Civility at Work

ASSP – Columbia Willamette Chapter
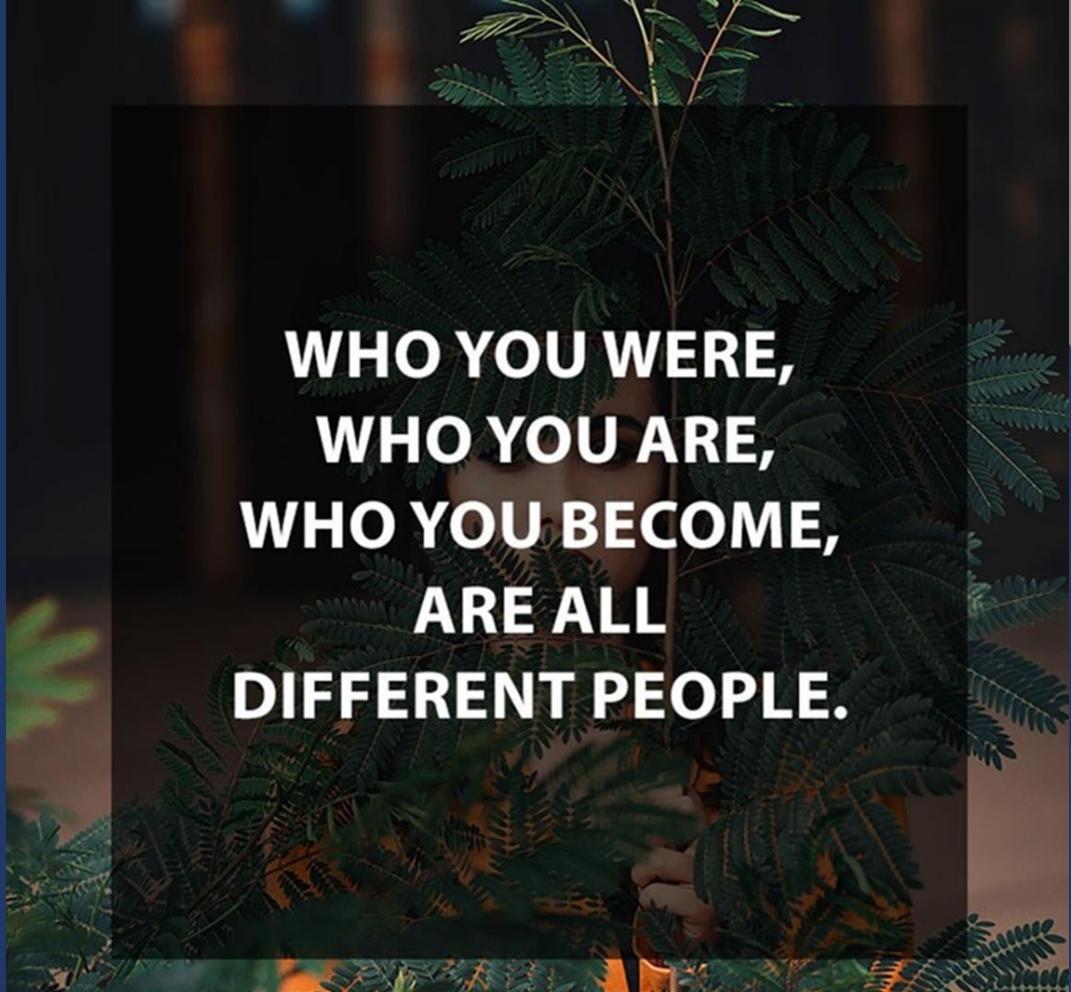
WHO YOU WERE,
WHO YOU ARE,
WHO YOU BECOME,
ARE ALL
DIFFERENT PEOPLE.

Kim Gamble, CHST ASP

GEW llc

- Sr Safety Consultant

Private Consulting

- OHSU Institute of Occupational Health Sciences – Respectful Workplace Grant

Andersen Construction

- 2020-2024 DEIB Director
- 1994-2020 Corporate Safety Director

ASSE/ASSP

- Past President Col-Willamette Chapter
- Past GOSH Executive, Program & Awards Committee Chair

Union Trusts/Committees

- Oregon Laborers JATC & Training Trust
- Construction Industry Drug-Free Workplace
- NW Laborers Employers Cooperation Education Trust

AWARDS

- ASSP President's & Charles Culbertson - 2023
- DJC Women of Vision – 2020
- PBJ Women of Influence – 2022
- ASSP Col-Willamette Chapter SPY – 2002

Granddaughter
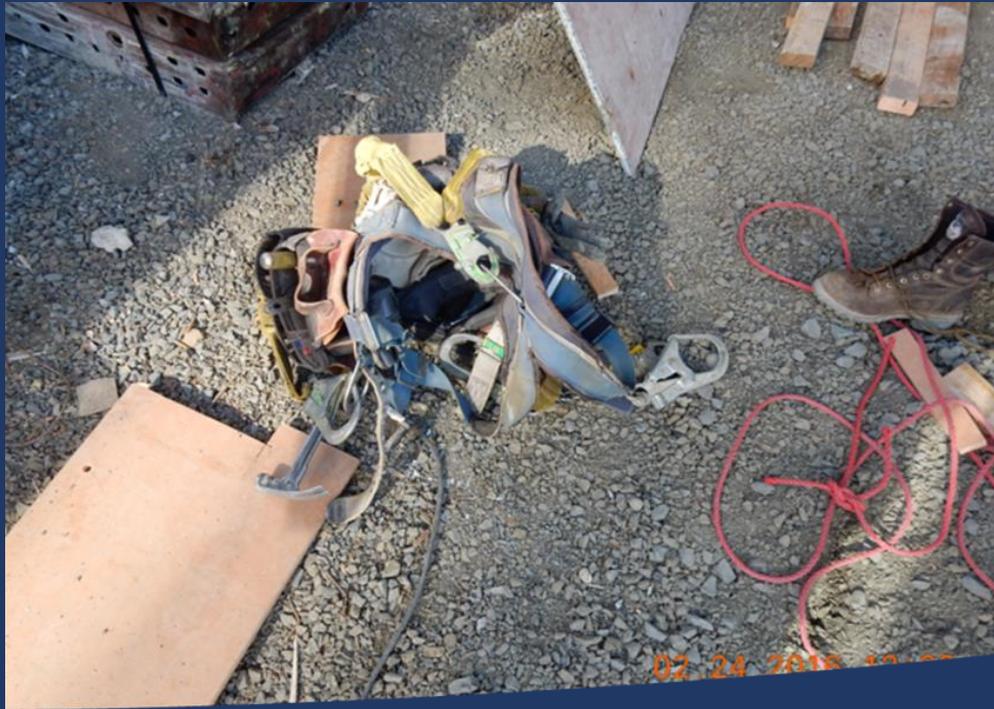Daughter
Wife
Mother
Grandmother

Family of athletes
We camp, read, bike, kayak, fish celebrate achievements, and grieve.

2016 Injury Accident

- Journey-level Carpenter
- Fall Protection Training – 4 x in 10 years
- PPE in Use:
  - Harness
  - Positioning Chain
  - Twin Leg Lanyard
- Fell 11-12 Feet
- Permanent Partial Disability

2016 Injury Accident

Traditional Contributing Factors

- Personnel
  - Worker Error
- Material
  - Wrong PPE for task
- Task
  - Poor Planning; Risk Not Recognized; Change Management
- Management
  - Pressure; Not Engaged; Not Supportive
- Environment
  - Toxic Engagement
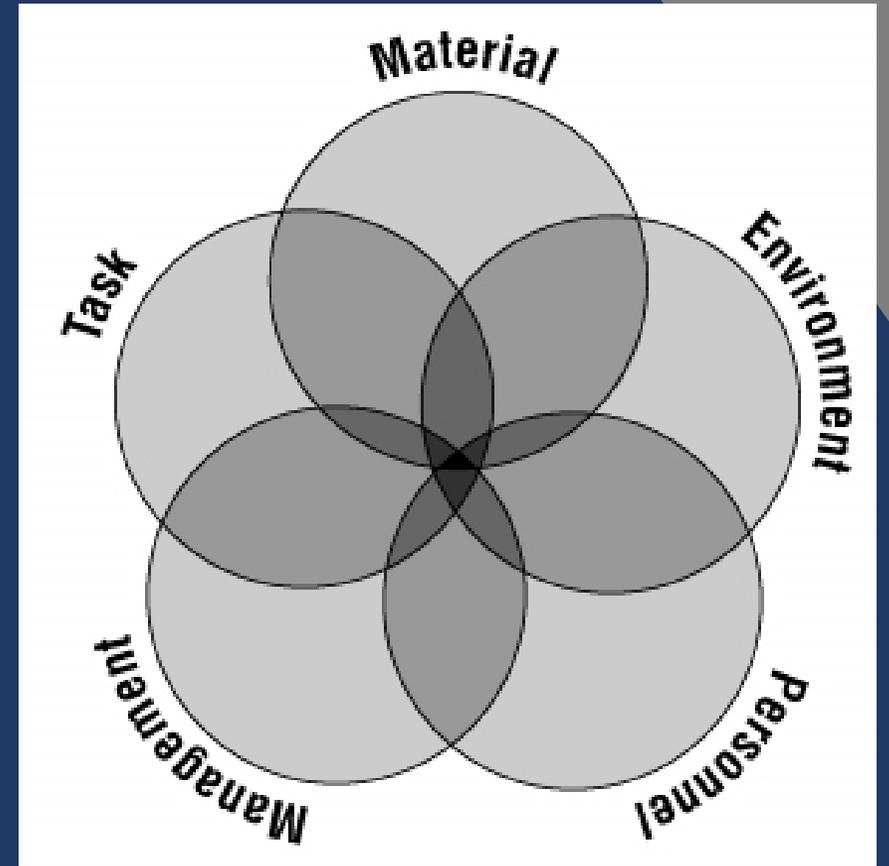
Psychosocial Contributing Factors

- Incivility
  - The insensitive or disrespectful behavior that lacks regard for others.
- Fundamental Attribution Error
  - Blaming workers for their own behaviors without consideration of the impact of others bad behaviors.

- Incivility = Psychosocial Hazard

Incivility: Defined

- Low-intensity deviant behavior with ambiguous intent to harm. (Pearson & Andersson, 1999)

- Behaviors that violate norms of mutual respect. (Carter, 1998)

- Insensitive or disrespectful behavior enacted by a person who displays a lack of regard for others. (Porath & Erez, 2007)

"All this talk about civility is interfering with my constitutional right to yell at my co-workers."

Incivility Continuum

Negative Behaviors

- **Rude Comments**
- **Insensitive Actions**
- **Unintentional Slights**
- **Intentionally Ignoring Others**
- **Complaining**
- **Gossiping**
- **Cultural Bias**
- **Crude Jokes**
- **Profanity**

Question: What low-level negative behaviors have you experienced? Were they hard to recognize or address?

Incivility Examples

- WALKING AWAY FROM A CONVERSATION DUE TO LOSS OF INTEREST

- ANSWERING CALLS IN THE MIDDLE OF A MEETING OR TRAINING WITHOUT LEAVING THE ROOM

- OPENLY MOCKING OTHERS

- MAKING SIREN SOUNDS WHEN SAFETY PROFESSIONALS OR OTHER SUPERVISORS COME AROUND

- REMINDING "SUBORDINATES" OF THEIR "ROLE"

- TA

- CO

- IG

- GO

  PART OF _THEIR_ JOB

- HIDING/TAKING TOOLS & MATERIALS

- ASSIGNING SPECIFIC DEMOGRAPHICS THE LESS DESIRABLE WORK.

- DISCIPLINE IN PUBLIC

Do any of these behaviors violate your company policies?

Incivility Continuum

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Verbal Aggression

- **Yelling**
- **Belittling Comments**
- **Cursing at Someone**
- **Humiliation**
- **Embarrassment**
- **Public Discipline**
- **Intimidation**
- **Discriminatory Remarks**
- **Threats**

Incivility is contagious - stop the spread!

Workplace Violence ⬄ Incivility?

What is workplace violence?

Workplace violence is violence or the threat of violence against wo[...] can occur at or outside the workplace, and ranges from threats a[...] abuse, to physical assaults and homicide. However, it shows its[...] violence is a growing concern for employers and employees.

Contrary to popular opinion, sensational multiple homicides sti[...] a small number of workplace violence incidents. The majority of i[...] are assaults, stalking, threats, harassment, and physical or emotio[...] that make no headlines. Many of these incidents are not even [...] to company officials or the police.

Responding to workplace violence requires attention to more than just an actual physical attack. Any conduct that creates anxiety, fear, and a climate of distrust in the workplace is part of the workplace violence problem. Prevention programs that do not consider harassment in all its forms are unlikely to be effective.

Any Conduct that creates anxiety, fear, and a climate of distrust in the workplace is part of the workplace violence problem.

• Oregon OSHA

Incivility Continuum

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Physical / Sexual Aggression

- Assault
- Battery
- Throwing Objects
- Violent Outbursts
- Inappropriate Touching
- Harassment
- Lewd Photos
- Blocking People

Uncivil Work Culture (aka Toxic Environment) Where bullying, rudeness, harassment, & other forms of incivility run rampant.

Personal Impact of Incivility

- **Inability to concentrate**
- **Increased Stress**
- **Low morale**
- **Decreased engagement**
- **Illness**
- **Depression**
- **Frustration**
- **Anger**
- **Panic & anxiety**
- **Pain**

Pain, by definition, is a conscious experience.

Incivility triggers the same areas of the brain as physical pain!

Organizational Impact of Incivility

- Creativity Suffers
- Team Spirit and Morale Declines
- Employees:
  - Decrease time at work
  - Decrease their quality of work
  - Withhold Effort
  - Lose time worrying about the encounter(s) & avoiding offenders
  - Lesson commitment to their organizations
  - Leave their job

Costs of Incivility

Safety Impact of Incivility

Tower Crane Collapse – Bellevue WA 2006. Structural engineer cited for errors in design. The citation was vacated in court.

5X More likely to miss information

17% Worse Performance on Recall

43% More Math Errors & Struggled with Goal Management

Accidental Case Study

A CASE STUDY IN SAFETY

TRADITIONAL PRACTICES

NEW SAFETY CULTURE

Hours Worked:	162,000
Total Injuries:	35
Recordable Injuries:	7
Injuries Caused By Unsafe Behavior:	28
No Unsafe Behavior of Conditions:	7
Recordable Injury Rate:	7.06
Safety Violations:	44

Hours Worked:	117,711
Total Injuries:	6
Recordable Injuries:	0
Injuries Caused By Unsafe Behavior:	5
No Unsafe Behavior of Conditions:	0
Recordable Injury Rate:	0.0
Safety Violations:	11

Traditional Safety

Severity				
Medium	Medium	High	High	Critical
Medium	Medium	Medium	High	High
Low	Medium	Medium	Medium	High
Low	Low	Medium	Medium	Medium
Low	Low	Low	Medium	Medium

Probability

- **Policies**
- **Procedures**
- **Job Hazard Analysis**
- **Daily Pre-Task Plans**

- **Multiple Safety Plan Submissions**

Leadership Stand Down

- Total Safety Culture
  - Environment
  - People
  - Behavior
- High Functioning Teams
  - Trust
  - Role Clarity
  - Empowerment
- Active Caring

Person
Knowledge, Skills, Abilities, Intelligence, Motives, Personality

Environment
Equipment, Tools, Machines, Housekeeping, Heat/Cold, Engineering, Standards, Operating Procedures

Behavior
Complying, Coaching, Recognizing, Communicating, Demonstrating Actively Caring

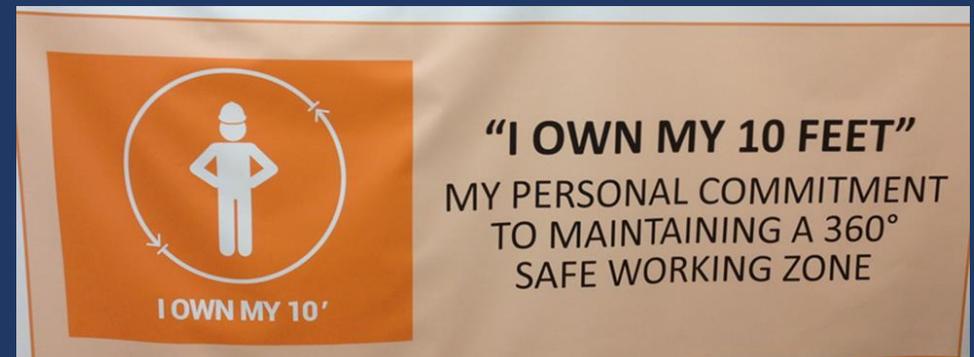Picture: Scott Geller – Psychology of Safety

Worker Stand Down

- Revoked Authority of Toxic Leader
- Skip Level Lunches
- Tracked Change & Outcomes
- Encouraged & Rewarded Innovation
- Behavior Based Observations by Craftworkers
- Names on Hardhats
- 10' Zone of Personal Responsibility

NEW SAFETY CULTURE

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"I OWN MY 10 FEET"
MY PERSONAL COMMITMENT TO MAINTAINING A 360° SAFE WORKING ZONE

I OWN MY 10'

Safety Professional's Role

- Expand beyond physical safety & occupational health.
- Culture Curators
- Treat everyone with respect – ALWAYS!
- Make sure OUR Bias' do not impact how we do our job!

3-Dimensional Risk Assessments

- ***Psychosocial Hazards / Risk***

  - How Work is Organized
  - Social Factors at Work
  - Aspects of Work Environment
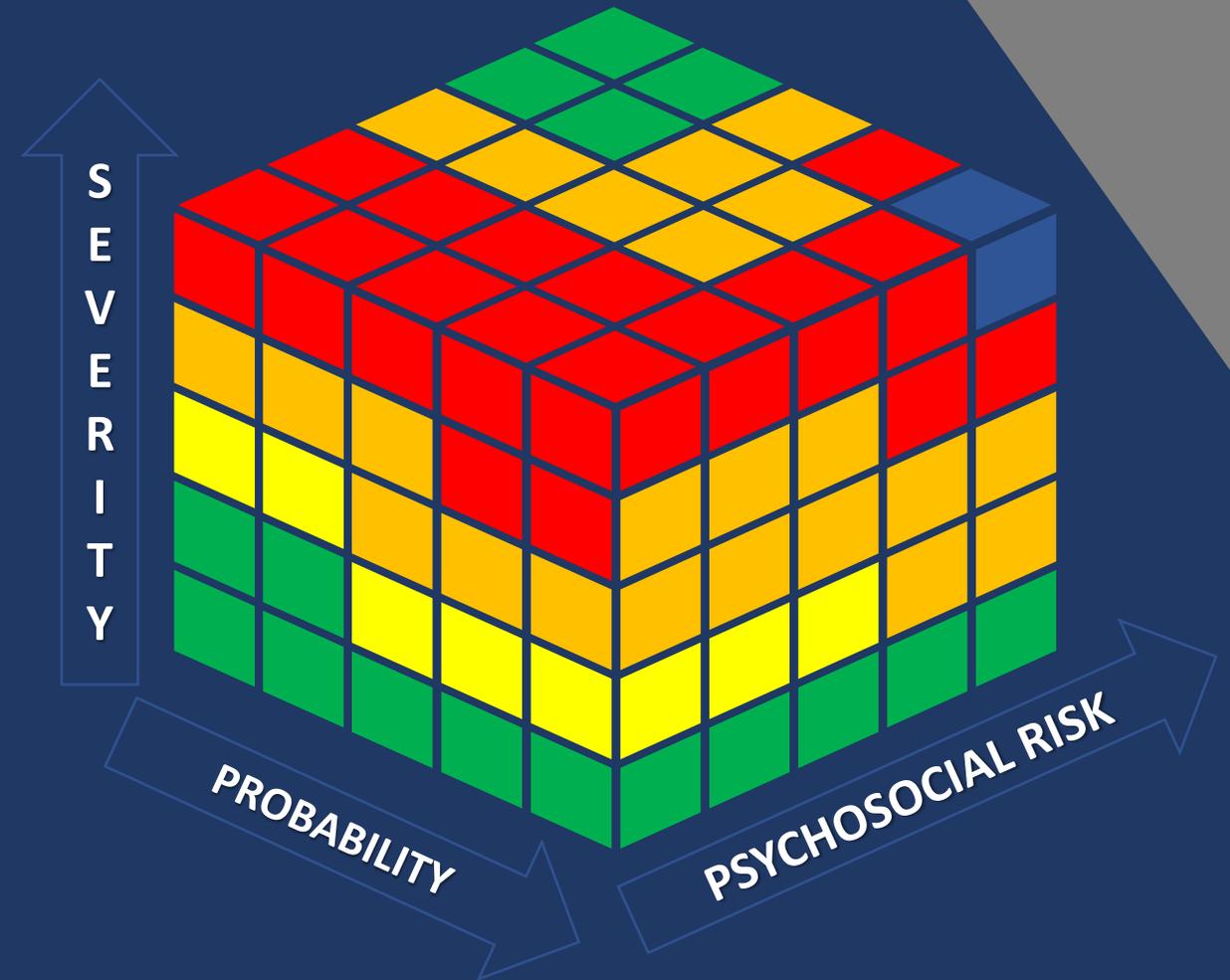
ISO 45003 – Psychological Health and Safety at Work – Guidelines for Managing Psychosocial Risks

- BIM For Worker Personal Safety
- More Comprehensive Aspect
- Addresses The Unseen
- Promotes Well-Being at Work.

- AKA - A Mentally Healthy Organization
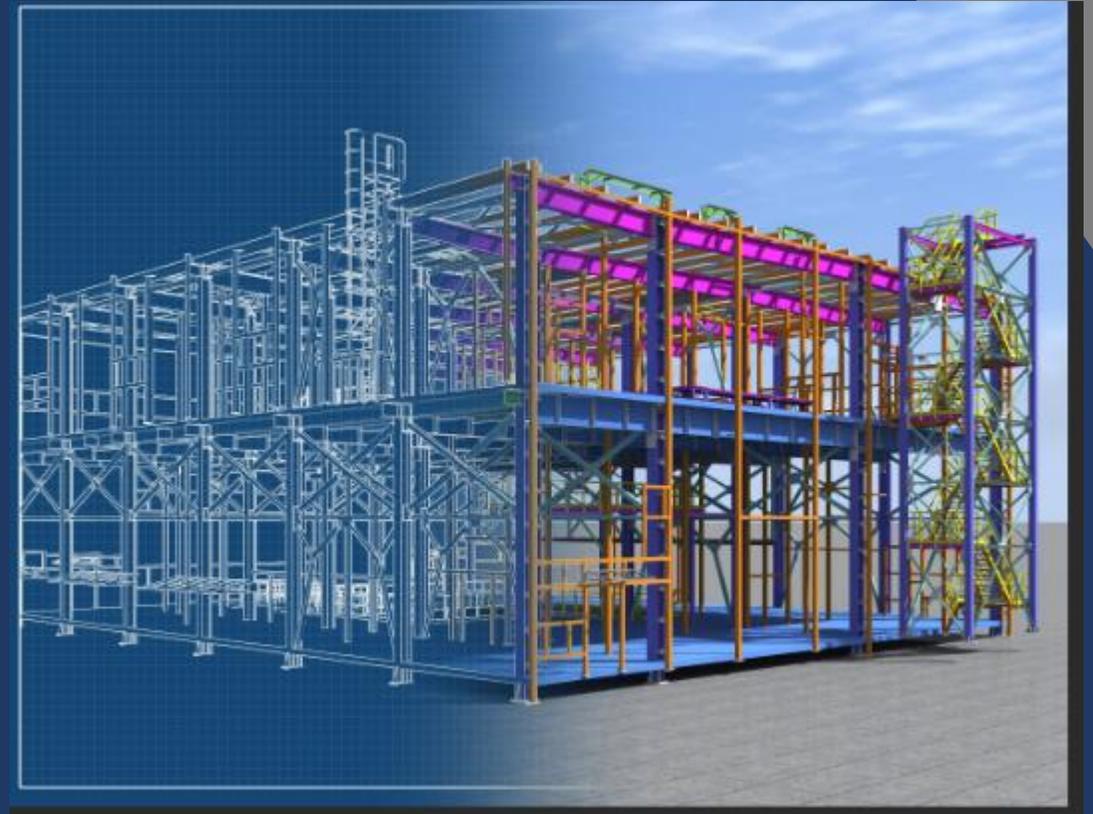
Psychosocial Hazards

How Work is Organized

- Roles & Expectations
- Job Control & Autonomy
- Job Demands
- Organizational Change Management
- Remote & Isolated Work
- Workload & Work Pace
- Working Hours & Schedule
- Job Security & Precarious Work

Social Factors

- Interpersonal Relationships
- Leadership
- Organizational - Workgroup Culture
- Recognition & Reward
- Career Development
- Support
- Supervision
- *CIVILITY & RESPECT*
- Work/Life Balance
- *Violence @ Work*
- *Harassment*
- *Bullying & Victimization*
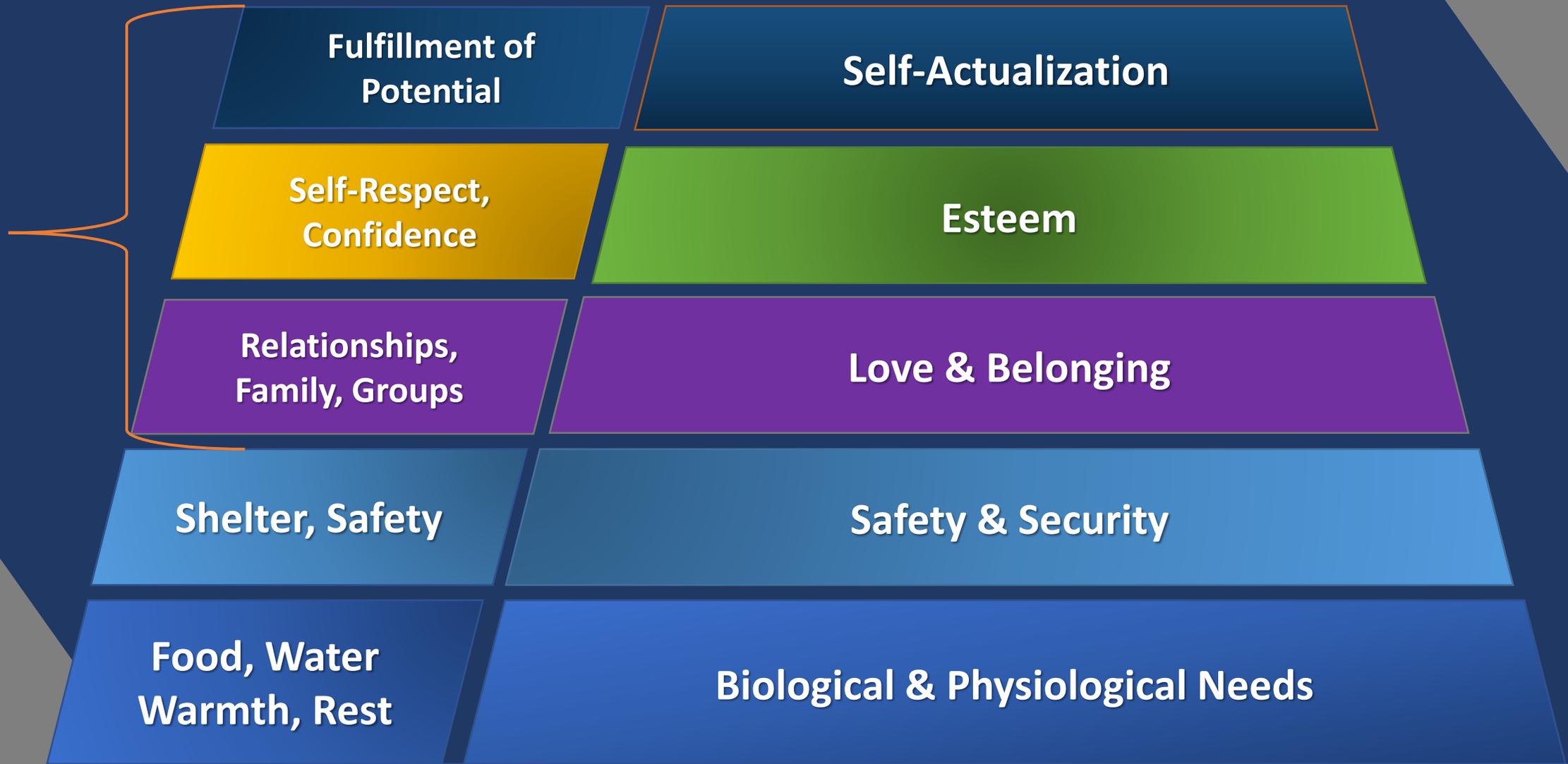
Work Environment, Equipment & Tasks

Examples:
- Inadequate equipment available
- Poor workplace conditions such as housekeeping & lighting
- Lack of necessary tools, resources
- Extreme conditions
- Unstable environments

Iso 45003 - Social Factors

Interpersonal Relationships	Leadership	Organizational - Workgroup Culture	Recognition & Reward
Career Development	Support	Supervision	Civility & Respect
Work/Life Balance	Violence @ Work	Harassment	Bullying & Victimization

Maslow's Hierarchy of Needs

Fulfillment of Potential	**Self-Actualization**
Self-Respect, Confidence	**Esteem**
Relationships, Family, Groups	**Love & Belonging**
Shelter, Safety	**Safety & Security**
Food, Water Warmth, Rest	**Biological & Physiological Needs**

Google's Project Aristotle

Psychological Safety	Dependability	Structure & Clarity	Meaning	Impact
Team Members feel safe to take risks, learn, ask questions, contribute, be authentic & vulnerable.	Team Members get things done, on time & meet team expectations	The team has clear roles, plans & goals. The team members know what is expected.	Work is personally important to team members.	Team members believe that their work matters and creates change.

WHAT IS PSYCHOLOGICAL SAFETY

- An Environment of Rewarded Vulnerability

- A social condition in which you feel
  - (1) included,
  - (2) safe to learn,
  - (3) safe to contribute,
  - (4) safe to challenge the status quo

- without fear of being embarrassed, marginalized, or punished in some way

Dr. Timothy Clark – The Four Stages of Psychological Safety

Psychological Safety

"a belief that **one will not be punished or humiliated for speaking up** with ideas, questions, concerns, or mistakes, and that **the team is safe** for interpersonal risk-taking"

-Amy Edmondson

Amy Edmondson – The Fearless Organization

4 Stages of Psychological Safety

Inclusion
- ✓ Inclusion in exchange for human status and the absence of harm.
- ✓ Worth precedes worthiness

Learner
- ✓ Encourage-ment to learn in exchange for engagement to learn.

Contributor
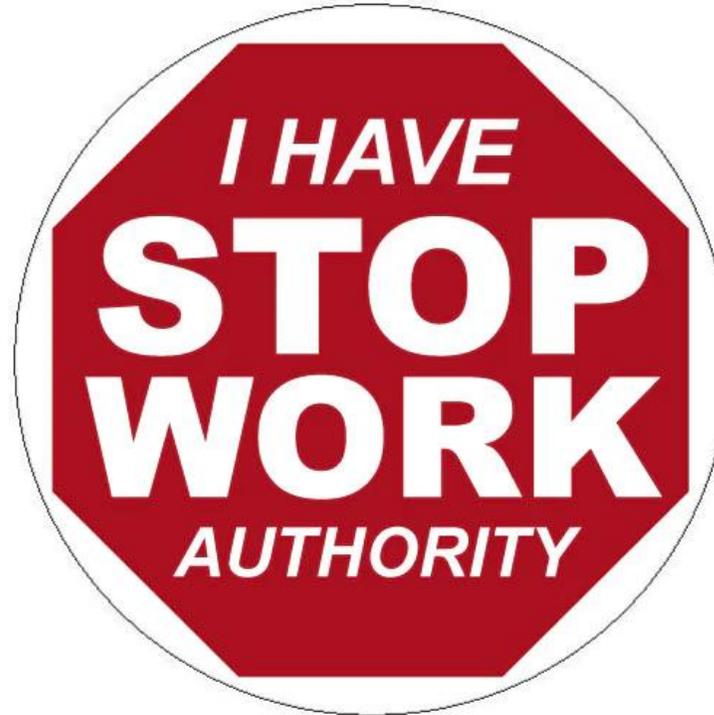- ✓ Autonomy with guidance in exchange for results.
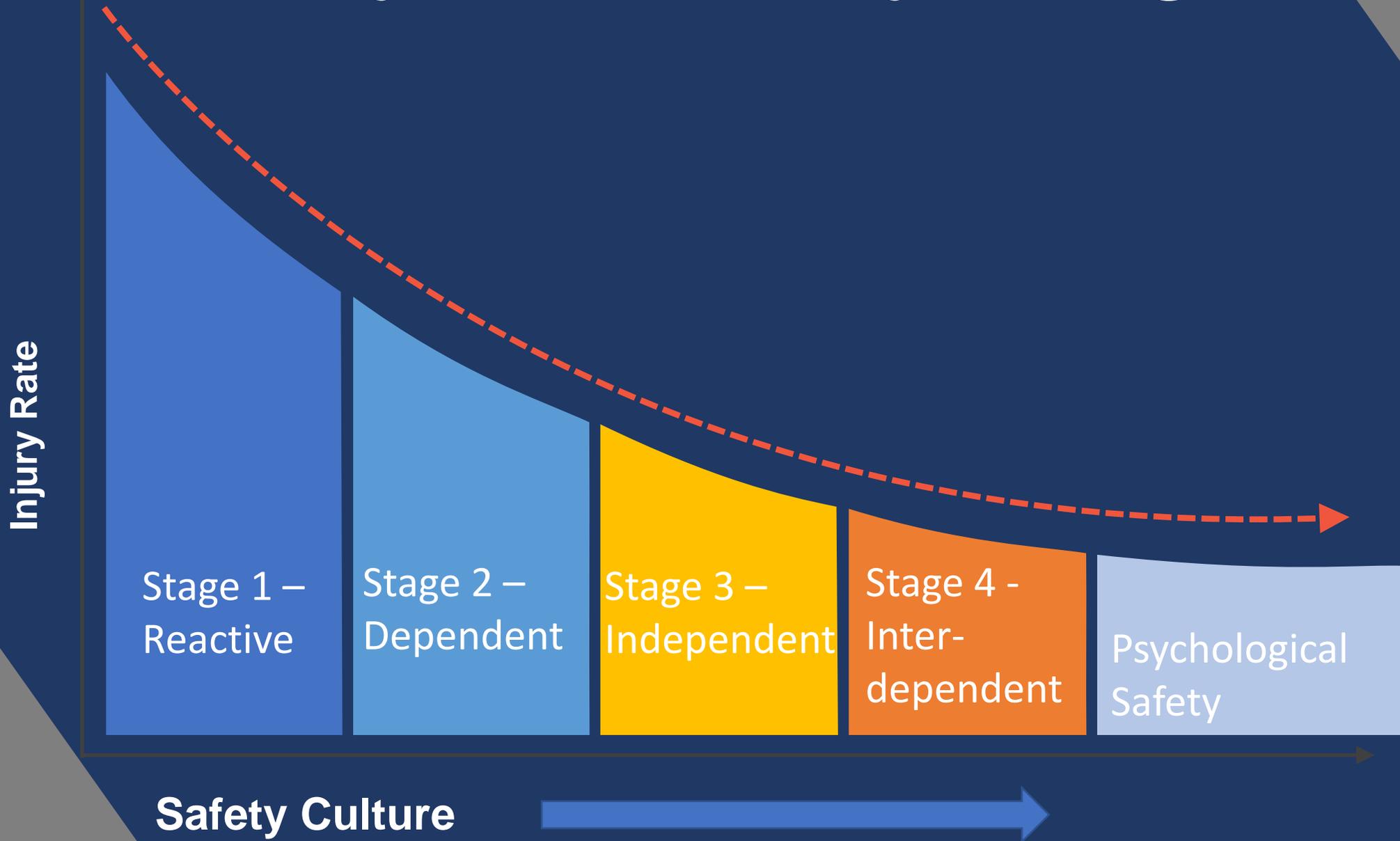
Challenger
- ✓ Air cover in exchange for candor.

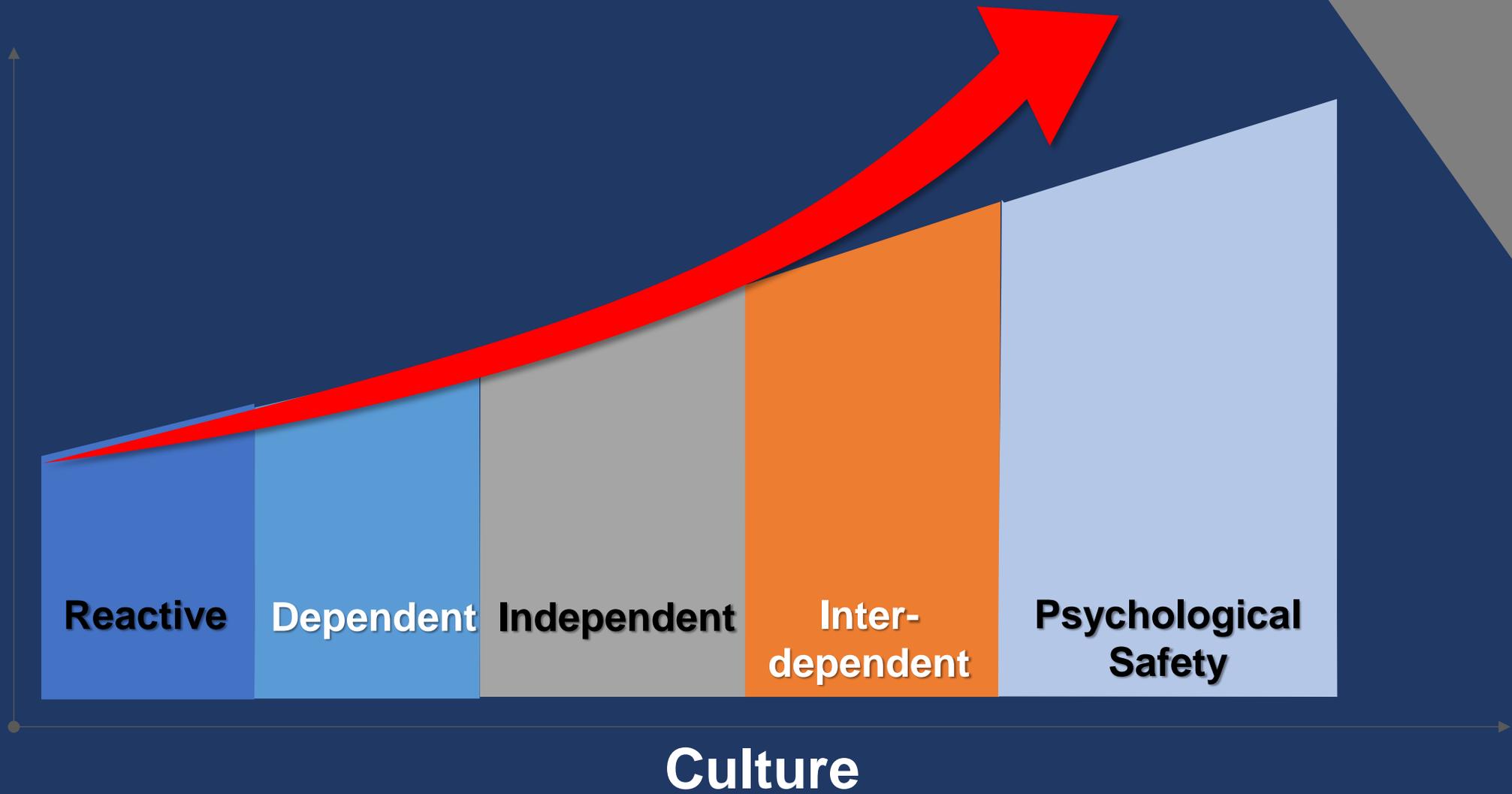# 4 Quadrants (Stages) Of Psychological Safety

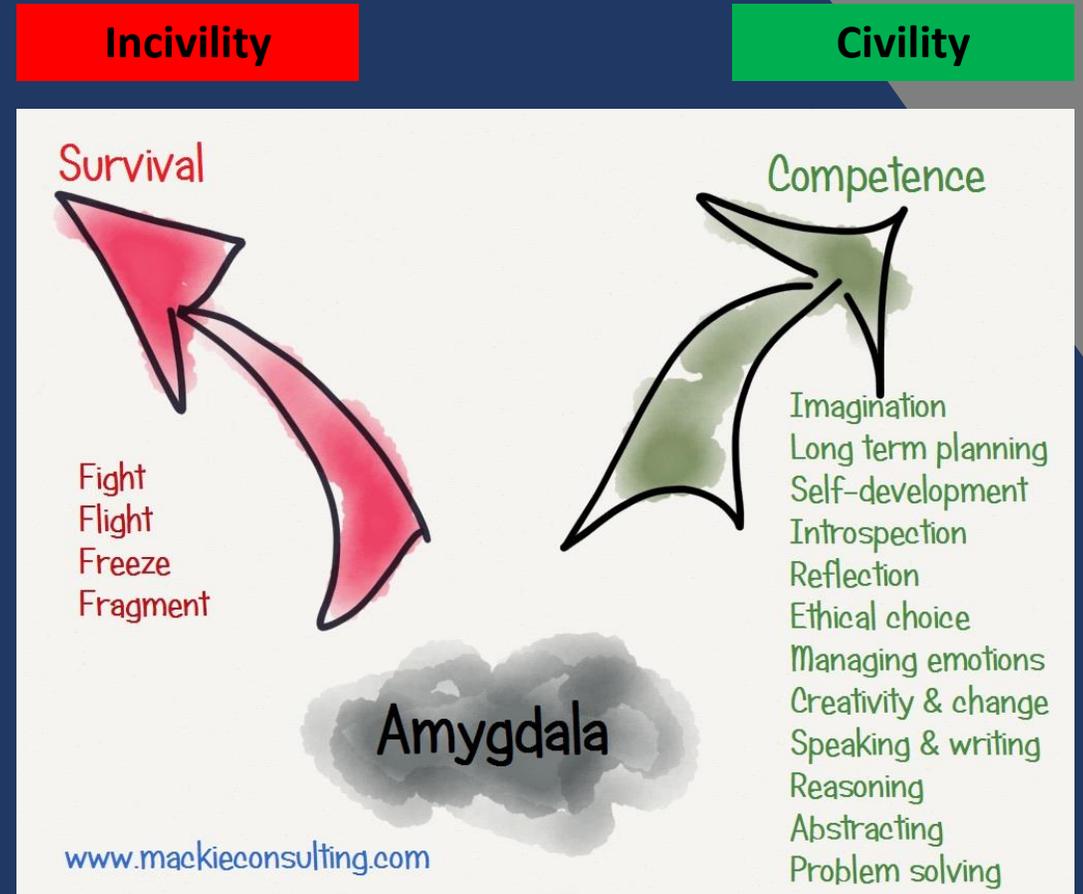**Challenger**

✓ Air cover in exchange for candor.

I HAVE STOP WORK AUTHORITY

Effects of Psychological Safety on Teams

- Increase in innovations
- Increasing likelihood of successful innovations
- Trust
- Engagement
- Learn from mistakes
- Increased safety
- Decreases in unacceptable behaviors such as harassment, bullying, discrimination etc.

Incivility

Civility

Survival

Competence

Fight
Flight
Freeze
Fragment

Imagination
Long term planning
Self-development
Introspection
Reflection
Ethical choice
Managing emotions
Creativity & change
Speaking & writing
Reasoning
Abstracting
Problem solving

Amygdala

www.mackieconsulting.com

Construction Industry

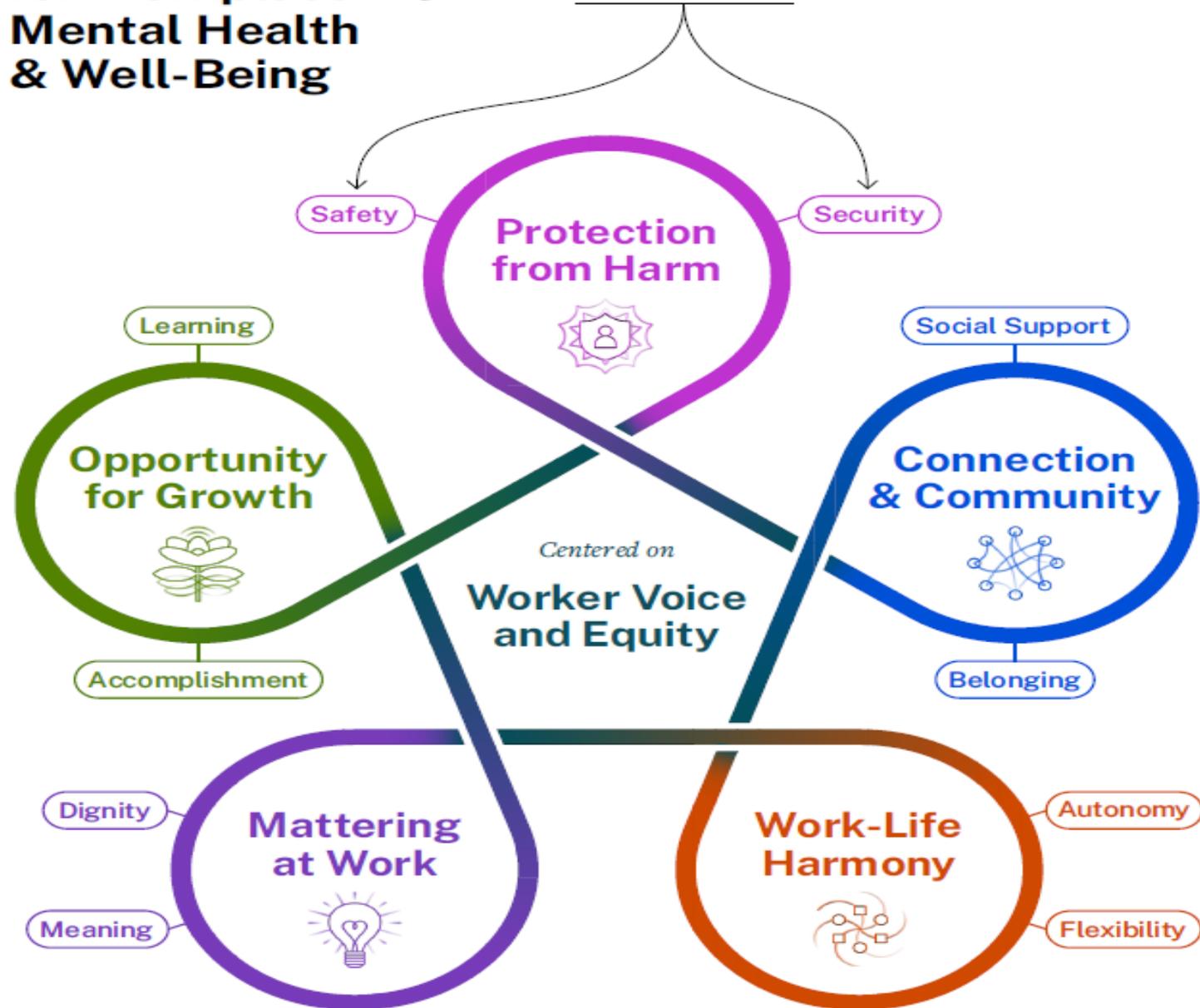|			
7.5-8 Million Workers	**87%** White	**58%+** Women Sexually Harassed **72% Black –** Racially Harassed	2nd Highest Suicide Rate By Occupation 5-6 Times greater than construction workplace fatality rates!
450 - 550,000* Unfilled Positions	**90%** Male *94-96% Male when Office staff excluded	**61 Average Retirement Age** 1 in 5 construction workers are over 55	**How to prevent suicide?** Create a sense of belonging, connectedness & respect

Construction & Suicide

2nd Highest Suicide Rate By Occupation
5-6 Times greater than construction workplace fatality rates!

WHY?

How to prevent suicide?

Create a sense of belonging, connectedness & respect

Five Essentials for Workplace Mental Health & Well-Being

Centered on the worker voice and equity, these five Essentials support workplaces as engines of well-being. Each Essential is grounded in two human needs, shared across industries and roles.

Protection from Harm
Safety · Security

Connection & Community
Social Support · Belonging

Opportunity for Growth
Learning · Accomplishment

Mattering at Work
Dignity · Meaning

Work-Life Harmony
Autonomy · Flexibility

Centered on
Worker Voice and Equity

Components

Creating a plan with all workers to enact these components can help reimagine workplaces as engines of well-being.

Protection from Harm
- Prioritize workplace physical and psychological safety
- Enable adequate rest
- Normalize and support mental health
- Operationalize DEIA* norms, policies, and programs

Connection & Community
- Create cultures of inclusion and belonging
- Cultivate trusted relationships
- Foster collaboration and teamwork

Work-Life Harmony
- Provide more autonomy over how work is done
- Make schedules as flexible and predictable as possible
- Increase access to paid leave
- Respect boundaries between work and non-work time

Mattering at Work
- Provide a living wage
- Engage workers in workplace decisions
- Build a culture of gratitude and recognition
- Connect individual work with organizational mission

Opportunity for Growth
- Offer quality training, education, and mentoring
- Foster clear, equitable pathways for career advancement
- Ensure relevant, reciprocal feedback

*Diversity, Equity, Inclusion & Accessibility

Office of the U.S. Surgeon General

What Can You Do Tomorrow?

- Acknowledge Others
- Cultivate Trust
- Demonstrate Respect
- Ensure Everyone's Voices Are Heard
- Recognize People's Contributions
- **Coach** to What You Expect
- Lead Inclusion & Mental Health Toolbox Talks
- Lead Safety With Empathy
- Use Psychological Safety In Incident Investigation
- Check Your Biases
- Start Your Learning Journey

Be Respectful

- Treat others the way you want to be treated.
- Remember that all people are important.
- Listen while others are talking.
- Speak calmly and always use appropriate words.