

CharterSAFE
Jennifer Callens, PHR PHRca
Human Resources Generalist serving California Charter Schools
916-880-3467
jcallens@chartersafe.org

2019 CCSA Poster Session
CIVILITY IN THE WORKPLACE
Presentation Handout

Introduction

Civil behavior at work goes beyond encouraging “please” and “thank you”. Civility in the workplace supports an employer’s anti-harassment and anti-bullying policies, as well as supporting the principles of equity, diversity and inclusion. The National Labor Relations Board endorsed workplace civility as providing “common sense” standards of conduct to promote “harmonious interactions and relationships” amongst employees.

Objective & Learner Outcome

Demonstrate understanding of business justification for civility policy in the workplace and receive training material for adoption and implementation of a civility policy.

Business Justification to School Administration for Civility Guidelines in the Workplace

1. Civil Behavior Promotes Safe and Secure Environment During the Work Day
 - a. All employees treat each other, students, parents and public with civility, dignity, respect and professionalism.
 - b. All employees exercise emotional self-control and sensitivity to the feelings of others.
 - c. When differences arise, employees address them with a constructive, problem-solving approach, and not with blame or recrimination.
 - d. Does the behavior of all employees support an environment where everyone feels safe, secure and respected?
2. Positive Indicators of Civil Behavior
 - a. Employee performance
 - b. Team effectiveness
 - c. Creates an inclusive culture
 - d. Employee Job Satisfaction
3. Examples of Uncivil Behavior at Work
 - a. Disrespectful comments
 - b. Name calling
 - c. Sarcasm, derogatory remarks
 - d. Inappropriate gestures
 - e. Blaming
 - f. Gossiping about other employees
4. Negative Indicators of Uncivil Behavior at Work

- a. Performance gaps
 - b. Unmet commitments and expectations
 - c. Missed deadlines
 - d. Lack of commitment
 - e. Lack of follow through with assignments or projects
5. Employer Cost for Uncivil Behavior
- a. Unmanaged employee conflict is largest reduceable cost, but least recognized
 - b. 65-80% of organizational difficulties are due to strained employee relationships
 - c. Managers spend 1-2 days/week dealing with strained employee relationships
 - d. 70% of employees in workplace are not engaged at a cost of \$350-\$450 billion/year
 - e. Cost to replace an employee is approximately 150% of annualized salary
6. Legal Support for Civility in the Workplace
- a. National Labor Relations Board – Employer has legal obligation to
 - i. Maintain work environment free of unlawful harassment based on any protected class
 - ii. Prevent workplace violence
 - b. National Labor Relations Board – Employer can have rules that require harmony at work and prohibit
 - i. Negativity
 - ii. Rude and condescending behavior
 - iii. Socially unacceptable behavior
 - iv. Abusive or threatening language
7. Recommendations to School Administration
- a. Review your school’s Employee Handbook to add language relating to prohibited uncivil conduct
 - b. Create a Civility Policy
 - c. Train supervisors and employees on Civility Policy

Sample Supervisor/Employee Civility Training

1. “You and Me” – being respectful, responsible, mindful and compassionate during the work day with your co-workers
2. Learning objectives
 - a. Definition of civil engagement
 - b. Difference between having a “bad day” versus multiple disrespectful and uncivil actions
 - c. Code of civil engagement
 - d. Tips/tools to be proactive in promoting respectful, responsible, mindful and compassionate behavior
3. Definition of civil engagement
 - a. Collection of positive behavior that produce feelings of respect, dignity and trust
 - b. Effective self-awareness (individual) and effective social awareness (group)
 - c. Treat others the way you want to be treated

- d. Genuine person-to-person connection so others are seen, understood, valued and supported
 - e. Accountability is important to everyone
 - f. School's expectation – work environment where all communications and interactions are conducted in civil and respectful manner on a consistent basis
 - i. Respect – All employees will be treated with kindness and respect
 - ii. Responsible – Everyone will contribute to creating a positive environment at work
 - iii. Compassion – Presumption there is a “good” reason if someone is having a “bad” day
 - iv. Mindful – Individual responsibility for acting in a manner that demonstrates self-respect and respect for others
4. One “bad” day versus an ongoing pattern of disrespectful and uncivil behavior – be aware of the following possible signs of disrespectful and uncivil actions to help manage conflict.
- a. Decrease in morale
 - b. Drain on productivity
 - c. Reduced commitment to School's mission
 - d. Excessive absences
 - e. Taking out frustrations on co-workers, parents and students
 - f. Higher employee turnover
 - g. Decline in School's values and culture
 - h. Stress at work can spill over to employee's personal life
 - i. Health costs
 - j. Lawsuits and settlements – deductible for each EPLI claim is \$50,000
5. Code of Civil Engagement – consider doing the following to facilitate engagement with your co-workers as well as student families who don't know the School:
- a. Greet and acknowledge each other, students and parents
 - b. Say please and thank you
 - c. Treat each other equally and with respect, no matter the conditions
 - d. Acknowledge the impact of your behavior on others
 - e. Welcome feedback from others
 - f. Be approachable
 - g. Be direct, sensitive and honest
 - h. Acknowledge the contributions of others
 - i. Respect each other's time commitments
 - j. Address incivility
6. Tips/tools to be proactive in promoting respectful, responsible, mindful and compassionate behavior
- a. Focus on needs of others and consider how your words and actions will impact others before you speak or act
 - i. Learn to listen fully
 - ii. Approach each interaction with respect regardless of whether you believe other person's behavior have “earned” your respect
 - iii. Take responsibility for your actions – you are not the center of the universe

- b. Be intentional in your communications
 - i. Plan to listen without interruption
 - ii. Practice effective listening
 - iii. Be aware when giving and receiving feedback
 - 1. What you say
 - 2. How you say it
 - 3. Tone of your voice
 - 4. Body language
- c. Work across differences – be a bridge builder and role model by acting in a manner that creates an inclusive work environment
 - i. Don't label or stereotype people
 - ii. Respect the differences amongst individuals
- d. Appreciate the value of diverse opinions in developing approaches to various situations
 - i. Listen, clarify what was said and ask questions to gain an understanding of the opinions of others
 - ii. Learn to “agree to disagree” respectfully
- e. Adopt a positive and solution-driven approach to resolving conflicts
 - i. Understand that conflicts will occur at work and take responsibility for your own actions, regardless of the situation
 - ii. What triggers are your “hot” buttons
 - iii. Know what makes you angry and frustrated to manage your reactions and responses in an appropriate manner
 - iv. Practice self-restraint and focus on your overall objective when responding to conflicts
- f. Practice forgiveness – process of closing anger, resentment and feelings of victimization that come after a real or perceived offense
 - i. Not condoning other person's negative behavior
 - ii. Not an admission of weakness
 - iii. Willingness to move on to a less emotional state and find ways to rebuild relationships
 - iv. Holding a grudge isn't healthy
 - v. Humanize the offender
 - vi. Remember your own transgressions
 - vii. Choose to forgive even if the other person will not admit fault
 - viii. Find ways to rid oneself of anger and resentment
- g. Guard against acting impulsively based on negative assumptions about someone's intent – do you want to have a lasting damaged relationship?
 - i. Take time to analyze relevant facts and reconsider your assumptions
- h. Avoid becoming caught up in gossip, complaining or other forms of negativity in day-to-day interactions
 - i. What Peter tells me about Paul tells me more about Peter than it tells me about Paul
 - ii. Your actions will influence how others perceive you
- i. View today's difficult situations from a broader and more realistic perspective by considering what they mean relative to the overall scheme of things
 - i. What will you remember a week, month or year from now?

- j. Be supportive of the School in your communication both inside and outside of the workplace
 - i. Have a positive and realistic approach
 - k. What's the big picture or meaning in the overall scheme of things?
 - i. Be respectful in your communications and other actions on an ongoing basis
 - ii. Periodically measure your success to identify opportunities for improvement
7. Final Thoughts
- a. Ongoing dialogue with staff regarding expectations of civil and professional conduct and behavior in the workplace
 - b. Refer to the School's employee handbook re Standards of Conduct
 - c. Contact your supervisor or administrator with any follow up questions pertaining to this material

Workplace Examples – Difference Between Civil & Uncivil Behavior

<u>Civil</u>	<u>Uncivil</u>
✓ Going out of your way to help someone	× Failing to acknowledge another person's presence
	× Practicing poor etiquette in dealing with communication including not returning phone calls, voice mails, emails (no "shouty" capitals & use spell and grammar check)
✓ Acknowledging your mistakes and making appropriate amends	× Using abusive language including "humorous" put-downs, eye rolling, heavy sarcasm, derogatory remarks, passive-aggressive behavior
✓ Saying "please" and "thank you"	× Not keeping appointments
✓ Using a positive tone of voice	× Interrupting conversations or meetings
✓ Filling the copier with paper after using the last piece of paper	× Bullying and intimidated co-workers
	× Yelling, phone slamming, fist pounding, throwing objects
	× Use of insults and name calling
	× Hostile glares
✓ Apologizing when you do something that offends someone	× Gossiping
	× Chipping away at someone's self-esteem through constant slights
	× Singling out and isolating
✓ Refusing to participate in gossip	× Discounting employee contributions
	× Ignoring others and their opinions
	× "Silent treatment"
✓ Showing respect for other people's feelings and opinions	× Addressing people in an unprofessional manner
	× Sabotaging co-workers and/or School's efforts
	× Discriminating against a particular individual or group