



# The Canadian Institute of Workplace Bullying Resources

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# THE CANADIAN INSTITUTE OF WORKPLACE BULLYING RESOURCES

## OVERVIEW

**The Canadian Institute of Workplace Bullying Resources (CIWBR)** is a triple award-winning (Government of Alberta, University of Alberta, Canadian Occupation Health & Safety) resource, in operation for 14 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 (e.g., abrasiveness, incivility, conflict, harassment, bullying, lateral violence, discrimination, racism, and lack of inclusivity). CIWBR offers services to corporate staff, and to groups or individual employees. We provide a combination of services (e.g., consultations, education, training, assessments, investigations, advocacy, speaking engagements, mentoring, facilitating discussions, specialized coaching, including a combined coach/counsellor model).

**CIWBR 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.



**Corporate Resources** CIWBR provides comprehensive services tailored for leadership teams, front-line supervisors, senior-level leaders, and staff members. Drawing from international research and best practices, our offerings are carefully designed to equip individuals with the latest knowledge, skills to address and manage disrespectful behavior, and effective intervention methodologies. With years of experience, professional qualifications, a global network, and specialized expertise, we are a uniquely valuable resource in Canada.

Our services are thoughtfully crafted to cater to the needs of leaders, employees, groups, and individuals across all levels of the organizational hierarchy. Whatever the concern may be, our team is equipped to assist you. From early prevention to intervention strategies, including education, case consultations, assessments, crisis interventions, and long-term support, we offer a comprehensive range of solutions. Our leaders benefit from a complaints triage model, while our repair clinic operates on a similar triage framework, ensuring a safe and confidential process for all employees.



CIWBR 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.



CIWBR Training in Inuvik with Founder Linda Crockett

## KEY SERVICES

- Assessments, consultations, coaching, mentoring
- Training, dialogue and collaboration for renewed culture of respect
- Training for Supervisors, Managers, Leaders, HR, OHS, Investigators and more
- Repair and Recovery Options



## RESPECTFUL WORKPLACE RESOURCES

When negative interpersonal interactions such as disrespect, incivility, abrasiveness, 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 may recommend that a Second Phase could provide 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.



CIWBR offers resources 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 behaviours. 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.



## 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.





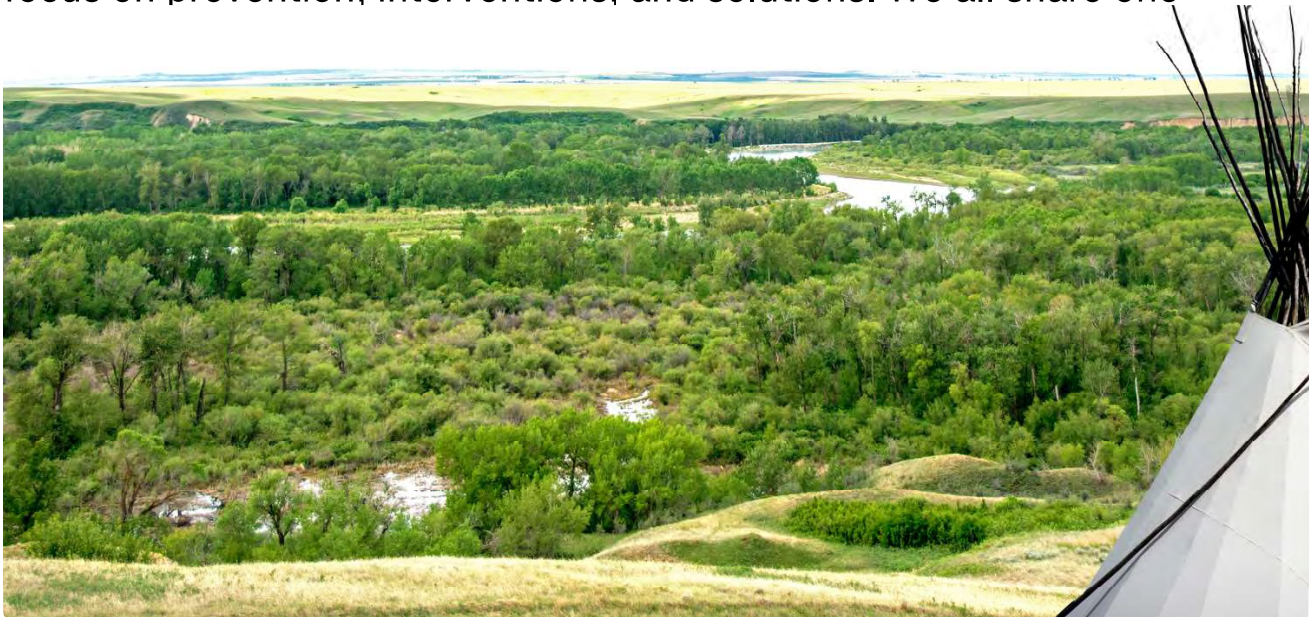
## SUPPORT FOR COUNCIL, SENIOR PERSONNEL, AND LEADERS

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 is involved and reputation is at stake, the revitalization process 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.



## TRAINING, DIALOGUE AND COLLABORATION FOR A RENEWED CULTURE OF RESPECT

Each organization, institution, or community, case or cases, and situations are unique, as well as their processes and specific circumstances. We believe it is important to customize our training to meet your concerns, needs, and goals of prevention. If you are a for-profit, non-profit or charity, you and your staff will benefit from our trauma informed workshops which focus on prevention, interventions, and solutions. We all share one



### 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.
- Goal: top down, bottom up, and lateral -> kindness.



## IN-PERSON TRAINING SESSION

Workplace and Community Conflicts, abrasiveness, incivility, harassment, psychological harassment, bullying, lateral violence, and mobbing: prevention, interventions, and repair or recovery options.



This is a trauma informed, holistic, in-depth approach to understanding what psychological harassment (bullying, lateral violence, and mobbing) is, and solutions for intervention. Note: the following agenda can be further customized.

**In-Person Training Options Are Available**  
**Full Day In-depth Interactive**  
**Half Day Overview/less interaction.**



## TRAINING FOR LEADERSHIP AT ALL LEVELS

Those who are responsible for the work of others also have the responsibility to prevent, identify, monitor, and repair negative interactions. Supervisors, managers, and leaders must know what constitutes workplace harassment and understand its impact.

### Trauma-Informed Approach

A trauma-informed approach to workplace bullying and harassment involves recognizing the potential for trauma, as well as the impact and costs this has on individuals and the work environment. It is about understanding the prevalence of trauma in the workplace and implementing policies and procedures that include appropriate prevention and intervention strategies and techniques. This means prioritizing safety and offering qualified support, resources, and healing for those impacted. Trauma-informed emphasizes creating an environment that fosters empathy, transparent communication, and processes that restore respect, trust, safety and empowers positive change for all.



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 trauma-informed half-day (overview) or one-day in-depth training session that encourages discussion and self-reflection and can provide role-play 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.

We cover workplace psychological harassment, how it is defined, its impact on all parties and the environment, risk factors, costs, prevalence, and what you can do about it. Our focus is on prevention, intervention, and repair or recovery options. All of our work is research-based, supplemented with anecdotal work, including true stories.

Training may be delivered in person or virtually. Whichever format is chosen, the course may include surveys, evaluation forms, and a companion guide. The guide's contents will include the presentation, policies and procedures, additional reading and references, goal setting, 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 NEEDED**

- Room with table and chairs
- Equipment for PowerPoint presentation (e.g., screen, audio, WIFI, speakers)
- Water, Coffee/Tea, Snacks
- Lunch
- Paper and pens for participants
- Flip Chart or White Board if possible



## 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. 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 behaviours, 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.

CIWBR 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” e.g., 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.

- Training for all **helping professions**, e.g.,
- Trauma-informed training for **treating professionals**: assessment, diagnosis, and treatment for psychological injuries.
- Trauma-informed training for **workplace coaches**: What is workplace bullying? What does it look like? 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.





## **FACILITATOR'S QUALIFICATIONS TO PROVIDE SERVICE**

**FOUNDER: LINDA CROCKETT, MSW, BSW, RSW, SEP, CCPA  
CONSULTANT, TRAINER, COACH, COUNSELLOR, AND ADVOCATE**



Linda Crockett is a globally recognized specialist in workplace psychological safety, renowned for her groundbreaking work in addressing the mental, emotional, and physical risks associated with workplace harassment and violence. In 2023/2024, the Government of Canada recruited Linda to be part of a four-person expert panel tasked with offering research and preparing booklets for all public service employees. These booklets, titled "What We Heard" and a second for Members of Parliament, are based on recommendations for a Restorative Engagement Program designed to assist public service employees who have experienced workplace harassment, bullying, racism, or discrimination.


As the founder of The Canadian Institute of Workplace Bullying Resources (CIWBR), an award-winning organization, Linda provides trauma-informed workplace assessments, policy reviews, consultations, customized training, and counseling services. Collaborating with various stakeholders, including leaders, staff, investigators, human resources, unions, healthcare professionals, and insurance companies, CIWBR offers education and trauma counseling for targets, bystanders, leadership, and individuals identified as workplace bullies or harassers. Linda also mentors individuals completing her training, guiding them to become coaching, counseling, and training specialists.

A driving force behind the annual International Workplace Bullying Awareness Week, held every October, Linda's efforts have garnered global participation from individuals and organizations across twenty countries in 2023.

Throughout her career, Linda has remained steadfast in empowering all employees, raising awareness, advocating for legislative changes, establishing services to address stakeholders' needs, guiding injured workers through complex systems, and driving long-term, sustainable change in workplace environments.

**CO-FACILITATOR ASSIGNED DEPENDING ON NEED, LOCATION, AND TIMING.**





## Options, information and what we need from you .

**When traveling out of town to deliver training, the fee is a full day, regardless. We offer two options.**

**Option A: A full-day event covering harassment, bullying, lateral violence, and mobbing - customized to your needs and concerns.**

**Option B:** If a whole day is too much, we can split it into two parts over two days. On day one, we will cover part one in the morning for one group and part one in the afternoon for another group. On day two, we will cover part two in the morning for the same group and part two in the afternoon for the other group.

**Please see the attached agendas for both options. Note that this is just a draft; once I speak with you, I will modify the agenda to meet your specific requests.**

**To ensure a successful event, we will need the following:**

- Dates and contract signed.
- Confirmation on whether opening and/or closing prayer or other practices need to be arranged.
- A discussion with you to learn of any specific concerns.
- Someone to introduce me as well as IT assistance if needed.
- A screen, WIFI, and sound for the PowerPoint presentation.
- Paper and pens or journals for attendees to take notes.
- Table and chairs for interactive group activities.
- Snacks, refreshments, and lunch for the attendees.
- Company logo and policies to include in PPT or for certificates.

**Let me know when we can meet to further discuss and answer any of your questions.**

### **PLEASE CONTACT**

- Linda Crockett at 1-780-965-7480 or [psychologicalsafetyfirst@gmail.com](mailto:psychologicalsafetyfirst@gmail.com)
- See Website: [www.instituteofworkplacebullyingresources.ca](http://www.instituteofworkplacebullyingresources.ca)

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





# Option A

## Full Day Agenda Sample

**Morning - beginning with an open ceremony, introductions, and creating a safety interactive icebreaker.**

- Definitions are taken from legislation, international research, and CIWBR examples, such as harassment, psychological harassment, mobbing, lateral violence, racism, and discrimination.
- ·Review of the nuances and tactics used in cases of harassment, psychological harassment, or psychological violence, e.g., micro-managing to gaslighting.
- ·Profiles and characteristics of targets, bystanders, and respondents
- ·Indigenous workplaces and communities have added complexities. For example, people who have lived in small or large communities and experienced struggles within their homes and communities will also work together. These dynamics influence the workplace. In addition, we see unresolved historical traumas, grief and loss, and other impacts.
- ·Other Complexities with minorities, e.g., neurodiversity, LGBTQ, internal racism, etc.
- ·Risk factors, early signs, causes, and barriers to reporting abuse.
- ·The Impact: physical, psychological, financial, spiritual, and how this can harm the employee(s) or student(s) family and personal life.
- ·Tools to prevent further harm, e.g., dealing with highly charged, traumatized individuals and recognizing the signs of psychological harm. Learn responses and skills to defuse and calm a reactive nervous system. These tools can reduce damage and support and expedite the repair.
- ·Impact on the workplace, including costs, productivity, and environment.
- ·Video – followed by discussion- summarizes the morning and supports the learning experience.


### Lunch

#### What can we do about it:

- ·A review of Legislation, Research, Statistics
- ·Company policies and procedures
- ·The responsibilities of the Employer, Leaders, and Employees,
- ·The role of the 'Joint Health & Safety Committee'
- ·The complaint and investigation process.
- ·Optional interaction exercise.
- ·Conflict Resolution, Emotional Intelligence
- ·If Leadership - added slides to leadership styles
- ·Best Practices: a) to approach someone causing harm, b) if you are accused.
- ·Restore, Repair, Recovery Options
- ·Self-Accountability, Boundaries, and Healthy Work/Community Life Balance
- ·Resources and recommended reading

**One 15-minute coffee break in the morning and on in the afternoon.**

**Training packages for new hires and refresher courses are also available for purchase.**



## Option B

### Part A and Part B Agenda Sample

*This is two half days instead of one full day giving people a break to process.*

**Part A will be completed in the morning for Group One (Staff) and in the afternoon for Group Two Leaders. Morning - beginning with an open ceremony, introductions, and creating a safety interactive icebreaker.**

- Definitions are taken from legislation, international research, and CIWBR examples, such as harassment, psychological harassment, mobbing, lateral violence, racism, and discrimination.
- Review of the nuances and tactics used in cases of harassment, psychological harassment, or psychological violence, e.g., micro-managing to gaslighting.
- Profiles and characteristics of targets, bystanders, and respondents
- Indigenous workplaces and communities have added complexities. For example, people who have lived in small or large communities and experienced struggles within their homes and communities will also work together. These dynamics influence the workplace. In addition, we see unresolved historical traumas, grief and loss, and other impacts.
- Other Complexities with minorities, e.g., neurodiversity, LGBTQ, internal racism, etc.
- Risk factors, early signs, causes, and barriers to reporting abuse.
- The Impact: physical, psychological, financial, spiritual, and how this can also harm the employee(s) or student(s) family and personal life.
- Tools to prevent further harm, e.g., dealing with highly charged, traumatized individuals and recognizing the signs of psychological harm. Learn responses and skills to defuse and calm a reactive nervous system. These tools can reduce damage and support and expedite the repair.
- Impact on the workplace, including costs, productivity, and environment.
- Video – followed by a group discussion, summarizes the morning and supports the learning experience.

## Lunch

**Part B Group One (Staff) morning next day. Part B for Group Two (Leaders) will be held in the afternoon next day.**

### What can we do about it:

- A review of Legislation, Research, Statistics
- Company policies and procedures
- The responsibilities of the Employer, Leaders, and Employees,
- The role of the 'Joint Health & Safety Committee'
- The complaint and investigation process.
- Conflict Resolution, Emotional Intelligence
- If Leadership - added slides to leadership styles
- Best Practices: a) to approach someone causing harm, b) if you are accused.
- Restore, Repair, Recovery Options
- Self-Accountability, Boundaries, and Healthy Work/Community Life Balance
- Resources and recommended reading

One 15-minute coffee break in the morning and afternoon.

Training packages for new hires and refresher courses<sup>17</sup> are also available for purchase.



## Estimated Costs:

### To give you an idea:

- **Return Flight** costs if applicable.
- **Rental car** fees and gas if applicable.
- **If we use our vehicles, it is 65 cents per kilometer - per facilitator.**
- **Hotel** costs
- **Food** is \_\_\_\_\_ for each travel day - per each facilitator. Because you are likely providing lunch on training days, it is reduced to \_\_\_\_\_ per training day.
- **Full-day training:** The fee varies depending on whether you need one or two facilitators, the number of people in the room, and the number of days of training required.
- One facilitator can manage 25 people.
- Two facilitators can manage 40 - 50 people.
- Are you GST-exempt?
- We can provide non-profit rates.
- **If someone wishes to talk privately following training, my sessions are reduced** from \_\_\_\_\_ to \_\_\_\_\_ per hour or \_\_\_\_\_ per half-hour. This is in person while I am in the area or via phone or Zoom. This offer remains for one week following training.
- Costs include handouts and completion certificates.

As each worksite and community's needs and requests are unique, we will require a phone or virtual meeting with you to complete our intake process and offer you the costs for our training or other services.

### **PLEASE CONTACT**

- Linda Crockett at 1-780-965-7480 or [psychologicalsafetyfirst@gmail.com](mailto:psychologicalsafetyfirst@gmail.com) to set up a meeting.

See Website: [www.instituteofworkplacebullyingresources.ca](http://www.instituteofworkplacebullyingresources.ca)

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

