, combined groups, and individuals, at all levels, of the overall work environment. Whatever the concerns, we can assist you. Our involvement may include early prevention and/or intervention strategies, including education, case consults, assessments, crisis interventions, or long-term concern interventions. We offer a complaints triage model for leaders, and a triage model for our repair clinic. We ensure a safe and confidential process for all employees.

CIWPBH offers all organizations, professions, and industries, specialized services to address negative, conflictual, and destructive employee behaviours and actions that give rise to psychological distress and harm to others. Our work offers a holistic, trauma informed perspective, which allows for deeper insights into the layered complexities, and subtle nuances, impacting employees and their work environments. This is key for revitalizing, repairing, and sustaining a psychologically healthy workplace culture. With our credentials, training, and hands on experiences, we can function as consultants, trainers, coaches, and therapists. With our network of vetted resources, we can recommend trauma informed investigators, legal services, mediators, and many other services needed with these types of complex cases.

### **Key Services**

#### **Phase 1**

Individualized Support

#### **Phase 2**

Training, Dialogue and Collaboration for Renewed Culture of Respect

#### **Phase 3**

Training for Supervisors, Managers and Leaders



# CONTENTS

<b>Overview</b>	<b>2-3</b>
<b>Contents</b>	<b>4</b>
<b>Respectful Workplace Clinic</b>	<b>5</b>
<b>Phase 1 Individualized Support to Respondents</b>	<b>6</b>
Support for Complainants, Witnesses and Others Impacted	7
Support for Personnel and Senior Leadership	7
<b>Phase Two Training, Dialogue and Collaboration for a Renewed Culture of Respect</b>	<b>8</b>
Goals	8
<b>Course Outline:</b>	<b>9</b>
Part 1    Understand What is and is Not Workplace Harassment	9
Part 2    Understand the Response and Impact of Harassment	9
Part 3    Skills in Intervention	9
Part 4    Informal and Formal Sources of Intervention and Help	9
Part 5    Commitment to the Creation of a Culture of Respect	9
<b>Training for Leadership at Corporate Levels</b>	<b>10</b>
<b>Format of Training</b>	<b>10</b>
Equipment and Rooms	10
<b>Workplace Bullying, Lateral Violence within Indigenous Workplaces and Communities</b>	<b>11</b>
<b>Additional Examples of our Trauma Informed Training in Specialized Areas</b>	<b>12</b>
<b>Fee Structure</b>	<b>13</b>
<b>Faculty Qualifications to Provide Service</b>	<b>13-14</b>
Linda Crockett, MSW, BSW, RSW, SEP	13-14
Anneke Baker MSW, RSW	13-14



## Respectful Workplace Clinic

When negative interpersonal interactions such as harassment, bullying, racism, discrimination, and sexual harassment, occur in the workplace, employees often become distressed, losing their sense of safety at work, and perhaps develop significant psychological injury that results in changes in their behaviors, workplace relationships, and the overall workplace culture. Injuries that develop can range from mild to traumatic requiring a trauma-informed approach to restoration. In our experience, revitalizing a workplace after investigation and supported/unsupported incidents of workplace harassment and bullying, may require a phased team approach to healing and repair for individuals, teams, and institutions.

Each case is unique, therefore the process will be customized to each situation. For example: our recommended First Phase may consist of discussions with those who are tasked with managing situations, their specific situation, and the issues identified. We recommend that the Second Phase provides opportunity and support to all parties exposed to negative interactions to debrief experiences, learn skills, and to regulate emotions so that they can participate in the subsequent phases of revitalization such as training and culture renewal.

The Clinic is designed to provide a supportive setting for those identified during either a workplace assessment or exploration, before or after an investigation, as the complainants, witnesses, or respondents, or others impacted by negative interaction such as harassment or bullying. We support debriefing their experiences, developing additional skills, finding methods to rebuild trust and safety, rebuild self-confidence and self-esteem, and for respondents to change any potential negative behaviors. For respondents, this may include recommendations for personal and professional development e.g., courses in soft skills, leading with emotional intelligence, communication, mental health and/or physical health assessments, or anger management.

For those who have the responsibility to manage the ongoing relationships and workplace dynamics after negative interactions or incidents of harassment or bullying, we also provide a safe, confidential setting to debrief and discuss. The ongoing issues that generally arise as respondents remain at work, or return to work, complainants experience their reactions and witnesses, and others adjust to the new cultural expectations.





# PHASE ONE

## Individualized Support to Respondents

Our Respectful Workplace Clinic is designed to provide support to individuals who have been identified either following an exploration, investigation or from others as engaging in negative interpersonal interactions. The Canadian Institute believes that all Respondents deserve the opportunity for dignified support and resources, providing them a chance to show that they can change, improve, and adapt to the organization's policies, procedures and follow through as expected.

The primary goal in working with respondents is to provide a listening, yet analytical ear to help the employee understand their own experiences, identify their own barriers, reactions, actions, triggers, and become accountable for their own positive changes. This is a safe, non-judgmental, informative, and respectful resource that provides the right combination of skills for disruptive or difficult employees to make connections between actions and reactions, build self-insight, self-awareness, self-regulation, and make those positive changes. In these sessions, the consultant may function as an advocate, educator, coach, counselor, and support. We find that it is particularly important that the person who conducts these discussions is external to the organization and has a counselling background with expertise in understanding negative interactions, all forms of harassment, and the systems involved. Referrals can come to us directly from leadership either on a mandatory basis for the respondent, or voluntarily from the employee themselves.

Our intention is always to prevent harm and/or termination by supporting positive changes. Confidentiality is maintained, and as such, no information will be shared with the employer or other parties unless the person provides written request and consent. The only exceptions to this are legal incidents where the safety of self or others is of concern or in the event there is a legal requirement by the courts.



Our years of experience and diversity of qualifications offers a combination of the vital skills needed to reduce potential interruptions of service, by expediting all processes involved (e.g., prevention, intervention, repair, restoration, and recovery). Inevitably, this reduces the risk of further harm, injuries, costs, and protects the organization productivity and reputation.

## Supports for Complainants, Witnesses, and Others Impacted

The Canadian Institute believes that those impacted by negative interpersonal interactions, harassment, and bullying, require a sense of safety in their workplace, an understanding of their experiences, and a facilitated line of communication with the employer for which to identify concerns and psychological safety requirements. The primary goal in working with those experiencing distress stemming from such experiences at work is to provide a listening ear to understand their experiences: help them find a safe and respectful way forward in the workplace with those who have been involved in negative interactions; and if it is helpful and requested, dialogue with the employer about further supports required. These discussions help identify any harm that was done and how this might be repaired, as well as develop strategies for interacting with those who are causing distress.



In these sessions, the consultant may function as an advocate, educator, coach, counsellor, and support. We find that it is especially important that the person who conducts such discussions is external to the organization and has a counselling background with expertise in understanding respect in the workplace.

Sessions do not explore issues beyond those raised by participants, the focus though remains on support and understanding and moving forward. Confidentiality is maintained, and as such, no information will be shared with the employer or other parties unless the person provides written request and consent. The only exceptions to this are legal incidents where the safety of self or others is of concern or in the event there is a legal requirements.

## Supports for Leaders and Senior Personnel

Managing a department/unit where a group of individuals has been impacted by negative interactions, harassment, or bullying is an evolving, challenging and often emotional process for senior managers. When media has been involved and reputation is at stake, the process of revitalization requires careful consideration. Such consideration can become more effective when a senior leader can debrief emotions, reactions, and experiences with an expert in the field of harassment. This often results in greater insight into behavioural dynamics and solutions. It is also important to prevent burnout, as these processes occur over time and demand ongoing critical thinking and responses. Feedback from organizations dealing with serious incidents of negative interpersonal interactions, bullying, harassment, and violence have told us that having an opportunity to debrief over time was extremely helpful to their own management of the experiences, as well as managing the situation itself.

# PHASE TWO

## Training, Dialogue and Collaboration for a Renewed Culture of Respect

Though each case and situation are unique, and processes may vary depending on specific circumstances, in this situation, we believe it is important that those involved in training are psychologically ready. The mechanism to assess for readiness is outlined in Phase One. Input from the CIWPBH team will be most helpful in determining readiness and next steps.



## Goals

While laws and policies detail the obligations of individuals and organizations, the prevalence of harassment remain high in the Canadian landscape. Policies and laws exist to discourage and intervene; however, Bastarache (2020) noted “Culture eats policy.” The overall goals of the training are to provide knowledge and practical skills to prevent and address the range of workplace harassment behaviors including: negative interactions, protected grounds, and psychological harassment. Overall, the following goals are identified:

- Develop awareness of what constitutes respect, harassment, psychological harassment, protected grounds harassment, incivility, and conflict, so it is not left up to personal interpretation.
- Understand the psychological and physical injuries that result from exposure to harassment. We explore the research on the effect of harassment has on the brain, emotions, and physical health, as well as evidence-based treatment approaches.
- Develop skills in intervention, response, and repair of harassment experiences.
- Outline options and channels of how to deal with issues, should they arise.



# **COURSE OUTLINE: customized to meet the needs of each organization. Offered on zoom platform or in person.**

## **Part One: Understand what is and what is not workplace harassment.**

- How is harassment and assault defined in law and policy?
- Discussion: What have you witnessed or experienced?
- The spectrum of behaviors from healthy interaction versus physical assault/altercation
  - What is the difference between harassment, abrasiveness, conflict, and incivility?

## **Part Two: Understand the response and impact of harassment.**

- The stress response and exposure to harassment.
- Psychological, physical, and neurological impact of harassment.
- Getting help, repair, and recovery.

## **Part Three: Skills in intervention**

- Understand the parties to respect:
  - Who is targeted:
  - Roleplay on how to address a respondent.
  - Roleplay on how to ask for help/intervention.
  - Bystanders: Role play on how to be an upstander.
  - Roleplay on how to respond to disrespect.



## **Part Four: Informal and Formal Sources of Intervention and Help**

- Understand policy and processes (flow chart) discussion.
  - Who are contacts, what resources are available?
- Informal solutions:
  - Exercise a solution that matches the experience?
  - Review options for informal interventions.
- Formal solutions
  - How to make a complaint.
  - Understanding what will happen.



## **Part Five: Commitment to the creation of a culture of respect**

- Exercise: I commit to ...
- Discussion: What will it take?
- Ideas for ongoing culture development.
- Evaluation of training: confidential survey.
- Follow-up survey in three months.

## Training for Leadership at All Levels:

Those who have a responsibility for the work of others, also have the responsibility to prevent, identify, monitor, and repair negative interactions. Supervisors, managers, and leaders must have the knowledge of what constitutes workplace harassment and understand the impact. Therefore, they will receive similar training in Parts 1 and 2 with additional information on the impact of their actions. Parts 3 and 4 will address their roles in an informal and formal processes.

All leaders are trained with the same course outline. In addition, we include information related to leadership styles, responsibilities, struggles, challenges, trauma informed tools for managing difficult situations, and additional resources.

## Format of Training

The courses are designed to encompass a one-day in-person training session that encourages discussion, self-reflection and provides role plays for skill development. They are designed and customized to reflect the core values of respect which are taught by example: honesty, integrity, professionalism, compassion, and accountability.

Training may be delivered in person (Covid safety permitting) or virtually. Whichever format is chosen, the course will include surveys, evaluation forms and a companion guide, the contents of which will include the presentation, policies and procedures, additional reading and references, goal setting and journal self-monitoring and follow-up.

We provide confidential individual debriefing, support, and consultation follow-up post-training to manage reactions that may occur.

## Equipment and Rooms

- |                                   |   |
|-----------------------------------|---|
| • PowerPoint presentation         | AV equipment required.                      |
| • Video clips                     | AV equipment required.                      |
| • Discussion and break out groups | Large and small rooms required (or virtual) |





# WORKPLACE BULLYING, LATERAL VIOLENCE WITHIN INDIGENOUS WORKPLACES, MUNICIPALITIES, AND COMMUNITIES

Linda Crockett and her colleagues have had the opportunity to work with many Indigenous workplaces and communities throughout Canada. The workplace bullying, lateral violence, and mobbing that can exist in within any Canadian population, age groups, communities, cultures, professions, and industries, can also exist in Indigenous workplaces and organizations. We are now better understanding there are many added complex layers of past and present traumas due to colonialism and harmful policies like residential schools for Indigenous people. These complex layers can manifest in the workplace as unresolved staffing issues, resentments, jealousies, unresolved grief, isolating and shaming behaviors, discrimination, resulting in psychical and mental health challenges and shame.

It is important to understand everyone's unique experiences, talk about it, learn, share, teach, and develop self-compassion. As we move into more self-compassion, our empathy for others will grow.

CIWPB provides a safe and confidential platform for storytelling. We invite all participants to share their wisdom, traditions, stories, and help everyone focus on growth and healing.



<https://instituteofworkplacebullyingresources.ca/indigenous-communities/>





# ADDITIONAL EXAMPLES OF OUR TRAUMA INFORMED TRAINING IN SPECIALIZED AREAS

**Trauma informed Training for First Responding Professionals:** Leaders, HR, investigators, mediators, OHS, safety, Unions, and others. Learn how to prevent further injuries by understanding the complexities, subtle nuances, vulnerabilities, changing emotions, reactions, and responses, including early to crisis level signs of psychological injuries. How to best support cases with prevention, intervention and offer repair and recovery options.

**Assessment, Diagnosis, and Treatment for Psychological Injuries:** Training for helping, healing professions.

**Trauma Informed Training for Workplace Coaches:** What is workplace bullying, what does it look like, and what do we do about it. Help your clients navigate systems, repair self-confidence, develop and enhance more communication skills and empower them to thrive.

**Preparing Teens Entering the Workplace:** Rights, resources, prevention, and intervention

**Awareness and Prevention of Disablism Bullying:** Intellectual and/or physical disabilities

**Domestic Violence Survivors Entering the Workplace:** Rights, resources, prevention, and intervention

**Prevention and Intervention for Seniors Bullying:** Experienced by peers, family, or helping professionals

We have trained at NAIT, Grant MacEwan, University of Alberta, Mount Royal University, OHS, Mediators, Investigators, Oil and Gas, Construction, Human Resources, VRA, Teachers, Social Workers, Dental Offices, Unions, Pulp Mills, Retail, Safe Homes, Job Corp, Elder Facilities, Condo Boards, and many others across Canada. We will customize our training to meet your needs. Call for a consultation.



# FEE STRUCTURE

The following will be negotiated upon intake:

Coaching or counselling for respondents:	\$_____/hour
Coaching or counselling for complainants:	\$_____/hour
Facilitated Discussions (e.g., respondent/complainant):	\$_____/hour
Coaching/Support to Senior Leaders:	\$_____/hour
Half-Day Training Courses with companion materials:	\$_____/half-day
Full-Day Training Courses with companion materials:	\$_____/full-day

Deposit of \$ \_\_\_\_\_ or full payment is required in advance by \_\_\_\_\_

If full payment is not made, please pay the remaining portion on the first date of training via cheque. An invoice will be sent via email for payment. Options are e-transfer, cheque, or direct deposit. Please advise if a VOID cheque for direct deposit is your preference. For e-transfers use [psychologicalsafetyfirst@gmail.com](mailto:psychologicalsafetyfirst@gmail.com). For postal service, the address is:

The Canadian Institute of Workplace Bullying Resources  
16880 – 111 Ave Edmonton, Alberta T5M 4C9

Signature for approval of this proposal: \_\_\_\_\_

Printed: \_\_\_\_\_ Dated: \_\_\_\_\_

Availability Confirmed: \_\_\_\_\_

Lunch Break: \_\_\_\_\_

Coffee Break Mid-point: \_\_\_\_\_ Location: \_\_\_\_\_

Equipment Required: Screen and Mic for PowerPoint Presentation

Cancellation Policy: We require 2 weeks' notice for a full refund.

## Confidentiality

We are committed to the confidentiality of the employer discussions and service provision. We are happy to revise services proposals to fit the needs of the employer's team.

## Certificate of Completion

When requested, all participants will receive a certificate of completion, valuable qualification for employment portfolios. With training and awareness, everyone becomes more accountable to promote and maintain psychological safety in the workplace.

# FACILITATOR'S QUALIFICATIONS TO PROVIDE SERVICE

## LINDA CROCKETT, MSW, BSW, RSW, SEP, CCPA



Linda Crockett is the founder of the Canadian Institute on Workplace Bullying and Harassment Resources (2010). This is the first and only award-winning, full-service centre in Canada, specific to psychological harassment. Linda provides workplace management services to employers and employees (individuals or groups), from all professions and industries. Her services include consultations, assessments, training, speaking engagements, coaching, and specialized counselling. Specialized counselling for injured workers, witnesses who are struggling, and for those identified with disruptive behaviours.

Linda has worked with hundreds of organizations (for-profit and non-profit), and thousands of individuals. She has also trained on this topic at the University of Calgary, Grant MacEwan University, NAIT, and NorQuest College. Linda's organization has recently expanded. Linda has a master's degree in clinical social work specializing in this area, and a graduate of the Workplace Bullying Institute. She is a long-term member of the International Association of Workplace Bullying and Harassment, a published author. Linda is a coach and trauma therapist who also specializes in the areas of prevention, intervention, repair, and recovery. With qualifications, Linda can offer a one-stop service for all industries. Testimonials are available.

## ANNEKE BAKER MSW, BSW, RSW



Ms. Anneke Baker is a contracted consultant and trainer with CIWPBR, providing services to employers and employees (individual or groups) from all professions and industries in Medicine Hat, Brooks, and Southern Alberta. Anneke holds a Master of Social Work with a specialization in Leadership in Human Services. Anneke provides specialized services including consultation, assessment, training, mentorship and coaching to enhance competence and workplace wellbeing to promote a strong workforce. She provides external consultation in areas relating to supervision and psychoeducational support, employee/workplace wellness, communication, conflict

resolution, leadership strategies, critical incident debriefing, grief, and loss in the workplace. Anneke provides direction and guidance to enhance competence, confidence within organizations that are addressing complex issues. Anneke has also worked in the community in several capacities and has a lengthy background in case management, crisis management, assessment, addictions, mental health, and adult education, working collaboratively with interdisciplinary teams.



Linda Crockett and Anneke Baker value working collaboratively with all workplace services and Industries, toward organizational success and enhancing multidisciplinary teams to build employer/employee capacity, move through organizational change, utilizing best practices to ensure organizational culture needs are being met. We understand the multidimensional complexities that professionals and leadership teams are challenged with. We are passionate about providing support to teams in finding creative solutions to diverse concerns.

**Linda and Anneke provide workplace services to all Canadians.**

CIWPB is an award-winning, full-service workplace bullying and harassment resource center located in Canada. We have a worldwide network of professional services to recommend. We promote psychological safety in all workplaces.

**Additional training by CIWPBH:**

- Workplace Bullying, Harassment, Lateral Violence, Racism: Indigenous Workplaces and Communities.
- Workplace Bullying Experienced by Adults with Physical, or Intellectual Disabilities.
- Workplace Bullying Experienced by Seniors in Facilities: for seniors, family members, and staff.
- Prevention of Workplace Bullying: for teens entering the workplace.
- Prevention of Workplace Bullying: for domestic violence survivors entering the workplace.
- Workplace Bullying and Harassment for Therapists includes assessment, diagnosis, and treatment.
- Workplace Bullying and Harassment for Social Workers: prevention, intervention, repair, recovery, and more.
- Workplace Bullying and Harassment for Coaches: prevention, intervention, repair, self-care and development.

Contact Linda Crockett for more information.

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