



Knowledge, Tools And Skills For Creating A Respectful Worksite

Worker/Trainee Orientation

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Welcome to the Worker Orientation/Site Onboarding/Contractor Onboarding for the RISE Up Respectful Worksite Training.

In this training you will learn about the site/organization's respectful worksite program and will learn skills to assist you in creating a respectful and inclusive worksite.

RISE Up stands for Respect, Inclusion, Safety and Equity in the Construction Trades and is a comprehensive program created for tradespeople, by tradespeople to shift the culture of construction to one that is more inclusive to all people.

Introductions

- Name
- Pronouns
- What are your expectations for today?
- What is your program and how long have you facilitated it?

Expectations

- Be present and open to learning
- Be respectful
- Participate
- What happens in the classroom



We will start today with introductions. I would like you to introduce yourself by telling us your name, preferred pronouns and position, then telling us who you think has been the most influential coach or mentor in your work and why.

My name is [name], I use [.../...] pronouns, and my best coach....

Go around the room.

I have listed some expectations for the day in order to set up some ground rules. We are going to be talking about some tough issues, so it is important for us to be respectful, participate fully and not be afraid to ask questions. I am asking you to be present and open to learning. And last, I am asking that what happens in the classroom today stays here. Are there any other ground rules the group would like to add to the list?



What does it mean to RISE Up?

Rise – to assume an upright position
Up – into an advanced or better state

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RISE Up is a Respectful Workplace Campaign designed to shift the culture of construction to be more inclusive to a diverse workforce. This campaign is designed to be used by public entities, developers and owners, construction companies, apprenticeship training programs, pre-apprenticeship programs, unions and community-based organizations who are involved in the construction process.

We know that project owners, managers and team leaders influence the culture of their teams and the job site. They deal with day-to-day issues, set the tone of the work site, and they problem solve. While management enforces standards, codes of conduct, and safety policies on a daily basis, they sometimes fail to see the importance of guiding and setting the cultural norms of the work site. What we know is that if you don't set the expectations and cultural norms on the site it creates opportunity for negative behavior to affect the culture. Negative behaviors such as harassment, hazing, bullying and retaliation cause distraction. Distraction can affect safety and performance of workers. Bottom line, negative behaviors cost everyone money – from loss of productivity, employee turnover, management time in dealing with these issues, to potential legal expenses.

The RISE Up Campaign is designed to give workers at all levels the knowledge, skills and tools to be an active participant in a respectful workplace. Individuals at all levels; apprentices, journeymen, foreman, superintendents – contribute to the culture of the work

site. I'm sure many of you have seen how it only takes one person to degrade the culture at a work site. We believe one person can also positively affect the culture – with the proper tools and skills.

The City of Seattle contracted with ANEW to customize the RISE Up program for their work sites. The tools and materials you will see are adapted from the generic RISE Up programming to meet the contract provisions and expectations of the city.



Module 1

Respectful Workplace Expectations

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Rename Slide

A Respectful Workplace is....

one where all employees are treated fairly, difference is acknowledged and valued, communication is open and civil, conflict is addressed early and there is a culture of empowerment and cooperation.



Read the compiled version of respectful worksite.

Respectful Workplace Responsibilities

| Organization | Supervisor | Worker |
|--|--|--|
| Hire, train and support workforce to ensure equity and offer growth | Provide training to meet standard, guide/mentor staff development, evaluate progress | Participate in training, communicate needs or concerns |
| Set clear outcomes, operationalize success, measure outcomes, reward talent | Communicate standards, objective evaluation of performance, identify talent | Demonstrate new skills |
| Define workplace expectations clearly, reward compliance, enforce non-compliance | Investigate complaints | Speak up and/or defuse inappropriate activity |
| Demonstrate respect through equitable procedures | Adhere to procedures and model respectful interactions | Understand expectations, model behavior to co-workers |



Here we thought that it may be helpful to outline explicitly the responsibilities of the intersecting parties that make up a respectful workplace..

The goal of every organization is to provide a service, or a product and it is important for us to meet the needs of our external as well as internal customers:

External clients are the **customers** that pay for or utilize our products or services. As a company, you want to make sure to meet the needs and requirements of your **customers**. You will also want to strive to exceed their expectations.

Internal customers have a relationship with, and within, your company, either through employment or as partners who deliver your product or service to the end user, the external **customer**

Our workforce is the most important tool that can lend itself to meeting this goal.

So, it falls under the responsibility of the organization/Supervisor/Worker to...

Respectful Workplace Responsibilities

| Be | Communicate | Mentor and guide | Speak up | Report |
|-------------------------|-------------------------|-----------------------------|---|-----------------------|
| Be aware of your rights | Communicate effectively | Mentor and guide co-workers | Speak up and/or defuse inappropriate behavior | Report as appropriate |



1. It is important to be aware of your rights as a worker. It is important to know and understand your pay, your benefits, and your rights as a worker. It is also important to know who you can file a complaint with if your rights have been violated. (Add in who they talk to at this site/company).
2. It is important to know how to communicate effectively – with your supervisors, co-workers, and leadership. Add site/organizational information.
3. It is important to be respectful to everyone on the site and to mentor and guide others. Everyone can be a leader on the site – from the newest employee to the highest leader.
4. It is important to be part of the solution – how do you speak up against inappropriate behavior. If you see something, should you say or do something? How do you decide what to do?
5. Last, who do you report something to if your rights are being violated?

Examples of Unacceptable Behavior

Bullying – repeated, unreasonable actions of individuals (or a group) directed towards an employee (or a group of employees), which is intended to intimidate, degrade, humiliate or undermine; or which create a risk to the health or safety of the employee(s).

Harassment – similar to bullying, but is when behavior is towards a protected class. This includes: race, religion, sexual orientation, gender identity, pregnant persons, age, and/or able-bodiedness.

Hazing – initiation rituals or activities expected of someone joining a group/worksites that are often humiliating, degrading, and sometimes dangerous and are done regardless of a person's willingness to participate. There is a social pressure to go along with the behavior out of fear of group rejection.

Retaliation – any action taken when a person takes an adverse action against an individual or group in response to an individual asserting their rights to be free from harassment or bullying.



So we have talked about what behaviors create a respectful worksite. What are some behaviors that contribute to a negative worksite culture?

Bullying is repeated, unreasonable actions of individuals (or a group) directed toward an employee (or a group of employees), which is intended to intimidate, degrade or humiliate a person (or a group of people).

Example: intimidating behavior such as yelling, ignoring an employee or isolating them from others.

Harassment is similar to bullying but

Hazing is the practice of rituals, challenges and other activities involving harassment, abuse or humiliation used as a way to initiate a person into a group.

Example: Calling apprentices names (cupcake), nailing down the tool belt.

Retaliation is any action taken against an employee to punish the individual for asserting their rights to be free from employment discrimination or harassment.

Examples of retaliation include demoting, giving poor evaluations, disciplining, reassigning,

reducing pay, or even firing an employee

What are the possible consequences of these behaviors on co-workers?

| Work & Social Effects | Physical Effects | Psychological Effects |
|---|--------------------|-----------------------|
| Inability to concentrate | Sleep disturbances | Depression |
| Reduced productivity | Loss of appetite | Frustration |
| Increased turnover | Illness | Anger |
| Increased demand on management to deal with complications | Headaches | Loss of confidence |
| Risk of legal action | Panic Attacks | Panic & Anxiety |
| Stress on family | | |
| Strained relationships | | |
| Low morale | | |



There are many consequences of unacceptable behavior not only to the employee who is being victimized, but to other employees as well as to the employer.

Some of these consequences listed above statistically increase the risk of accidents on a job site. If someone is not able to concentrate on their work or if they are frustrated and angry, it can cause them to be inattentive and unsafe. Psychological safety is paramount to physical safety both on and off the jobsite.

The implications of these behaviors don't just stop when an employee leaves the site. Often, they carry their frustration and anger over to their home life which can compound problems and decrease their ability to concentrate and be productive at work. **Suicidality and Substance Abuse Disorder have some of the highest national averages in the construction industry outside of military personnel and first responders.**

- **Generally**, Men die by suicide 3.5x more often than women
- White males accounted for 7 of 10 suicides in 2019 on average
- The rate of suicide is highest in middle age – white men in particular

Men working in construction have one of the highest suicide rates compared to other industries, according to the CDC: a reported 49.4 out of 100,000, or twice the total suicide rate for civilian working men.

According to NAMI (National Institute for Mental Health), and multiple studies carried out by Unions, statistics show that industries with the highest risk of suicide have the following factors:

- A male dominated workforce
- A widespread substance abuse problem
- A shift work system
- Access to a lethal means for suicide
- Fearlessness in a risk-taking environment

These are troubling statistics especially when we consider that the construction industry is 91percent male, and 64 percent white.

These behaviors also cause reduced productivity, increased turnover and low morale on the worksite. This can cost the company, and the owner of the project, time and money.



Module 2: Building Awareness

Making a difference on the work site



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The second module is about building awareness. This starts with an understanding of the complexities of who we are as humans. Why do we do or say the things we do or say? We will dive into how we think and how what we say might impact others with our words.

AWARENESS IS COMPLICATED

What We Are:
Aware of our
own intentions
and how others
impact us

What We Are Not:
Aware of others
intent and how
we impact
them

The first step in changing the environment in which we live is by being aware of how we impact others. Our personal values and attitudes directly influence how we show up and interact with those around us.

What types of issues can be caused by not being aware of our impact on others?

What are some of the steps we can take to make our intentions clear?

Intention vs. Impact

INTENT – what we meant to or wanted to happen

Intention

We just ourselves by our intentions.

IMPACT – how the action impacts others

Impact

We just others by their impact.



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We often hear “I never meant any harm” or “that isn’t what I meant”. But at what point do we stop talking about intent and start looking at impact?

After all, in the end, what does the intent of our action really matter is our actions have the impact of hurting someone or furthering the marginalization or oppression of those around us.

In some ways it is common sense that if something I say hurts someone I care about, it doesn’t matter what I intended the statement to mean, because that person I love is hurting. I need to listen to why I hurt my partner and apologize. Then I need to reflect and empathize so I don’t repeat my mistake.

We need to be able to relate to and realize the impact we are having with the people we work with also. It is important that we step back and listen when we are being told that the impact of our actions is out of step with our intent or our perception of our self.

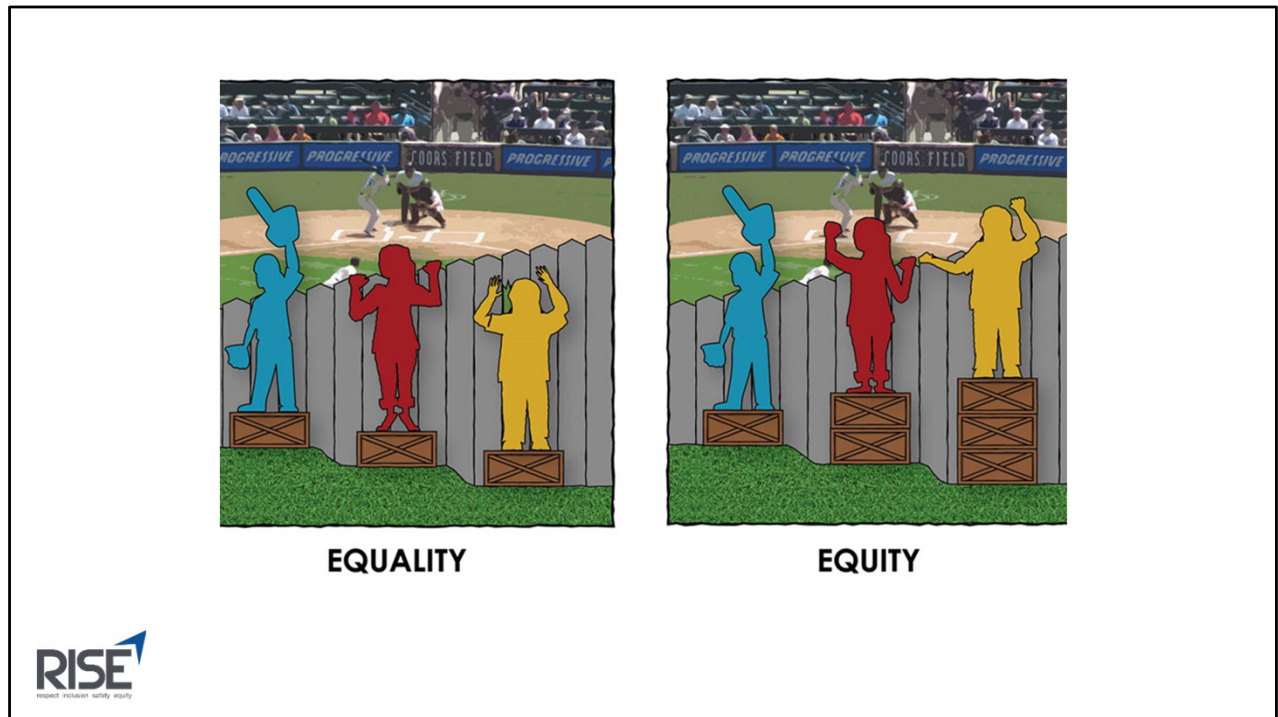
Just because you did or said something sexist doesn’t mean that you are sexist.

When your actions are called into question, it is really important to recognize that your overall character isn’t being challenged, just your action in this one situation.

If an older gentleman consistently calls the women gals or little ladies – it isn't necessarily his intent to be sexist. But the impact on the female who is working hard in the construction industry is that they are not being taken seriously or is being belittled and incompetent.

Doesn't mean the gentleman is sexist, but it does mean this behavior should be addressed and the impact of the action should be explained to the older gentlemen so they can understand how their behavior is affecting the woman.

We often judge others by the impact they have on us and just as often just ourselves by our intentions. We must be aware there is a gap that exists between the two.



So that leads me to the conversation about equality versus equity.

Maybe you think “I treat everybody the same” In this slide we will talk about whether that is the right frame of reference or not.

There is a difference between equality and equity. I will use this slide as an example. In the first image, you can see that everyone is being treated the same, but they aren’t all able to see the game. Why? Because they are all starting in a different place. Some have more barriers to success. Equity is giving everyone what they need to be successful. You can see here, they needed different things to be successful.

What would be some examples of inequities that might need to be addressed on a work site?

- PPE for females
- Bathrooms
- Work hours

Implicit (Subconscious) Bias

- Refers to the attitudes or stereotypes that affect our understanding, actions and decisions in an subconscious manner
- Activated involuntarily and without our awareness or intentional control
- Do not necessarily align with our declared beliefs
- Can be positive or negative
- We all have implicit biases!



Bias is a strong inclination of the mind or a preconceived opinion about something or someone. There are two types of bias, implicit and explicit.

Implicit bias is something we do naturally as humans. It occurs in our unconscious mind – the part of the brain that many researchers believe is beyond our direct control. Implicit bias can be positive or negative.

Explicit bias is a conscious decision such as racism.

Implicit racial bias is a mental process that causes most of us to have negative attitudes about people or groups of people based only on their race or ethnicity.

Examples of implicit bias:

All Asians are good at math.

Interviews are declined to individuals with African American names or females.

Older individuals aren't good at computers.

"you remind me of someone I know" This is a subtle but real form of unconscious bias. The feelings and opinions you associate with another person can easily influence the way you see this new individual.

Paying women less than men for the same work or giving the woman a broom.

Stereotypes

A **stereotype** is widely held but fixed and oversimplified image or idea of a particular type of person.

- Implying that all people in a group are the same.
 - “All men are like that”
- They contain a judgement
 - “Young people these days don’t have any work ethic”
- They are inflexible
 - “All Asians are good at math”
 - “All Hispanic people speak Spanish”



Step 1: Define the Topics and Give Examples

Stereotypes are oversimplified ideas or views about type of person. Stereotypes typically imply that people in a group are the same, includes some type of judgement and doesn't allow for flexibility.

Ex. “Young people these days don’t have any work ethic”

Subtle Acts of Exclusion

Another common form of harassment is called subtle acts of exclusion or microaggressions. These are often unintentional acts that communicate one of the following:

- You are invisible
- You are inadequate
- You aren't normal
- You don't belong
- You are a threat/burden



For example...you are invisible, or inadequate. You are not the norm or giving people the idea that they don't fit in or belong.

It is unlawful to harass a person because of that person's race or color.



Harassment can include, for example, racial slurs, offensive or derogatory remarks about a person's race or color or the display of racially-offensive symbols.

The harasser can be the victim's supervisor, a supervisor in another area, a co-worker or someone who is not an employee of the employer, such as a client or customer.



It is illegal to discriminate against someone because of their race. Period.

Racial harassment is a form of employment discrimination that violates Title VII of the Civil Rights Act of 1964. To be considered discrimination, the harassment must be based on some protected trait. Under federal law, those traits include race, color, national origin, gender, pregnancy, age, religion, disability and genetic information.

Racial harassment is *unwelcome behavior* that happens to you because of your race, color, or national origin, such as verbal or physical conduct of a racial nature.

Racial harassment in the workplace is unlawful when 1) enduring the offensive conduct becomes a condition of continued employment, or 2) when the conduct is severe or pervasive enough to create a work environment that a person would consider intimidating, hostile or abusive. This is also called hostile environment harassment.

Whether harassment is severe or pervasive is determined on a case-by-case basis.

However, consideration is given to the following factors:

The frequency of the unwelcome harassment;

The severity of the harassment;

Whether the harassment was physically threatening or humiliating, or a mere offensive utterance;

The effect on the victim's psychological well-being; and

Whether the harasser was a superior within the organization

Types of Harassment

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature.

Gender-based harassment is unwelcome conduct based on an individual's actual or perceived gender.



The EEOC has defined sexual harassment in its guidelines as: Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: •Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, or •Submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting such individual, or •Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment. Unwelcome Behavior is the critical word. Unwelcome does not mean "involuntary." A victim may consent or agree to certain conduct and actively participate in it even though it is offensive and objectionable. Therefore, sexual conduct is unwelcome whenever the person subjected to it considers it unwelcome. Whether the person in fact welcomed a request for a date, sex-oriented comment, or joke depends on all the circumstances.

SEXISM is an attitude. It is an attitude of a person of one sex that he or she is superior to a person of the other sex. For example, a man thinks that women are too emotional. Or a woman thinks that men are chauvinists.

SEX DISCRIMINATION is a behavior. It occurs when employment decisions are based on an employee's sex or when an employee is treated differently because of his or her sex. For example, a female supervisor always asks the male employees, in a coed workplace, to

move the boxes of computer paper. Or, a male supervisor always asks the female employees, in a coed workplace to plan office parties.

SEXUAL HARASSMENT is a behavior. It is defined as unwelcome behavior of a sexual nature. For example, a man whistles at a woman when she walks by. Or a woman looks a man up and down when he walks towards her.

Examples of Potentially Problematic Terms:

| | | | |
|-----------------------------|-----------------------------------|--------------------------|--------------------------------------|
| I have shoes older than you | Smile! | Let's have a Pow Wow | I couldn't even tell you were a man! |
| I don't see color | Where are you <i>really</i> from? | You work hard for a girl | You don't speak Spanish? |

Productive Responses • Take a deep breath! • Assume offense was not the intent. • Explain how the slight may be interpreted by others. • Ask a follow up question: “who are you referring to when you say that?” “what do you mean?” • Identify individuals you feel comfortable discussing issues with (e.g., family members, cohort members, mentors).

What about when the “perpetrator” denies having been offensive: • Ask yourself: oWill further conversation will be beneficial AND productive? oWhat is my current level of stress? oAm I able to respond non-emotionally? • If you decide to discuss further: • Take a deep breath! • Reiterate that you are not blaming the person, only expressing the way the comment/action made you feel. • Explain that instances occur daily and others have made similar comment/actions. • Be open to their input and expression of their feelings

What is Bystander Intervention?

Choosing to take action when you see behavior that is inappropriate on a worksite. This includes speaking out against harassment, hazing, bullying, including racist and sexist language, and intervening in potentially difficult situations.



IDENTIFY



ADDRESS



RESOLVE



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Has there ever been a time when you were either a victim or a witness of discrimination and you did/said nothing?

Why didn't you intervene?

There are many reasons people don't intervene. Maybe they thought they were the only one who felt that way or they didn't want to go against the group. Maybe they felt they didn't know what to do or were too shocked or angry to respond. And many times they just didn't know what to do!

There are many ways you can be an active bystander and make a positive impact on the culture. We will discuss the 5 D's, different methods you can use to support someone who's being harassed, show that the behavior isn't acceptable, and demonstrate to those around you that everyone can make the worksite safer.

Bystander Effect

The bystander effect occurs when the presence of others discourages you from intervening in a situation. The more bystanders, the less likely any of them will provide assistance. People are more likely to intervene in a crisis when there are few or no other witnesses present.

WHY?



<https://youtu.be/EiuTH4D4zg4>

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The Bystander Effect is a term used to describe the tendency of individuals to feel less responsible to help or take action when they are in a group. There are many reasons why people choose not to get involved when they witness a threatening or uncomfortable situation, especially when there are others present. Some people just don't want to get involved, or they look to others to step in, or they fear becoming a target themselves if they do or say something. In the workplace, being a passive onlooker to harassment and other abusive conduct can perpetuate a toxic work environment that can negatively affect many people beyond the direct targets.

When we intervene, we signal to the perpetrator that their behavior is unacceptable. If such messages are constantly reinforced on the work site, we can shift the boundaries of what is considered acceptable and problem behavior can be stopped.

Learning to recognize when someone is in danger and how you can intervene safely is an essential skill. Safely intervening could mean anything from a disapproving look, interrupting or distracting someone, not laughing at a sexist or a violent joke, or talking to a co-worker about their behavior in a non-confrontational way. It also means to ensure the care of the coworker who's experienced problematic behavior. Other times, it means asking other co-workers, supervisors, or the public owner representatives for help.

Steps to Address and Resolve the Issue

1. **Distract** – connect with the victim, change the subject, diffuse tension.
2. **Delegate** – report the event to someone who can assist.
3. **Document** – record/take notes during/after the event.
4. **Delay** – support the victim later letting them know you saw the event and will support them.
5. **Direct** – confront the harasser. This could escalate the situation. Ensure it is safe to do so.



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How to be an Active Bystander:

Sometimes, a situation just does not feel right. It might be comments made by a co-worker that are inappropriate or you spot someone being harassed.

Being an active bystander means being aware of when someone's behavior is inappropriate and choosing to challenge it. If you do not feel comfortable doing this directly, then get someone to help you.

Research shows that bystander intervention can be an effective way of stopping harassment, hazing and bullying before it happens, as bystanders play a key role in preventing, discouraging, and/or intervening when an act of violence has the potential to occur.

You can be an active bystander by following the identify, address, and resolve method.

Identify: If you see someone in trouble, ask yourself if you can help safely in any way. Remember, your personal safety is a priority – never put yourself at risk.

Address: Decide the best way to proceed using one or more of the 5 D's below.

Resolve: Take action.

Distract

The aim here is to simply derail the incident by interrupting it. Ignore the harasser and engage with the person who is being targeted. Talk about something completely unrelated.

Delegate

If you are too embarrassed or shy to speak out, or you don't feel safe to do so, get someone else to step in. Ask for assistance from another worker or supervisor. Work together.

Document

You could record the situation if it is safe to do so. Or take notes and document the situation as soon as you can so the details remain clear in your mind. Always ask the victim what they want to do with the notes or footage. NEVER use it without their permission. Documentation that goes viral can hurt the victim instead of helping.

Delay

If the situation is too dangerous to challenge the situation then and there (such as there is the threat of violence or you are outnumbered) just walk away. Wait for the situation to pass then ask the victim later if they are okay and tell them you are sorry about what happened to them. Ask them if they need support. Share resources and offer help to make a report if they want to.

Direct action

Call out negative behavior, tell the person to stop or ask the victim if they are OK. Do this as a group if you can. Be polite. Don't aggravate the situation - remain calm and state why something has offended you. Stick to exactly what has happened, don't exaggerate. This last step could escalate the situation, so be sure you are aware of the surroundings are ready for the consequences.

Tools for De-escalation

Purposeful Actions

- Remain Calm
- Change the Setting
- Respect Personal Space
- Listen
- Empathize
- Relaxed Body Language



Verbal Communication

Instead of...

Say...

- | | | |
|-----------------------|-----------------------|---------------------------------|
| • Tone..... | “Calm down.” | “I can see that you are upset.” |
| • Volume..... | “I can’t help you” | I want to help, what can I do? |
| • Rate of Speech..... | I know how you feel.” | I understand that you feel...” |
| • Inflection..... | “Come with me.” | May I speak with you?” |



Practice. If you have some standard responses, it will be easier to intervene in the moment. Practice your statements. Be prepared.



How will you show up differently tomorrow?

-Discussion-



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Facilitator will bring it back around and ask the participants after your learning today, how do we create a respectful workplace?

To include things like:

Recognize and value diversity

Value the contributions of all employees

Positive communication and collaboration

Equal and fair treatment for all

Listening to others

Willingly & sincerely apologize to a co-worker when something you say or do may have offended them

Ensuring communication, feedback, and workload planning

Respectful workplace training