



business is conducted in your area. Walk around the workplace. Your presence will influence how people behave. Ask people to remove offensive posters or other materials. Make it clear that insults and derogatory jokes will not be tolerated, and that they could lead to disciplinary action. Insist on respect for employees at all levels.

Communicate openly and respectfully.

Take the time to talk to your employees, and listen carefully to what they say. When appropriate, make it clear that you are willing to hear honest complaints and constructive criticism. Ask for suggestions on improving workplace effectiveness and morale. Let subordinate managers know that you are willing to help resolve any disagreements between them and members of their staff. Bear in mind that the information you may deal with when resolving disputes can be very personal. While, as a manager, you have an obligation to assist in resolving such difficulties and should seek assistance in doing so (for example, from the Advisor on Harassment), you should treat personal information with sensitivity to respect the privacy of both parties.

Be a role model. Show respect for employees at all levels. Never take part in, or approve of, behaviour that could be interpreted as disrespectful or harassing. Remember that standing by and doing or saying nothing, or being perceived to be doing nothing, suggests that you approve. This makes it more likely that the behaviour will continue.

Watch for problems. Rumours, increased absenteeism, decreased motivation, lower job performance and high staff turnover may indicate that harassment is taking place.

Deal with conflicts promptly. It is a normal human response to avoid personal conflict, but delay will only allow the situation to escalate further. The Advisor on Harassment can help you resolve a conflict in a timely and effective way.

Show you take the issue seriously. Post this policy and draw attention to it at staff meetings. Hold regular awareness sessions. The Advisor on Harassment can help you to organize such a session to explain how the Department's policy works, what to do in given circumstances, how to prevent harassment and what to do afterwards.

PART TWO. RESOLVING CONFLICTS

The Department recognizes that on occasion, conflict will occur despite efforts to prevent it. Accordingly, it has set up (a) an informal process for resolving conflict and (b) a formal process for settling harassment complaints in situations where informal conflict resolution does not work.

ROLE OF THE ADVISOR ON HARASSMENT

A key player in both the informal and formal conflict-resolution processes is the Advisor on Harassment. The Advisor is appointed by the Director General, Client Services Bureau, who is

also the departmental Harassment Co-ordinator. The Advisor is available to provide assistance to employees and managers on all problems related to conflict and harassment, whether they occur in Canada or abroad.

The Advisor promotes a positive working environment by raising awareness or providing training sessions; giving advice to persons involved in conflicts and to their supervisors or managers; facilitating/conciliating between the persons involved in a conflict; organizing workplace assessments on request; and administering the formal mediation and the formal complaints resolution processes.