



## RESPECT IN THE WORKPLACE COMMITTEE

# BUILDING RESPECT WORKS

Welcome to the 2010 Best Practices Special Edition of **Building Respect Works!** This newsletter is intended to inspire commitment with construction industry stakeholders to champion “respect best practices” in the workplace.

We start with an overview of the COAA Family of Best Practice Committees, as well as small submissions from Workforce Development (of which RITWP is a sub-committee) and our sister sub-committees under their umbrella.

Dr. Janaka Ruwanpura is our guest writer. His research on the connection between motivation and human interactions on a working construction site point directly to the need for productive job sites to require

respectful conduct as an integral piece of one’s PPE.

Following Dr. Ruwanpura’s article is a snapshot of our Workplace Respect Model Policy, Toolkit & Hand Book. We are very excited to be nearing completion of our first edit of all our materials, as well as the addition of the cultural awareness component to the Model. September 2010 is our target for release, look for our announcement via the COAA, your association, union or our website.

Your interest in our deliverables should now be peaked- Page 5 is all about our Workshops complete with schedule. Something new this year, which will be an annual feature, is the announcement of our 2010 RITWP Champions.

Congrats from all of us -- and thank you for your commitment and contribution to our initiative and our industry!

Looking forward this year we hope to be able to provide the ability to subscribe to our newsletter online, as well as options of subscription. The ability for team leaders to receive a toolbox talk monthly that speaks to building respect on the jobsite, training opportunities, workshop updates & notices to name a few. We will look to include, both on our website and newsletters, stories of success or failure that will speak to all of us, providing opportunity and motivation that will result in safe, productive and respectful workplaces. Enjoy!!

**“Everyone has the right to be respected and the responsibility to respect.”**

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Find us on the Web!  
www.ritwp.ca

RESPECT  
*in the workplace*

### Mission

COAA provides leadership to enable our owner members to be successful in their drive for safe, effective and productive project execution in their industry. We achieve this by:

- Creating and promoting Best Practices in the construction industry.
- Serving as a voice for owners to stakeholders that can make a difference.
- Providing a forum for dialogue and debate among owners, contractors, labour providers and governments.
- Bringing new ideas to the construction industry and to government leaders



### We are looking for your story!!

Are you or your organization a champion of respect? Tell us how this policy & it’s implementation has positively impacted you. Or how the lack of policy or in-effective implementation has proven costly, whether it be to morale or your bottom line.

# The COAA Family of Best Practice Committees



In 1994, COAA created the “**Workforce Development**” Committee, to complement a number of other committees in the Best Practices family.

The **COAA Respect in the Workplace** committee’s focus is an area of increasing importance to stakeholders in the construction industry. Worker safety remains the

number one concern -- and personal safety includes the whole individual, not just the body.

Productivity is of obvious importance, factoring in attendance of workers, training, certifications, and -- as the industry matures -- attitudes and culture.

These factors and many more remain the purview of COAA’s **Best Practices** initiative, with a mission to:

*“Develop, document and facilitate the implementation of construction best practices that improve the construction industry’s project performance in safety, quality, cost, and schedule”.*

## Workforce Development Committee (WFDCC)

A Committee of the Construction Owners' Association of Alberta (COAA), its main focus is the development, marketing and implementation of initiatives and programs to advance Alberta's multi-dimensional construction industry. The WFDCC, and its various sub-committees, one being Respect in the Workplace, is comprised of eighty (80) plus owners, labour providers, contractors and government stakeholder volunteers. One of the WFDCC's primary goals is to advance and promote a respectful workplace; we are delighted that the RITWP sub-committee have assisted immensely in this regard.

**Terry Burton & Stephen Kushner, Co-Chairs**

### \*\*Our counterpart Sub-Committees of the WDFCC\*\*



**OFWIC** seeks *“to enhance awareness that construction is a real opportunity for women and that women are a viable resource pool for employers.”*

OFWIC and the Respect Committee believe that for people to be successful participants in construction, regardless of gender, we must have respectful workplaces; that this kind of participation and respect benefits individuals, contractors, clients and the construction industry as a whole. Our current focus is developing a toolkit for employers outlining best practices for hiring and retaining women in the trades. This toolkit will focus on readiness, recruitment and retention and should be available by fall of 2010. Look for our booth at Best Practices.

**Ryan Timmerman, Chair**

**Absenteeism** has become a major concern over the past few years and has a tremendous impact on overall labour costs. This Sub-Committee was established to identify causes and submit recommendations on reducing absenteeism in the workplace. An initial pilot program conducted on the Shell SU-1 project in Fort Saskatchewan identified “Respect in the Workplace” as one issue affecting absenteeism.

A close working relationship with the University of Alberta has been established to develop a survey for implementation on various worksites to poll the participating workforce to identify causes of absenteeism. Upon completion of the survey, a clearer understanding of what influences worker absenteeism will be developed and opportunities to reduce these factors will be identified.

**Roland LeBossiere, Chair**

The **Apprenticeship Development** Committee has produced two best practices, the Apprenticeship Best Practices (a guide for on-the-job learning) and the Apprenticeship Mentoring Program. Both deliverables (available at [www.coaa.ab.ca](http://www.coaa.ab.ca)) are greatly enhanced when used in conjunction with the Respect in the Workplace Toolkit. The RITWP toolkit provides invaluable assistance in support of initiatives regarding workforce development, including attraction, retention and development of trades people for our industry and is the cornerstone in building an effective Apprentice Mentoring Program. Many of the identified barriers to apprenticeship mentoring (including age differences) can be eliminated, or at least mitigated, by the creation of a respectful workplace.

**Doug Hawkins, Chair**



**Supervisory Training & Qualifications Subcommittee** :*“to maximize workforce productivity by developing more effective Foremen”.* Achievements to date have been position description for the first level supervisor (foreman), review industry training programs, established a skills development tool, clarify the General Foreman’s role, work with AIT to develop the Industrial Construction Crew Supervisor designation & launching the “Fuel Your Career” website [www.fuelyourcareer.ca](http://www.fuelyourcareer.ca) that provides tools for enhancing Foreman effectiveness. Long term goals that include reliance on the RITWP toolkit are coaching/support systems for Foreman, raise awareness & improve attitudes. Other goals are marketing of the designation, recognition / rewards, identify training for GF’s and Superintendents & an Evaluation Process.

**Elizabeth Krywolt & Shabbir Hakim, Co-Chairs**

# Motivation vs Construction Productivity

Dr. Janaka Ruwanpura



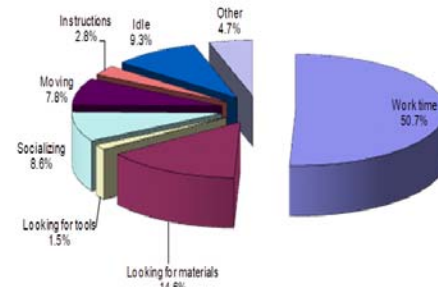
Dr. Janaka Ruwanpura, a former US Fulbright Scholar, is the Canada Research Chair, Director and an Associate Professor in the Project Management Specialization in the Schulich School of Engineering at the University of Calgary. He earned his BSc. (Honours) from the University of Moratuwa, Sri Lanka and his M.S. in Construction Management from Arizona State University, and Ph.D. in Construction Engineering and Management from the University of Alberta. He has developed many planning and simulation best practices and tools that have been successfully implemented in the construction industry for project planning, risk management, productivity improvement and decision analysis.

Construction companies have to work productively with limited resources to survive in any market, boom to bust. We have identified some critical issues that would improve productivity, but importantly issues created by human interaction & the lack of mindful industry respect.

Construction productivity is a complex issue involving the interaction of labour, capital, materials and equipment. Over the last six years, our targeted research has focused on improving construction productivity by developing tools for best practices. This research project, funded by several construction companies as well as the Natural Sciences and Engineering Research Council of Canada (NSERC), is titled "Top Ten Targets for Construction Productivity Improvement". It investigates ten strategic areas, including both soft and hard issues of productivity, to develop innovative and sustainable solutions for the construction industry. The ultimate goal is to develop a "Productivity Toolbox" for:

- TG1: Highly motivated and satisfied workforce.
- TG2: Best practices model for supervision.
- TG3: Better working relationship model between subcontractors and the main contractor.
- TG4: Efficient materials, tools and equipment management.
- TG5: Better tool time analysis to reduce non-tool time and improve output.
- TG6: Optimization of work practices and resources.
- TG7: Technology based on site communication framework.
- TG8: Better integration between site and office management by optimizing schedules and resources.
- TG9: Weather and environmentally related issues.
- TG10: Impact of changes.

Before developing these best practices, actual tool time in construction's structural trades was measured and we found over the last five years it has varied between 40% to 60%. This pie chart shows one such example of tool time analysis.



Interviews of over a 100 workers within the construction industry targeting five human issues impacting performance were conducted. The five issues included Incentives (salary), Working Team (respect received from co-workers and supervisors), Working Conditions (physical surroundings), Management and Supervision (Supervisor direction and support), and Intrinsic Motives (seeing results of work).

By considering the views of the participating workers, the top five include better safety procedures on the site, better tools and equipment, chance to learn new things, team you work with and supervisor's direction and support. Further, workers believed their performance level was impacted based on the current setting and conditions on the construction sites. The top five of those include chance to learn new things, respect received from co-workers and supervisors, better tools and equipment, opportunities to develop skills and abilities, and qualified supervision.

Three quotes collected were:

- "There was several times that my former supervisors made the work very

*dissatisfying so that I quit my jobs. All I received was criticism, and when praise was due, I didn't receive anything."*

- "I am working very hard without any good words from my boss, but when something goes wrong, even it is not my fault, he always yells at me. Yelling and blaming has no effect other than demotivating us."
- "I don't really care about money. If my boss would just say thank you, if he or she would just acknowledge that I exist. The only time I hear anything is when I screw up. I never hear when I do a good job."

These comments ponder two important and opposing questions. "Do you often yell at someone when they have not performed their job well?" "Do you often say thank you for a job well done?" My guess is that there will be more that answer "Yes" to the first question. Hence, we need to develop a better culture on construction sites that will improve trust, respect and appreciation between workers and management.

The research also showed that the workers are more concerned about the working team, working conditions, management, and supervision related issues than the intrinsic and incentive focused ones. Based on these findings, we are currently working on identifying the perception change that will occur between workers and supervisors with regard to the development of a performance based reward scheme to improve the motivation and satisfaction of the workforce to enhance productivity. Embracing learning's that point to the challenge, but more importantly the benefits, of working roles firmly rooted in respect based principles will go a long ways to assisting construction companies through any market—while increasing motivation and productivity.

# Workplace Respect Model Policy & Toolkit

Find all this on the Web at [www.ritwp.ca](http://www.ritwp.ca)



In some ways, respect is a simple thing: a sensible practice for how reasonable people ought to treat each other. In reality however, we often fall into patterns and behaviors that erode the notion of respecting each other. Individual behaviors become entrenched and soon a workplace culture develops that undermines not only the basic respect we owe each other but also affects the work we perform. It was with these challenges in mind the committee of Perry Dalmer (Colt Engineering), Sam Kemble (CLRA), Steve Lamb (Syncrude Canada), JoAnne McCormack (North American Construction), Marla McCreedy (Merit Contractors), Cailin Mills (AHRE), Rod Schenk (JV Driver), and Co Chairs Lori Miller (Kiewit Energy) & Co Vanderlaan (CLAC) set about developing for release in May 2005 the **COAA Workplace Respect Model Policy & Toolkit** to enable owners, employers, unions, managers, supervisors and employees to create respectful work environments. This ready-for-use model policy has garnered strong support and utilization throughout the industry. The Committee continues to find ways to educate, encourage and equip industry with helpful tools and information to ensure that Alberta's construction industry is a world leader in workplaces free of harassment, bullying, violence and cultural indifference. It is our sincere hope that the information and tools we provide will spark positive change in your work place.

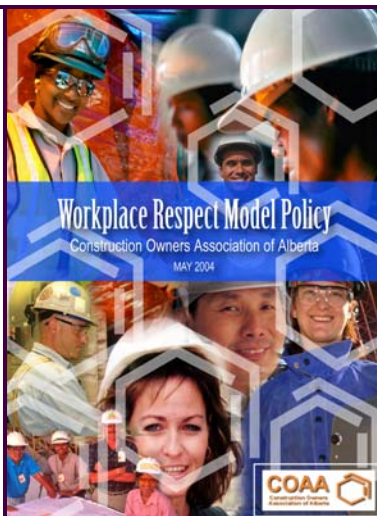
We are excited to announce the Workplace Respect Model Policy, Toolkit and Hand Book is presently being prepped for re-release in Sept 2010. This updated version will now include the "CULTURAL AWARENESS COMPONENT". We are confident this edited version will be more user friendly with a condensed & tighter structure to the tab layout. Look for our announcement this fall and details on how to purchase your copies!

**NEW to our Model—Cultural Awareness!** To meet demands of current labour-market conditions, construction employers are recruiting workers from previously under-utilized sources such as women, aboriginals, visible minorities, persons with disabilities, and foreign workers. Within this context, organizations find it increasingly important to understand culture in order to address the diverse needs of the changing workforce. In addition, increasing the level of social inclusion enhances an organizations' position to compete nationally and internationally, raise production levels, gain fresh ideas and perspectives and a better understanding of customer needs, meet legal obligations and improve overall corporate profile.

In developing this Toolkit, we determined that to effectively address bullying, harassment, violence and cultural indifference there is a strong requirement for awareness, training and communication. The model is built upon the premise that the primary focus needs to be directed at proactively building a respectful workplace. Secondary consideration is for developing corrective action plans and/or disciplinary consequences in reaction to a workplace incident.

To support the objective of providing all employees with a healthy & safe workplace, it is required that managers, supervisors and workers take preventative action to ensure that risks to individual's health and safety due to violations of *respect* are eliminated or reported.

With these tools you will effectively guide your company through the establishment of a workplace respect policy with the ability to deliver proactive solutions to safety, workforce development and promotion of workforce best practices.

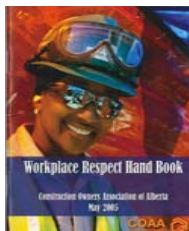


The Toolkit provides a comprehensive breakdown of:

- Workplace Respect Model
- Workplace Respect Policy
- What is a Respectful Workplace?
- Implementing the Model & Policy
- Employee Presentation
- Frequently Asked Questions
- Employers' Guide
- Supervisors' Guide
- Employees' Guide
- Sample Forms and Templates

Our toolkit can be found at [www.ritwp.ca](http://www.ritwp.ca)

**We Invite you to be a part of  
Construction Excellence in Alberta!**



The Workplace Respect Hand Book was developed from the COAA Workplace Respect Model Policy. This handbook includes a Managers & Supervisors guide and toolkit, an Employees' guide and toolkit, and a question and answer section. Combined these sections assist in awareness raising, investigations and options to correcting behavior and bringing about resolution. This useful and easily portable tool is a must on any jobsite or office, order your copies directly from COAA or our website.

# WORKSHOPS



- Launched a Workplace Respect Model / Toolkit in **May 2004**, currently available on the Respect in the Workplace website [www.ritwp.com](http://www.ritwp.com)
- Contracted “Creating People Power” to develop our Train-the-Trainer Program to support the toolkit in Spring 2008.
- COAA ran initial pilots in September 2008 in Edmonton and Ft. McMurray
- Small rewrite of materials followed and program was officially launched early in 2009 as a one day Train the Trainer Program.
- After delivery of the workshops for several months, a second rewrite was undertaken in the summer of 2009 based on participant feedback.
- Today’s version is receiving much applause from participants; two half days as per outlined below.

## Respect in the Workplace Level 1: Awareness Guide

**Audience: Every employee**

1/2 Day workshop focusing on:

- Awareness and legal considerations
- Signs and consequences of disrespectful behaviour
- Monitoring personal behaviour
- What to do when you witness disrespectful behaviour
- Being a leader of respect

You will walk away from Level 2 with a Certificate of Completion, Facilitators Guide & the necessary support tools to deliver this program internally within your own organization.

## Respect in the Workplace Level 2: Managers and Supervisors Guide

**Audience: HR, OH&S Managers, Trainers**  
**Prerequisite: Awareness Workshop**

1/2 day workshop prepares you to:

- Understand the employers roles and responsibilities for implementing a respectful workplace policy
- Support and communicate the policy
- Gain clarity of what constitutes a ‘meaningful policy’
- Address some of the more difficult situations



## UPCOMING WORKSHOPS

**Calgary – June 15<sup>th</sup>**  
Optima Manufacturing  
2480 Pegasus Rd NE

**Edmonton – June 23<sup>rd</sup>**  
Creating People Power Inc.  
#1, 9750 – 51<sup>st</sup> Ave

**Red Deer – June 24<sup>th</sup>**  
TBA

For Information & Registration  
call toll free 1.877.693.7644

## 2010 RITWP CHAMPIONS

JV Driver has been providing industrial construction services to the Oil & Gas, Energy, Petrochemical, Forestry, and Mining sectors since 1989. We have a solid multi-discipline industrial construction capability, with a total commitment to Safety, Quality, and Excellence.

JV Driver has achieved these amazing results by living by our four core values: Build Great Things, Be Innovative, Take Care of Each Other, and Have Fun. These are the values which are central to our business model and that we strive to live by every day. Part of this strategy is to implement the principles from the Respect in the Workplace program.

JV Driver is composed of a culturally, linguistically and geographically diverse group



and it is important that we are able to work together effectively in order to see success in our projects. We have sent a number of key people through the

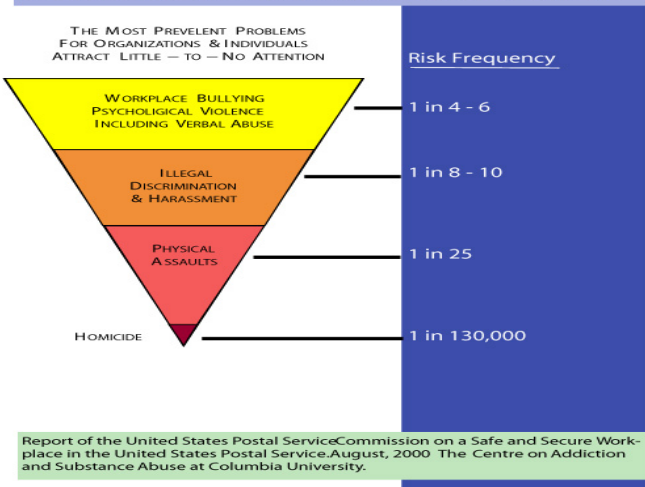
COAA Respect in the Workplace Train the Trainer program and have implemented a Respect in the Workplace policy company-wide. By doing this we keep these principles at the forefront of everyone’s mind and continue to take care of each other and work together.

JV Driver recognizes that it is the people who make up the culture of an organization, and from our upper management, through the office and into the field, our employees foster a culture of respect that is parallel to none.

**Merit Contractors Association** has included the Awareness Workshop in their Supervisor Training Program and have trained their internal trainers in RITWP.



THE WORKPLACE BULLYING & TRAUMA INSTITUTE TRIANGLE



As you are most certainly aware, in order for organizations and groups to move forward, progress and improve --- it requires leadership, hard work and a tenacious belief in what one is doing. It is with such an observation of your role on the "Respect" committee that I, and many others in the industry, having seen your contribution. Over the years you have stepped up to the plate on numerous occasions and displayed leadership and dedication to the cause of improving and changing, for the better, the workplaces that literally tens of thousands of Albertans, fellow Canadians and foreign workers earn their livings. As you are aware, the role of leadership is often a lonely place to be, but with sufficient commitment and elbow grease one is able to help chart a course that contributes towards a better workplace. I can say with great conviction that such has been your role on the "Respect" Committee. We wish you all the best in your career and the future industry challenges that you will most certainly accept and champion--the industry needs more Sam Kemble (s).

**COAA WFDCC Co-Chair—Terry Burton**

This past year has presented many challenges to our committee but none more difficult than the acceptance of the resignation of committee member, Past Chair, Secretary, and Respect Champion Sam Kemble. His energy and dedication to the development of the Policy Toolkit & Workshops, as well as his leadership, convictions and guidance for our committee, has been invaluable and his absence is greatly felt. We collectively would like to take this opportunity to acknowledge his tremendous contribution to our committee as well as our best wishes in whatever challenges he undertakes.

**Co-Chairs Lynne Palumbo, Paul deJong & the RITWP Committee**

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**Understanding Differences**

*The opinions expressed in 'Building Respect Works' are not necessarily those of the COAA or the Respect in the Workplace Committee. Information presented is compiled from sources believed to be accurate and reliable, the COAA and RITWP Committee assume no responsibility for errors or omissions.*