

Manitoba Hydro Major Capital Projects

Violence-Free Workplace Standard

VERSION 1.0

Available in accessible formats upon request



Table of Contents

1. Purpose	3
2. Policy Statement	3
3. Scope, Application and Education	3
4. Definitions	3
4.1 Workplace violence	3
4.2 Threat of violence	4
4.3 Worksite	4
5. Responsibilities and Obligations Under this Standard	4
5.1 Obligation of All Persons	4
5.2 Individual Responsibility	4
5.3 Managers and Supervisors Responsibility	4
5.4 Contractor Responsibility	5
6. Incident Categories	5
7. Levels of Behaviour	5
8. Reporting Instances of Violence	6
8.1 Initial Reporting of Concerns	6
8.2 Follow up to Reported Concerns	7
8.3 Communication to Manitoba Hydro	7
9. Investigations	7
10. Workplace Violence Incident Team	8
11. Security Plan Checklist for Serious Workplace Violence Incidents	8
12. Warning Signs of Violence	9

1. Purpose

This Violence-Free Workplace Standard (“Standard”) is intended to support a work environment free of violence, and to

- a) Define workplace violence
- b) Set out the rights and responsibilities of workers
- c) Set out a process to follow in all instances where a worker believes they have experienced or observed violence at a Worksite.

2. Policy Statement

Manitoba Hydro is committed to maintaining a safe and secure workplace, and any form of violence is strictly prohibited. Workers are encouraged to report concerns or incidents of violence, in accordance with this Standard. There will be no reprisal against any employee reporting an incident of violence under this standard. Confirmed acts of violence by employees will be subject to discipline up to and including termination, and they may have their site or camp access revoked.

All complaints will be documented and dealt with fairly and in a timely manner. The requirement to immediately report or immediately investigate means action must be taken at the earliest opportunity, with a sense of urgency in proportion to the severity of the concern.

Manitoba Hydro’s Corporate Security Department may be consulted on workplace violence matters, and is available to assist with investigations if required.

3. Scope, Application and Education

This Standard applies to all Contractor employees, Subcontractor employees and any other parties engaged in or performing work on the Worksite. All Contractors working on the Worksite are required to utilize this Workplace Violence Standard as their Policy.

Manitoba Hydro employees at the Worksite will be subject to this Standard in addition to Manitoba Hydro’s corporate policies, including Violence in the Workplace Policy (P48).

Contractors will be responsible for informing their employees about this Standard. Education and training designed to enhance awareness of this Standard and its procedures will be made available to existing and new employees.

4. Definitions

4.1 Workplace violence

Any act in which a person is abused, threatened, intimidated or assaulted in the course of his or her employment. Workplace violence includes:

- Intentionally causing **physical injury** to another person.

- Intentionally causing **damage to property** of another.
- **Threatening behaviour** directed at another person (physical, written or verbal), including displaying extreme anger or hostility.
- Possessing, during work, a **dangerous weapon** that is prohibited or not provided by the employer.
- The **use of force, threat or coercion** to abuse, intimidate, or aggressively dominate others.

4.2 Threat of violence

May be described as an expression of intent (directly or indirectly) to cause physical harm that may be disruptive and psychologically traumatic, even if never carried through.

4.3 Worksite

Worksite means any property, facility, space or staging area utilized for the construction of the Project. Worksite includes but is not limited to lunchrooms, workspaces, offices, kiosks, meeting rooms, cafeterias, accommodations complexes, training areas or any other areas on the Worksite. Worksite is not limited to physical Worksite but also includes activities, informal and formal, arising from the Worksite, including sponsored voluntary events and/or Contractor sponsored social gathering related to the Worksite. Worksite also includes vehicles on the Worksite and travelling to and from the Worksite.

5. Responsibilities and Obligations Under this Standard

5.1 Obligation of All Persons

Violence at any Worksite or arising from any Worksite is strictly prohibited.

5.2 Individual Responsibility

- Abide by this Standard.
- Foster a respectful workplace where bullying and violence is not tolerated.
- Report any concerns in a timely manner to your immediate Supervisor or Manager.

5.3 Managers and Supervisors Responsibility

- Lead by example to ensure the Worksite is respectful and free of violence.
- Read, understand and enforce this Standard.
- Be proactive in monitoring the workplace for indicators of concerns or problems.
- Advise employees of the procedure for dealing with concerns.

- e) Take concerns and complaints of violence seriously, and take appropriate action to address the concern.
- f) Document the steps taken to address the issue, and provide a copy of the documentation to the HPMA Site Rep.

5.4 Contractor Responsibility

Contractors are responsible to:

- a) Adopt this Standard as their Violence-Free Workplace Standard.
- b) Ensure all employees have knowledge of and understand this Standard.
- c) Respond to concerns and incidents in a manner consistent with this Standard.
- d) Document all incidents and notify the HPMA Labour Relations Advisor of the resolution.

6. Incident Categories

Manitoba Hydro has identified 4 levels of incident categories and responds to complaints of violence in the workplace based on the level of incident.

- Level 1—Early Indicators of a Potential Problem
- Level 2—A Problem has Developed
- Level 3—Threats, Physical and Advanced Emotional Acts

- Level 4—Serious or Life Threatening (Harm is Intended or Performed)

Appropriate actions for responding to complaints of violence in the workplace are outlined in Procedure section below.

7. Levels of Behaviour

The following descriptions for the 4 levels of behaviour are intended as a general guideline only:

Level 1—Early Indicators of a Potential Problem

Signs of anger include disrespectful behaviour or language; a change from normal everyday behavior such as procrastination, sensitivity to criticism, and irritability or frustration.

Possible facial nonverbal signs of someone exhibiting Level 1 anger include frowns, staring, grimacing, or rolling of the eyes. Other nonverbal signs are pacing, restless repetitive movements, trembling, shaking, clenched jaws or fists, changes in voice.

Level 2—A Problem has Developed

There will be disruptive behaviour or inappropriate language that cannot be ignored; explicit angry remarks, abusive language, scowling or sneering, criticism of others, the corporation or even the government; indications that the person is operating on emotions, and is not rational; and if the angry individual is an employee, he or she may constantly complain to others, show difficulty concentrating and start to make errors.

Body language will be very stiff, jerky, exaggerated or violent gestures. Other signs are loud talking or chanting, glaring, avoidance of eye contact, violating other persons personal space (gets too close).

Level 3—Threats, Physical and Advanced Emotional Acts

There will be escalating threatening physical or emotional behaviours; raised voices, throwing things around, slamming doors, pacing the floor, fidgeting and shifting in the chair and threats in various ranges from vague to very specific.

The person's rationality is limited. The person becomes more visual, noticing everything you do, all your movements, interpreting everything as a threat. The person sees only his or her view of the situation and is likely to decide whether to just express feelings or take some physical action.

Level 4—Serious or Life-Threatening (Harm is Intended or Performed)

The respondent's behavior escalates to the point that threats are specific; there is destruction to property and assault committed. There are preceding verbal threats, usually involving body language or behaviors that leave little doubt in the mind of the observer that the respondent intends harm.

The respondent's conversation is not rational; there is a lot of physical, emotional and psychological agitation. There is no longer any ambivalence, the intent to commit a violent act is obvious.

8. Reporting Instances of Violence

Individuals shall report immediately any threats, acts of violence or potential violence that could affect the safety of the workplace or any individual within it.

8.1 Initial Reporting of Concerns

Employees shall immediately report concern or incident to their immediate supervisor, or if their supervisor is not available, to the Contractor Manager. Consultants, vendors, or visitors to the Worksite shall report any incidents to Site Security.

8.2 Follow up to Reported Concerns

Upon receiving a report of any incident, an individual (usually the supervisor) becomes responsible for initiating an appropriate response to the report, as follows:

Level 1—will be addressed by the supervisor as soon as possible

Level 2—will be investigated immediately, and addressed by the Contractor Manager

Level 3 and 4—receives immediate investigative attention and action. If required, the Site Emergency Response Plan will be activated, an Incident Command established, and law enforcement officials called.

8.3 Communication to Manitoba Hydro

For Level 2, 3 or 4 situations, Manitoba Hydro must be immediately notified. The Manitoba Hydro point of contact at site is the Emergency Response Coordinator.

- threats or violent conduct by the alleged perpetrator before this incident
- any information about access to weapons by the alleged perpetrator
- any other information that will help the investigation and ensure that the threat will not be carried out

9. Investigations

Threats of violence must be taken seriously. Concerns and complaints must be promptly and thoroughly investigated. In situations involving serious threats, any investigative and managerial action is carried out in consultation with the Construction Manager or delegate, the appropriate Contractor Manager, the appropriate Bargaining Unit, if applicable, and Site Security. Targeted individuals should be asked for information or suggestions on how to minimize risks to their safety or the safety of those threatened.

The investigation and report should include the following information:

- who made the threat
- against whom was the threat made
- the specific language of the threat
- any physical conduct by the threatening party that would prove the individual intended to follow through on the threat
- the names of any other witnesses to the threat or violent conduct
- the time and place where the threat or violent conduct occurred

An incident investigation report must be completed and forwarded to the HPMA Site Rep for information and record purposes. It is expected that an investigation will normally be completed within 7 days of receipt of a concern or complaint.

10. Workplace Violence Incident Team

Site management may convene a Workplace Violence Incident Team at any time although this action would normally occur at a Level 3 or 4 incident.

Usually, the team consists of representatives from:

- Manitoba Hydro Construction Manager and team
- Contractor management representative
- Safety Lead
- Site Security Manager
- Camp Operations Lead

As incidents escalate in seriousness, the necessity of managing the incident by assembling a fully represented team will increase.

11. Security Plan Checklist for Serious Workplace Violence Incidents

The following serves as a guideline for line management to use when developing a security plan for serious workplace violence:

- a. Contact law enforcement and/or other authorities and describe problem— If practical, make notes on important events (for example, times, places, actions observed, words said, and so on) and give the information to law enforcement.
- b. Inform the Construction Manager and Site Security of the incident.
- c. Inform the HPMA Site Rep of the incident.
- d. Inform the appropriate Collective Bargaining Unit Representative.
- e. Clear the area and keep it clear from unauthorized persons, perhaps cordon it off. Tell employees what has happened. Have person(s) responsible keep area clear and warn people away from the unsafe area.
- f. Consider evacuation:
 - How to communicate to start evacuating, for example, fire alarm, siren, and so on
 - Where to evacuate? (consider the weather or season)
 - How to convene the employees
 - Try to account for everyone, check washrooms, basement, store rooms
 - Consider buddy system
 - Assist persons needing assistance
- g. Is First Aid and/or CPR needed?
- h. Is transportation needed?
- i. Should any family members be contacted?
- j. Provide grieving and trauma recovery time. Consider making Trauma Counselling available to employees. Note: the objective is to help people cope with long-term traumatic stress reactions and prevent the onset of post-traumatic stress disorder.
- k. Investigate causes:
 - Provide assistance and information to law enforcement
 - Recommend improvements to plans and prevention practices
 - Update policies and procedures
 - Provide information or training on recommendations implemented
 - Review policies and procedures for adequacy
- l. Initiate disciplinary action in lesser incidents.

12.Warning Signs of Violence

Some personal history traits, obsessions and actions that may be associated with workplace violence are:

WARNING SIGNS OF VIOLENCE		
History Traits	Obsessions	Actions
<ul style="list-style-type: none"> • previous involvement in violence at work or outside of work 	<ul style="list-style-type: none"> • involvement with employment to exclusion of everything else 	<ul style="list-style-type: none"> • changes in usual behavior
<ul style="list-style-type: none"> • a domestic abuser 	<ul style="list-style-type: none"> • excessive neatness and order, feels standards are superior 	<ul style="list-style-type: none"> • paranoid, feels persecuted, thinks everyone is against them
<ul style="list-style-type: none"> • a victim of abuse 	<ul style="list-style-type: none"> • unreasonable sense of entitlement 	<ul style="list-style-type: none"> • believes they will soon be laid off or has been recently fired or laid off
<ul style="list-style-type: none"> • views violence or intimidation as legitimate, particularly workplace violence 	<ul style="list-style-type: none"> • weapons or paramilitary training, carries or flashes a weapon to test reaction 	<ul style="list-style-type: none"> • steals
<ul style="list-style-type: none"> • history of unresolved psychological problems or personal disorders 	<ul style="list-style-type: none"> • romantic or sexual matters 	<ul style="list-style-type: none"> • noted anxiety and irritability
<ul style="list-style-type: none"> • chronically disgruntled, disdain for authority 		<ul style="list-style-type: none"> • excessive altercations with others, argumentative
<ul style="list-style-type: none"> • cannot accept criticism, has contempt for supervisor 		<ul style="list-style-type: none"> • immediate or delayed violent reaction to discipline, wants revenge
<ul style="list-style-type: none"> • holds grudges, especially against a supervisor, especially if denied a promotion 		<ul style="list-style-type: none"> • actual threats or intimidation to others (verbal or physical)
<ul style="list-style-type: none"> • externalizes blame, never accepts responsibility or fault 		<ul style="list-style-type: none"> • sexually harasses co- workers
<ul style="list-style-type: none"> • perceives unfairness, injustice or malice in others 		<ul style="list-style-type: none"> • talks of stalking or harassing others, makes harassing phone calls

VIOLENCE-FREE WORKPLACE STANDARD

<ul style="list-style-type: none"> • frequent employment changes 		<ul style="list-style-type: none"> • threats or acts of sabotage against property of employer, supervisor or co-workers
<ul style="list-style-type: none"> • chronic problems with supervisor 		<ul style="list-style-type: none"> • threats, direct or indirect, that bad things will happen to co-workers or supervisor
<ul style="list-style-type: none"> • constantly argues with co-workers 		<ul style="list-style-type: none"> • overreacts emotionally, inconsistent with situation
<ul style="list-style-type: none"> • frequently curses and swears at others 		<ul style="list-style-type: none"> • overreacts to workplace changes
<ul style="list-style-type: none"> • pushes the limits of normal conduct, disregards the safety of others 		<ul style="list-style-type: none"> • feels extreme desperation, marital discord, financial distress, personal problems
<ul style="list-style-type: none"> • no longer obeys company policies 		<ul style="list-style-type: none"> • fascination with incidents of violence and approval of the use of violence
<ul style="list-style-type: none"> • loner, socially isolated, few personal outlets or opportunities to vent anger 		<ul style="list-style-type: none"> • newly acquired negative traits, poor personal hygiene, decrease in productivity
<ul style="list-style-type: none"> • zealot (political, religious, racial and so on) 		<ul style="list-style-type: none"> • loss of interest or confidence at work
<ul style="list-style-type: none"> • substance abuse or heavy prescription usage 		<ul style="list-style-type: none"> • problems with attendance or tardiness
		<ul style="list-style-type: none"> • inability to concentrate
		<ul style="list-style-type: none"> • more accident-prone
		<ul style="list-style-type: none"> • sleep disturbances mentioned
		<ul style="list-style-type: none"> • sudden withdrawal from current circle of friends
		<ul style="list-style-type: none"> • sudden divestment of valued property or other indicators of impending suicide
		<ul style="list-style-type: none"> • depression, withdrawal, comments about suicide
		<ul style="list-style-type: none"> • excessive drinking or drug use

