

QUICK REFERENCE TOOL FOR EMPLOYEES AND MANAGERS

CIVILITY, A SHARED RESPONSABILITY



WHAT IS CIVILITY?

Civility is defined as a behaviour that positively contributes to standards of mutual respect that are established in the workplace. It is a set of rules of conduct that aim for the well-being of all members of a community, through behaviours that exhibit respect, collaboration, politeness, courtesy and **good manners**.

WHAT IS CONSIDERATION?

Consideration is all the small gestures or attentions done toward someone and that are telling of our ability to understand someone else's reality, to put ourselves in their shoes. Here are a few examples:

- Inviting a new colleague to join you during lunch break
- Spontaneously offering your help to a colleague, without expecting something in return
- Smiling
- Paying attention to the way you phrase requests
- Paying attention when listening to someone speaking

WHAT IS INCIVILITY?

Incivility is defined as a deviant behaviour that violates standards of mutual respect, creates a significant discomfort in the workplace and has a negative effect on work atmosphere.

Subtle examples of INCIVILITY	Swearing at someone, slamming the door, being overcome by anger, making discriminatory comments or jokes, etc.
Clear examples of INCIVILITY (small things that may seem innocent on their own, but that become irritating and contribute to a toxic work atmosphere when repeated)	Invading someone else's environment, giving negative feedback, expressing your opinion of someone else publicly, spreading rumors, refusing to speak to a colleague, or ignoring or isolating them, withholding useful information from a colleague, not offering your help or refusing to help, etc.

AS REPRESENTATIVE OF THE ORGANIZATION, THE MANAGER SHOULD:

- Give the right example
- Make the rules of civility well known
- Name and quickly handle any misbehaviour they witness

When they do not personally witness the behaviour:

- Give tools to their employees so they can intervene directly toward one another in a respectable manner
- Directly intervene when the misbehaviour claims are particularly important
- Make sure the behaviours change, by intensifying the measures in place

**CO-RESPONSIBILITY:
CIVILITY AND
CONSIDERATION, IT'S
EVERYONE'S BUSINESS!**

THE ORGANIZATION SHOULD :

- Provide a healthy work environment to all workers
- Ensure the health, security, dignity, as well as physical and psychological integrity of employees
- Prevent and intervene

THE EMPLOYEE SHOULD :

- Behave with civility
- Intervene directly toward others in a respectable manner
- Inform their supervisor when they witness particularly important misbehaviours
- Ask for help when the situation is not resolved (supervisor, human resources representative, EAP, union, etc.)

QUICK REFERENCE TOOL FOR EMPLOYEES AND MANAGERS

CIVILITY, A SHARED RESPONSABILITY



WHAT TRAPS SHOULD YOU AVOID?

- Minimizing the importance of misbehaviours or reacting too strongly and being too hard
- Letting time fix things
- Believing that inappropriate behaviours will have no consequence
- Excusing your own behaviours or those of others (because they are going through a rough time, because they have a strong personality, etc.)
- Being too quick in asking someone else to intervene in your place

THERE SHOULD BE A SINGLE GOAL: CHANGE OR STOP THE TARGETED BEHAVIOUR

WHEN TO DO SOMETHING?

It depends on the severity of the behaviour or gesture witnessed:

- If it is a clear uncivil behaviour, intervene as soon as possible
- If it is an annoying or irritating behaviour, you may want to wait for it to be repeated before intervening with the person concerned

BETTER TO ACT SOONER RATHER THAN LATER

WHO TO INTERVENE TOWARD?

This also depends on the severity of the behaviour or gesture witnessed:

- In cases of harassment, discrimination or crime, refer to your manager (if they are the one involved, contact a human resources representative or your union representative)
- When facing a more subtle uncivil behaviour, it is better to intervene directly with the person concerned

HOW TO INTERVENE? REMEMBER THIS RULE OF THREE

1

INTERVENTION

Directly with the person

- Stay calm and concise
- Avoid BSC (blame, scorn and criticism)
- Provide **respectable feedback**

2

INTERVENTION

If the same situation occurs again: directly with the person

- Repeat your intervention, in a more formal, but still respectable, manner
- Once again, clearly establish your limits
- Inform the other person that you chose not to tell the manager but that you wish this behaviour would stop: if it happens again, the manager will be informed

3

INTERVENTION

If there are not changes in the behaviour: ask the manager to get involved

- Explain the nature of your previous interventions and that you cannot solve the problem
- Ask your manager to intervene

5

STEPS TO A RESPECTABLE FEEDBACK

1. The intention ("why")
2. The facts (documented)
3. The impacts (real consequences of these facts)
4. My feelings (concerned, disappointed, angry, etc.)
5. The demand (clear and precise expectations)

DO NOT FORGET THAT CIVILITY AND CONSIDERATION ARE EVERYONE'S BUSINESS!

Watching out for your own behaviour first and then that of other people may make a world of difference in the quality of life at work!