

# Cultivating Harassment Free Workplaces

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Oct 10, 2024

# Introductory Comments and Agenda

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WHAT IS BULLYING AND HARASSMENT?



WHEN DOES B AND H AMOUNT TO DISCRIMINATION UNDER HUMAN RIGHTS LEGISLATION?



WHAT ARE EMPLOYERS' LEGAL OBLIGATIONS WHEN IT COMES TO B AND H?

- Best practices in preventing and addressing allegations

# What is Bullying and Harassment?

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## WorkSafeBC defines bullying and harassment as:

- ...any inappropriate conduct or comment by a person towards a worker that that person **knew** or **reasonably knew** would cause that worker to be **humiliated** or **intimidated** but
- **excluding any reasonable action by an employer or supervisor to manage and direct workers.**

## Bullying and harassment has been held by adjudicators to include:

- verbal aggression or insults
- calling someone derogatory names
- spreading malicious rumours
- numerous other forms of inappropriate behaviour including gossiping, shunning, and social media posts

# What is not Bullying and Harassment?

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Supervision, direction or management of employees undertaken in a good faith manner for a work-related purpose does not constitute harassment.



It is not harassment for a manager or supervisor to informally or formally investigate behaviour or incidents of concern that occur at or arise from the workplace



It is not harassment for a supervisor or manager to warn an employee of the disciplinary consequences that may result from failure to comply with the policy

# How to Spot Bullying in the Workplace

Recognising bullying can occur in a number of different ways.

Some are obvious and easy to identify. Others are subtle and difficult to explain.

## Examples of bullying behaviour by managers include:

- ignoring views and opinions
- withholding information which can affect a worker's performance
- setting unreasonable or impossible deadlines
- setting unmanageable workloads
- humiliating staff in front of others
- spreading malicious rumours or revealing confidential information
- intentionally blocking promotion or training opportunities
- ridiculing or demeaning someone by picking on them or setting them up to fail
- overbearing supervision or other misuse of power or position
- deliberately undermining a competent worker with constant criticism.

# Respectful Workplace Policies

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- Interpersonal conflict between persons at the workplace is not bullying or harassment unless the conflict results in behaviour that is considered threatening, offensive or abusive.
- It may violate your Respectful Workplace Policy though...



## When is it a Human Rights Complaint?

When bullying or harassment relates to one of the grounds protected under the *Human Rights Code*, it's discrimination contrary to the *Code*.

(unless a *BFOR* or undue hardship can be proven)

The *Human Rights Code* is part of the Collective Agreement, therefore alleged human rights violations can be addressed in a grievance or a human rights complaint.

# What are the “Protected Grounds” in the *Human Rights Code*?

The listed personal characteristics  
are protected under the Human  
Rights Code:

- Race
- Ancestry
- Place of Origin
- Religion
- Sex
- Gender Identity or Expression
- Sexual Orientation
- Physical or Mental Disability
- Sexual Orientation
- Physical or Mental Disability
- Family Status
- Age
- Political Belief
- Summary or Criminal Conviction unrelated to employment



# Sexual Harassment

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Is a form of discrimination on the basis of sex.

Words or actions that are related to sex and/or gender.

There are many types of sexual harassment:

- unwanted touching
- making offensive jokes or remarks about women or men
- making sexual requests or suggestions
- staring at or making unwelcome comments about someone's body
- showing sexual pictures or images
- being verbally abusive to someone because of gender

# What if it's Consensual?

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It is not appropriate to engage in romantic behaviour in the workplace – even if it's consensual.

It can have a negative impact on other employees and business reputation.

The Employer has a legal obligation to provide a workplace free of harassment, and will not tolerate instances of sexual harassment

# Effects of Bullying

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People who are the targets of bullying may experience a range of effects. These reactions include:

- Shock
- Anger
- Feelings of frustration and/or helplessness
- Increased sense of vulnerability
- Loss of confidence
- Physical symptoms such as:
  - Inability to sleep
  - Loss of appetite



# When does Behaviour become an Occupational Hazard?

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Bullying and harassment is recognized in occupational health and safety legislation as a serious occupational hazard that can lead to injury, illness or even death.

If the behaviour could reasonably cause an employee to suffer adverse health consequences, then it is potentially an occupational hazard.

In order to be a compensable injury by Worksafe, it needs to rise to the level of a mental disability predominantly caused by a significant work-related stressor, including bullying or harassment, or a cumulative series of significant work-related stressors, arising out of and in the course of the worker's employment.



# Workplace Defined

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The definition of “workplace” has been broadly interpreted: If it has an impact in the workplace, it’s a workplace issue.



The employer has a legal duty to investigate allegations of bullying or harassment – even if it takes place outside of work, including online.



The workplace can include off-site social events.



Comments made after work hours on social media can constitute workplace harassment.



# Cyber Bullying

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- Cyber bullying: any use of information and communications technology to support deliberate and hostile attempts to hurt, upset or embarrass another person.
- Cyber bullying is as common as 'conventional' bullying in the workplace:
  - Eight out of 10 workers said that they experienced one occasion of cyber bullying in the last six months
  - 14% to 20% said they had experienced it on a weekly basis



# Cyber Bullying - Con't

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Examples of cyber bullying include:

- Threats or offensive comments by SMS text messages on mobile phones.
- Harassment by email.
- Posting private and personal details about someone online.
- Posting defamatory gossip on blogs and social networking sites.
  - It is possible that a person does not immediately experience the bullying directly because they are unaware of what is being posted about them on sites.
  - It doesn't matter if the target is identified by name if they are identifiable



# Cyber Bullying - Con't

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- Victims of cyber bullying experience the same feelings of fear, intimidation, stress and low morale as those bullied face-to-face.
- However, cyber bullying has been found to result in higher mental strain and lower job satisfaction than 'conventional' bullying.
- A key difference is that by using information systems to cause harm, the victim has no control over who witnesses the abuse.





# Cyber Bullying in the Workplace

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- Cyber bullying is treated as any other form of bullying – if it is negatively impacting the workplace, it's a workplace issue, and the Employer may take appropriate action
- It must be included in any prevention of bullying policy and procedures.
- Discipline up to and including dismissal from employment has been found to be appropriate in cases where bullying or harassment is found – whether on social media or outside work hours.



# Does it Matter if the Victim is Agreeable to, or Participated in the Behaviour?

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- A culture of harassment is not an excuse.
- It doesn't matter if the alleged victim reciprocates bullying and harassing behavior, or appears to willingly participate or accept harassing behavior.
- If bullying or harassing behavior is found to have taken place, employees should be coached or disciplined up to termination of their employment
  - Document everything



# Employee Responsibilities

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The *Workers' Compensation Act* requires that every worker must take reasonable care to protect the worker's health and safety and the health and safety of other persons who may be affected by the worker's acts or omissions at work.

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Employees have a legal obligation to report any bullying or harassing behaviour they witness.

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Employees also have a legal obligation not to engage in bullying or harassing behaviour themselves.



# Employer Responsibilities

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Bullying and harassment is fundamentally at odds with an employer's responsibility to ensure a positive and productive working environment, and with the health, safety, and general well-being of employees.



The Employer is legally responsible for creating and maintaining a harassment-free workplace.



# Employer's Obligations According to WorkSafeBC

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developing a policy statement with respect to workplace bullying and harassment not being acceptable or tolerated;

2

taking steps to prevent where possible, or otherwise minimize, workplace bullying and harassment;

3

developing and implementing procedures for workers to report incidents or complaints of workplace bullying and harassment;

# Employer's Obligations According to WorkSafeBC - Con't

4. developing and implementing procedures for how the employer will deal with incidents or complaints of workplace bullying and harassment including:

- i. how and when investigations will be conducted;
- ii. what will be included in the investigation;
- iii. roles and responsibilities of employers, supervisors, workers and others;
- iv. follow-up to the investigation (description of corrective actions, timeframe, dealing with adverse symptoms, etc.); and
- v. record keeping requirements;

5. informing workers of the policy statement and the steps taken

# Employer's Obligations According to WorkSafeBC - Con't

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6. training supervisors and workers on:
  - i. recognizing the potential for bullying and harassment;
  - ii. responding to bullying and harassment; and
  - iii. procedures for reporting, and how the employer will deal with incidents or complaints of bullying and harassment in (c) and (d) respectively;
7. annually reviewing policies and procedures
8. not engaging in bullying and harassment of workers and supervisors; and
9. applying and complying with the employer's policies and procedures on bullying and harassment.

# Employer Liability Increased Where it has Tolerated the Abuse

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- Liability of employers may be increased in cases where it is found to have tolerated the abuse.
- In cases where the bullying or harassing behaviour is perpetrated by members of an employer's own management team, the employer will be found to have tolerated the behaviour, since it was clearly aware of the conduct.
- In cases where a supervisory employee is found to have engaged in bullying or harassing behaviour, an arbitrator could order the employer to compensate the victims, transfer the supervisor to another job, or impose other remedies deemed just.



# It starts with management

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- The most important component of any workplace respectful workplace policy is management.
- Management lead by example and are expected to model appropriate behaviour.
- Culture shift needs to come from above because managers have the responsibility and obligation to keep the workplace safe.



# Can Managing Employees = Bullying and Harassment?

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- There can be a fine line between strong management and bullying.
- Comments that are objective and provide constructive feedback are not usually considered bullying, but rather are intended to provide constructive feedback.
- As described by WorkSafeBC, bullying and harassing behaviour does not include:
  - Expressing differences of opinion.
  - Offering constructive feedback, guidance, or advice about work-related behaviour.
  - Reasonable action taken by an employer or supervisor relating to the management and direction of workers or the place of employment (e.g., managing a worker's performance, taking reasonable disciplinary actions, assigning work).

# When Management is the Perpetrator

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Managers who engage in bullying or harassment are treated more harshly than bargaining unit employees because they are agents of the employer.

When a manager bullies or harasses, the employer cannot claim it did not know this was going on, or that it took all reasonable steps to prevent this behavior.

Managers have a duty to stop bullying and harassment and are therefore held to a higher standard.

# Management Style

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- While normal management of employees does not amount to bullying or harassment, poor management style can increase the chances of a complaint being laid.
- Whether or not the behavior = bullying and harassment, it can violate the Respectful Workplace policy.
- Professionalism must be maintained at all times. It is always inappropriate to raise your voice at employees, use derogatory or foul language towards employees, or to talk negatively about employees to other employees.

# Does Favouritism Violate the Policy?

- There is no question that favouritism is a bad management practice: it breeds resentment, destroys employee morale, and leads to lost productivity, as employees who aren't favoured increasingly spend time gossiping and complaining about the lack of fairness in the workplace.
- Within a unionized environment, favouritism by management may also violate the terms of the Collective Agreement, including the implied requirement that management exercise its rights reasonably.
- Further, if the favouritism is related to prohibited grounds for discrimination under the *Human Rights Code*, the employer may additionally be liable for damages resulting from discriminatory conduct.

# Keys to a Harassment-Free Workplace

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Training only goes so far when it comes to behaviour.

Bystander intervention needs to become an expectation and part of an organization's culture.

This starts with leadership setting the example and maintaining a no tolerance policy.

Intervention is a key step in the accountability process

- 90% of sexual harassment incidents go unreported (EEOC) FORBES
- To change this, employers must empower victims and bystanders

# What Tools/Resources do I have?

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- Training for both managers and employees.
- Respectful Workplace Policy.
- Everyone is put on notice that bullying and harassment will not be tolerated.





# Fostering Diversity

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- Requires the creation of a working environment where employees are **valued** and **respected** no matter what their personal circumstances are
- **Small actions by a lot of people make a great difference!**
  - Be conscious of your own prejudices
  - Be alert for inappropriate behaviours
  - Equality is not uniformity



# Supervisors as Leaders

## Consider this:

- Employees tend to adopt the tone and culture modeled by their supervisors
- Supervisors who talk about respectful workplaces and ethical behaviour but fail to practice it send a conflicting message
- A supervisor who fails to mention the importance of ethics and respectful workplace at work may send a message that they do not matter
- Research shows that employee dissatisfaction and turnover are often related to poor relationships with direct supervisors
- Workplace behaviour and ethical issues are often some of the most complex and interesting pieces in our work. If you show an interest in these issues, so will others.

You can  
contribute to a  
respectful  
workplace if  
you do not...

- Speak over or interrupt others in conversation.
- Unnecessarily criticize co-workers or subordinates.
- Insult, belittle, humiliate or patronize others.
- Refer to individuals by offensive nicknames.
- Yell, shout or swear at colleagues.
- Spread rumours or gossip in the workplace.
- Display body language or behaviours that could be perceived as intimidating, such as leaning or standing over others in a way that makes them uncomfortable.
- Purposely undermine the success of colleagues
- Exclude relevant people from meetings, discussions, and events.
- Misuse managerial/supervisory authority.
- Treat people differently because of their personal characteristics.

# Checklist for Supervisors

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✓ I communicate to my staff about expected workplace behaviours and their responsibilities under the Respectful Workplace Policy. My employees are aware of options for reporting and resolving respectful workplace issues.

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✓ I lead by example by modelling appropriate behaviours in the workplace

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✓ I am a leader in building an inclusive and diverse workplace.

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✓ I promote a safe and trusting environment through regular communication with my employees.

# Checklist for Supervisors Con't

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✓ I consciously work to ensure my employees feel comfortable bringing work related problems to my attention.

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✓ My management decisions are based on operational needs and are consistent with the City's values, policies, and procedures.

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✓ I acknowledge the efforts of my employees and provide constructive feedback in a respectful manner.

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✓ I address minor uncivil or disrespectful behaviours occurring in the workplace, because I know doing so can prevent larger issues from occurring.

# Checklist for Supervisors Con't

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✓ I act immediately if suspect or become aware of potential discriminatory, bullying, or harassing behaviour and I understand it is my responsibility to ensure the issue is appropriately resolved whether it be through an informal resolution or formal complaint.

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✓ I seek appropriate assistance from Human Resources if I am unsure how best to address a respectful workplace issue.

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✓ I protect confidentiality and I am fair and impartial in resolving workplace disputes.

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✓ I encourage my employees to address respectful workplace issues informally, where safe and appropriate to do so.

## Encouraging Employees to Come Forward With Concerns

When an employee brings an issue forward, it is important to validate their experience and take their concerns seriously

For many victims, violence and harassment is a traumatic and distressing experience that can cause a loss of confidence. Many also feel shame and guilt.

For this reason, it is important to show empathy when supporting and talking to victims.

# Trauma- informed Lens

## What is Trauma?

- “Trauma is the lasting emotional response that often results from living through a distressing event” (CAMH, 2020 “Trauma”)
- “An overwhelming experience that has potential negative impacts on an individual in the moment and in the future. Trauma often refers to an experience that is beyond the capacity for an individual to adapt effectively...” (Siegel, 2012)
- “Any experience of fear and/or pain that doesn’t have the support it needs to be digested and integrated into the flow of our developing brains” (Badenoch, 2018)

# Investigations

- Who will investigate is an important factor to consider carefully and strategically
  - Internal= lower cost and faster but may not have time, skills or impartiality
- Whoever is investigating must have a strong working knowledge of the applicable workplace policy, practices, codes of conduct or law that is alleged to have been breached, and the law of workplace investigations
- Investigations must be procedurally fair, fulsome and expeditious.



# Investigations - Con't

- Respect the confidentiality of the parties involved to the extent possible to carry out a fair, impartial and thorough investigation;
- Incorporate, where appropriate, any request for support or assistance from either the Complainant or Respondent.
- Interim measures may be imposed during the complaint resolution process to ensure the work environment is safe.
  - These measures will be determined and implemented by the appropriate manager in consultation with HR and other relevant parties as necessary and practicable.
  - Notice of the interim measures will be provided in writing to the individual(s) affected.

# Failure to Adequately Investigate

- A seriously flawed or negligent investigation can:
  - Be costly to employer
  - Can undermine employees' confidence and faith in the employer
  - Exacerbate an already poisoned work environment
- Investigations relied on by employer in subsequent civil or administrative proceedings will be subject to intense scrutiny.
- Even where an employer does not believe in the merits of the complaint or the credibility of the complainant, the failure to conduct a timely, impartial, appropriately thorough and fair investigation can be critically damaging to the employer's legal position.

# Failure to Adequately Investigate – WorkSafe Consequences

- WorkSafeBC may also impose a financial penalty on an employer for failure to comply with occupational health and safety requirements. Section 196(2) of the *Act* sets out the maximum penalty that can be imposed, which is currently \$674,445.93.
- The amount of a penalty imposed by WorkSafe is based on:
  - the nature of the violation
  - a company's history of violations, and
  - the size of the company's payroll
- Penalties can be greater if certain specific factors are present:
  - high-risk or intentional violations, or if the company has received a prior penalty for substantially the same violation in the past three years.
- Sometimes, in addition or in lieu of imposing a penalty, WorkSafe may collect all or a portion of the cost of a worker's claim from an employer.

# Failure to Adequately Investigate – Other Consequences

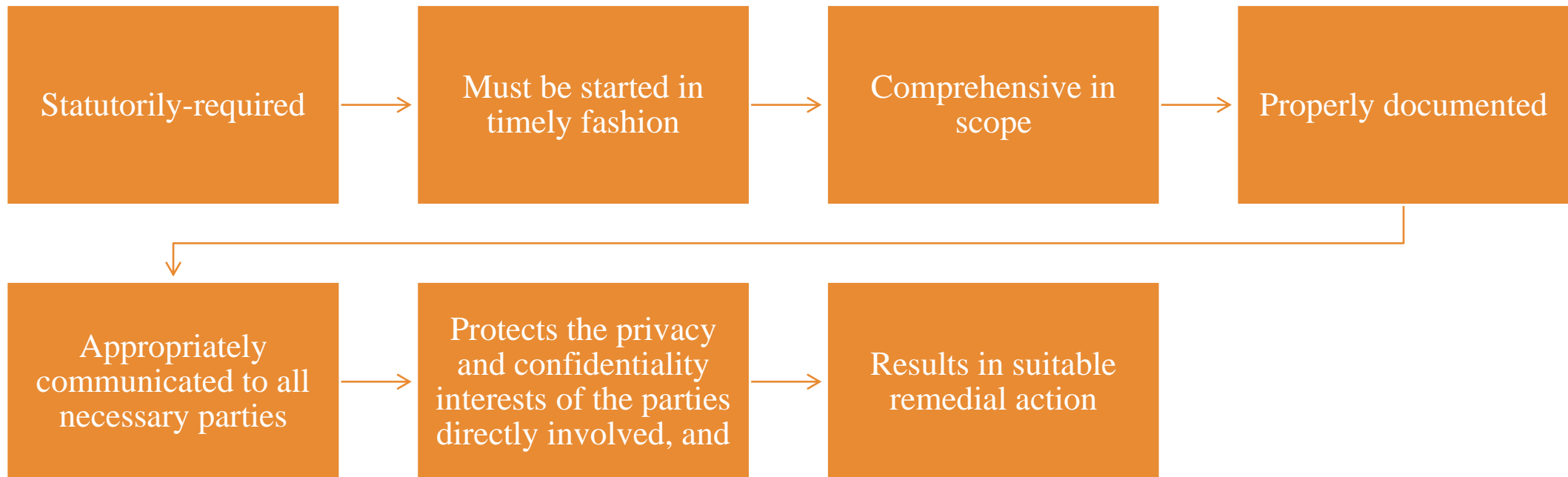
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Discipline may be successfully challenged through the grievance procedure and the grievor will be made whole.

Other damages including for intentional infliction of mental suffering may be awarded.

# Practical Roadmap to Investigations

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# What Information can be Shared with the Respondent?

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- Respondent has the right to know the case against them.
- They do not need to be given a copy of the complaint or the identity of witnesses. But they do need to know who the complainant is and the particulars of the allegation(s).
- If a grievance proceeds to arbitration, all notes and the written complaint must be disclosed.



# Procedural Fairness

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- It's incredibly important that the investigation process be fair and be seen to be fair.
- Investigator must be neutral
  - No bias or apprehension of bias
- An employer who fails to conduct an adequate investigation and appropriately redress bullying and harassment found to have occurred may be found to have breached the Collective Agreement, the *Act*, and/or be liable for damages.



# Confidentiality & Privilege

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- The investigatory process, factual findings and disciplinary response must be kept as confidential as possible.
- You cannot promise an employee that the information provided by them will not be disclosed with the complainant or respondent.
- You can assure them that any information they provide will not be circulated any more widely than necessary.



# How to Conduct Interviews

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- Keep an open mind
- Ask open-ended questions
- Start with *easy* questions
- Keep your opinions to yourself
- Focus on the facts
- Find out about other witnesses or evidence
- Ask about contradictions
- Ask interviewees to contact you with new or additional information
- Document your interviews!



# Documenting the Investigation

- Careful, accurate and succinct notes should be taken at each interview. These notes may have to be produced in subsequent litigation. Notes should record:
  - who was interviewed and who was present
  - where and when the meeting occurred
  - what was discussed (in as much detail as possible)
- It is very important the notes contain no editorial comments or opinions. Notes must be as close as possible to a verbatim record of questions asked and answered. Should the investigation result in litigation, the notes will likely be produced.

# Role of the Union during Investigation Process

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- The Union has an obligation to represent its members. This includes investigating complaints of bullying or harassment.
- An employee has the right to union representation if they are accused of bullying or harassment.
- If the Union is involved in the investigatory process, they are less likely to grieve it.



# What if the Employee won't Answer Questions?

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- An employee accused of bullying or harassment technically may have a “right to remain silent.”
- An employee can still be found to have engaged in bullying or harassment even without their participation.
- Bargaining unit witnesses have a duty to their employer and under the *Act* to cooperate in the investigatory process. Failure to participate may result in discipline up to and including termination.

# Assessing the Credibility of a Witness

- A finding that bullying or harassment has taken place is still possible even when its only one employee's word against another.
- In these cases, you must determine which party is more credible.
- Credibility assessment factors:
  - Plausibility of the witness' statement
  - Witness demeanor
  - Corroboration
  - Past record
  - Motive

# Intrinsic Biases

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Biases we are not really aware of.

Everyone has them:

Don't prejudge!

Be conscious of communicating a bias.


Affinity bias: or "in-group" bias

Confirmation bias

# Communicating the Outcome with the Parties

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- The investigation could conclude:
  - The allegations were fully substantiated
  - The allegations were partially substantiated
  - The spirit and intent of the policy were breached but not the specific terms
  - The allegations were unsubstantiated
- In most cases the investigation report should be kept confidential
  - However a summary of findings should be communicated to the individuals directly impacted.
- In every case, care must be taken when drafting the communications to ensure the appropriate balance is struck between transparency and responsiveness and exposing the company to unforeseen, additional legal liability.



# Is it Appropriate for the Complainant or Subject to Remain in the Workplace during an Investigation?

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Whether or not a respondent should remain in the workplace while a complaint is being investigated requires an assessment of:

- The seriousness of the allegations.
- The *prima facie* strength of the complaint.
- Any other relevant circumstances i.e. disruption to respondent and/or rest of the bargaining unit, recognition of wrong / commitment to change, etc.



# Failure to Adequately Investigate Human Rights Complaints

- In cases involving allegations of bullying or harassment related to characteristics protected under human rights legislation—such as gender, sexual orientation, or race—additional damages may be awarded for injury to dignity and self-respect.

# What is the Appropriate Response When Bullying and Harassment is Found to Have Taken Place?

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- Dismissal is not the automatic penalty for violation of the policy – each instance must be considered on its unique facts, and disciplinary responses must be consistent amongst similar offenses.

While harassment can be very serious and must be eradicated from all workplaces, automatic termination of employees in every instance is inconsistent with the principles of progressive discipline.

- Under these principles, only the most egregious acts warrant dismissal of an employee for a first offence. Employees must be given a chance to correct the behaviour.

Acceptable range of outcomes could be a letter of expectation, verbal or written warning, suspension, or termination of employment.

# Factors to Consider when Assessing Discipline?

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- Consider the actions on the spectrum of harassment.
- In addition to the seriousness of the offense, the Employer should consider:
  - The previous good record of the grievor
  - The long service of the grievor
  - Whether or not the offence was an isolated incident
  - Whether the offence was committed on the spur of the moment as a result of a momentary aberration, due to strong emotional impulses, or whether the offence was premeditated
  - Whether the penalty imposed has created a special economic hardship for the grievor in the light of his particular circumstances
  - Evidence that the company rules of conduct, either unwritten or posted, have not been uniformly enforced, thus constituting a form of discrimination
  - The likelihood that the grievor misunderstood the nature or intent of an order given to him, and as a result disobeyed it
  - The seriousness of the offense
  - Any other circumstances or mitigating factors

# If we Decide not to Terminate, do I have to Separate the Complainant and the Respondent?

- An employer is not automatically required to separate victims and harassers in all cases of harassment
  - (see for example *Renfrew (County) Catholic District School Board v. O.E.C.T.A.*, [2008] O.L.A.A. No. 361) in which it was found that the employer was not required to relocate an employee who harassed a fellow co-worker/complainant as he was not a continued risk to the complainant). **Each case must be assessed on its own merits.**
- There may be circumstances where the nature of the harassment and the poisonous effect on the victim might justify permanent measures to isolate the victim from any contact with the harasser, but such circumstances would be extraordinary, since those cases would usually warrant termination of the harasser's employment.

# Will the Union File a Grievance?

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- Probably.
- Section 12 of the *Labour Relations Code* sets out a union's "duty of fair representation" to its bargaining unit members:
  12. (1) A trade union or council of trade unions must not act in a manner that is arbitrary, discriminatory or in bad faith
    - (a) in representing any of the employees in an appropriate bargaining unit, or (b) in the referral of persons to employment

When a union decides not to proceed with a grievance because of relevant workplace considerations -- for instance, its interpretation of the collective agreement, the effect on other employees, or because in its assessment the grievance does not have sufficient merit -- it is doing its job of representing the employees.

- Without information, the Union cannot meet its legal obligation to represent its members.



## The Union needs Information to Assess the Merits of a Grievance

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- While it may seem intuitive to withhold info, it makes the resolution of complaints take longer and the process more adversarial – employer vs. union.
- Parties share mutual interest in gathering accurate facts and assessing the merits of a complaints.
- Union has a duty to represent its members – as either complainants, respondents, or both.
- Union has a legal right to disclosure related to bullying and harassment if the matter proceeds to arbitration.

# How Might a Grievance be Resolved?

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- If the Union is satisfied that discipline was warranted, the Union may withdraw the grievance.
- The parties may come to an agreement about how two employees will work together on a go-forward basis.
- Concerns about the adequacy of the employer's investigation can be removed if the Union is an active participant in the process.

# Identifying Bullying and Harassment: Major Points

- Bullying is acts or comments that could hurt or isolate a person in the workplace. Sometimes, bullying can involve physical contact as well.
- Intent is irrelevant to whether conduct amounts to bullying or harassment.
- Bullying usually involves repeated incidents or a pattern of behaviour that is intended to intimidate, offend, degrade or humiliate a particular person or group of people.
- It has also been described as the assertion of power through aggression.
- If it is related to a prohibited ground under the *Human Rights Code*, then its discrimination.



## Major Points - Con't

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The Employer has an obligation to ensure the workplace is safe.

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Bullying and harassment is recognized as a serious occupational hazard that can lead to injury, illness or even death.

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Instances of bullying and harassment outside the workplace can still be a workplace safety concern and must be investigated.

# Summary and Questions

- Conducting a credible workplace investigation is fundamentally about process.
- Challenges include maintaining impartiality and the appearance of impartiality throughout.
  - Detailed investigation plan may be prudent.
- Investigations provide an opportunity to exhibit proactive and effective management of workplace issues.
- Dealing with issues of disrespectful behavior in the workplace – including bullying and harassment – is a key to successful management strategy and to avoiding costly implications.



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