UPSE Workplace Harassment/Bullying and Violence Survey

Summary of Results

November 2024

Thank you!

    I would like to pass on my sincere appreciation to all PEI UPSE members who took the time to respond to the Harassment/Bullying and Violence Survey. I know these questions were very difficult for you to work through as you relived past situations and shared your personal experiences. The sheer number of comments shared is a reflection of how prevalent this issue is within our work sites across the province. I am encouraged that you found this to be a safe venue, and I applaud your courage in sharing your thoughts. Your comments will remain confidential and anonymous as we use the information you have provided to create a strategy to make needed changes in your workplaces. If you find yourself in a tough situation or if you are struggling, I encourage you to reach out to UPSE and know that your Union is a safe place where we can help you find the resources you need.

Sincerely and in solidarity,

Karen Jackson
President

UPSE Member Experiences

When PEI UPSE members completed this survey, they were given the opportunity to give an account of their experiences and express their feelings about those experiences. Many of the comments are very disturbing as is illustrated below. Other comments are interspersed throughout this report.

- Upper management using their roles allowing it to be acceptable to abuse their authority. I have been hurt by upper management including past Manager and continued Director for over the past 15 years… So, I go to bed and wake up with anxiety, stress and diarrhea and leave for work depressed while holding back tears holding out for a miracle that a job will pop up. I really do hate it here.... It's becoming more stressed out within this office that it's changed me. I no longer recognize myself. I'm unhappy, sad, depressed to the point, I no longer want to go on another day. I once was a dedicated, happy, very outgoing, joking around employee. Now, I hear my voice talking, but don't recognize myself. I miss me.

- Nobody is held accountable for their actions. If a senior abused a police officer, paramedic, etc. they would be held accountable. There is no such thing in a minor. We can be hit, pushed, kicked, slapped, spit on, choked. You name it and it has happened. Why is it allowed to happen to us and nothing come out of it?

- There's very little incentive for staff to stand up to management. Many staff are choosing to "tough it out" while quietly supporting each other or are leaving the work unit for other opportunities (in government or elsewhere). Lack of accountability for managers/supervisors.

UPSE Workplace Harassment/Bullying and Violence Survey

- **Background:** Reports of workplace harassment/bullying and violence have been increasing in workplaces across the province. UPSE members are reporting they are experiencing a range of behaviors including sexually suggestive remarks or advances, verbal aggression, or insults, spreading of malicious rumours, vandalizing personal belongings, sabotaging another person's work, cyber-bullying, and physical acts of violence.

- **Purpose:** The purpose of this survey was to obtain information on the level of workplace harassment/bullying and violence UPSE members are experiencing or witnessing, what may be contributing to the increased levels of harassment/bullying and violence, and feedback on what steps should be taken to address the issues.

- **Audience:** Open to all UPSE Members irregardless of bargaining unit.

- **Duration:** The survey was open to respondents from 3 October 2023 to 10 November 2023.

- **Total Responses:** 633 respondents; 18.6% completion rate.

- **Respondents:** Responses were received from across the diverse UPSE bargaining units and various worksites throughout the province.

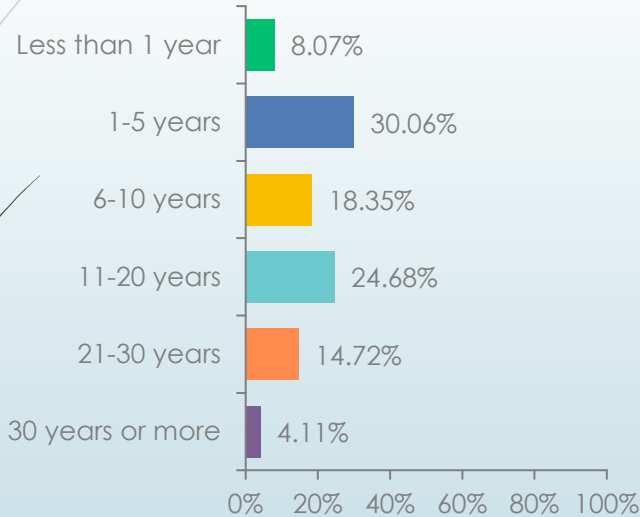# Gender and age demographics of respondents
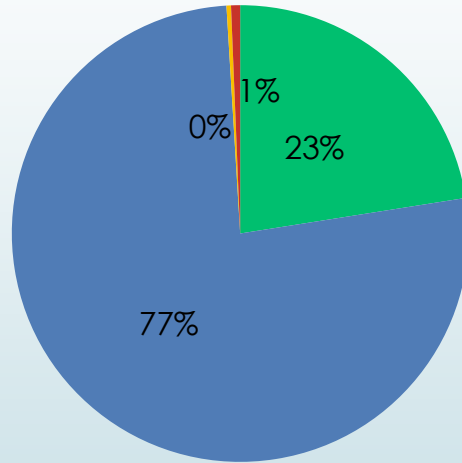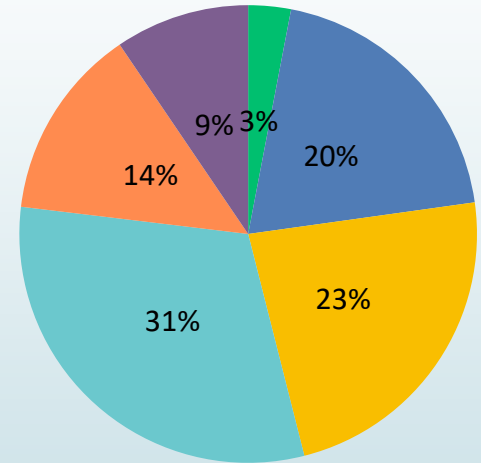
Observations:
The majority of respondents were female.
The majority of respondents were over the age of 46 which may infer that they felt safer or more confident reporting incidents.
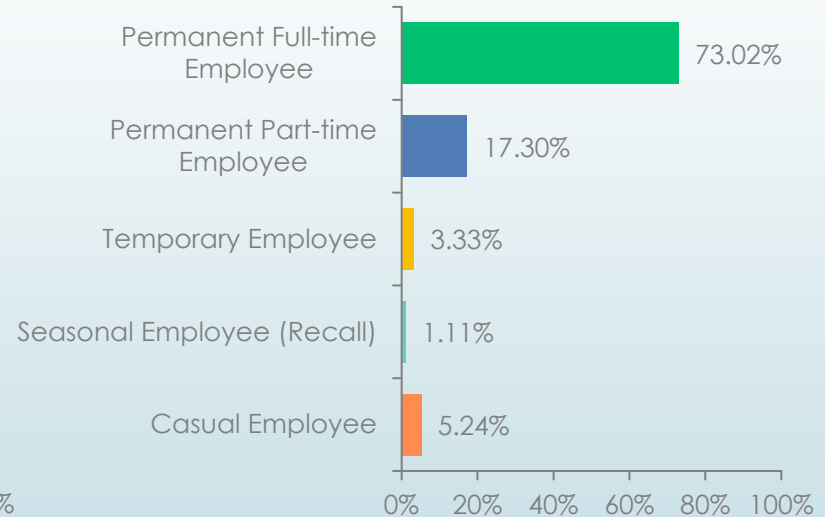
PEI UPSE Bargaining Units - Responses

Bargaining Unit	Percentage
Atlantic Tourism and Hospitality Institute	0.97%
City of Charlottetown	2.10%
Civil Service, IRAC, WCB	51.46%
Community Connections	0.49%
Community Inclusions	0.65%
Garden Home	0.97%
Grain Elevators Corporation	0.00%
Health PEI	37.86%
Holland College Administrative and Support	2.59%
Holland College Early Learning Centre	0.00%
Holland College Faculty	2.75%
Lady Slipper Villa	0.00%
Morell and Area Early Learning Centre	0.16%
Strait Crossing Bridge Limited	0.49%
Tremploy	0.49%
Whisperwood Villa	0.32%

Duration with Employer

Category	Percentage
Less than 1 year	8.07%
1-5 years	30.06%
6-10 years	18.35%
11-20 years	24.68%
21-30 years	14.72%
30 years or more	4.11%

Employment Status

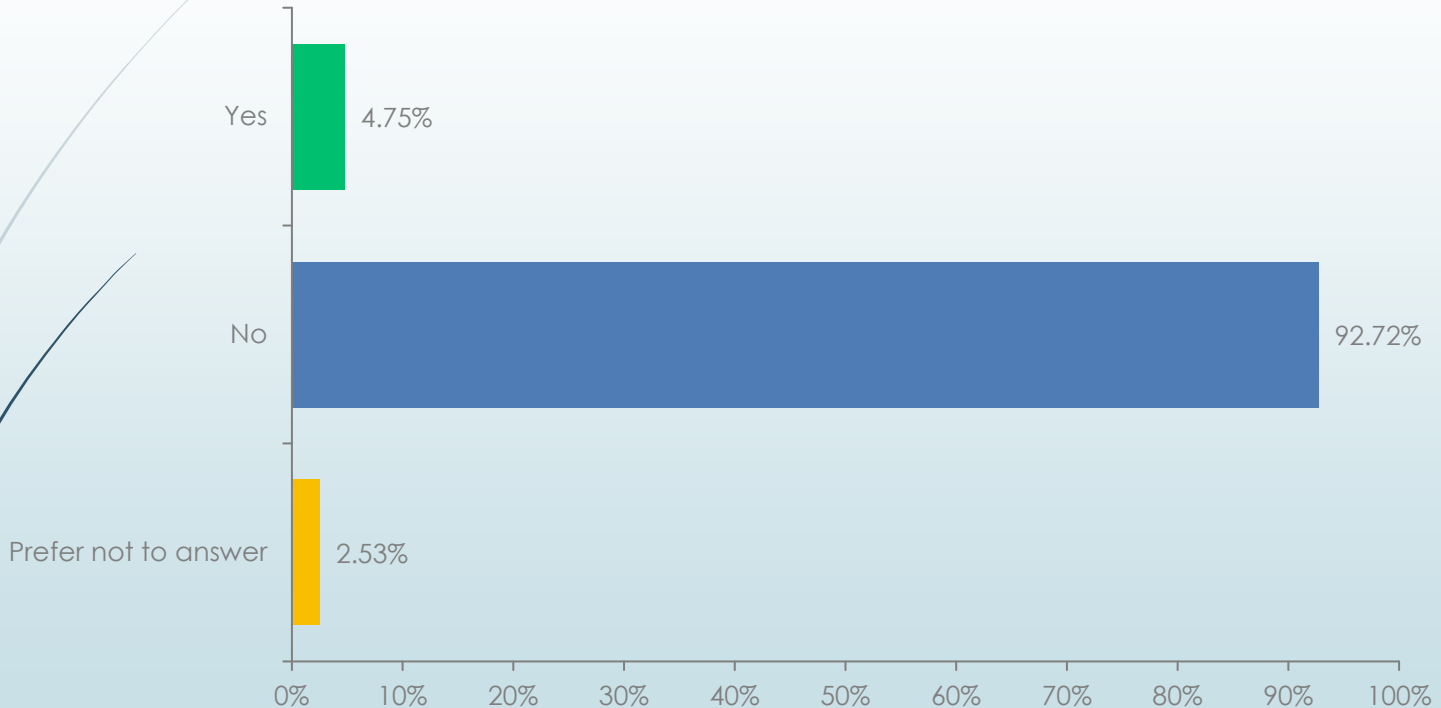| Category	Percentage
Permanent Full-time Employee	73.02%
Permanent Part-time Employee	17.30%
Temporary Employee	3.33%
Seasonal Employee (Recall)	1.11%
Casual Employee	5.24%

Observations:

As expected, the majority of the respondents were permanent full-time staff. One observation that was surprising was the duration of employment, the biggest response rate being 1 to 5 years. We anticipated that persons with more experience would be more comfortable coming forward.
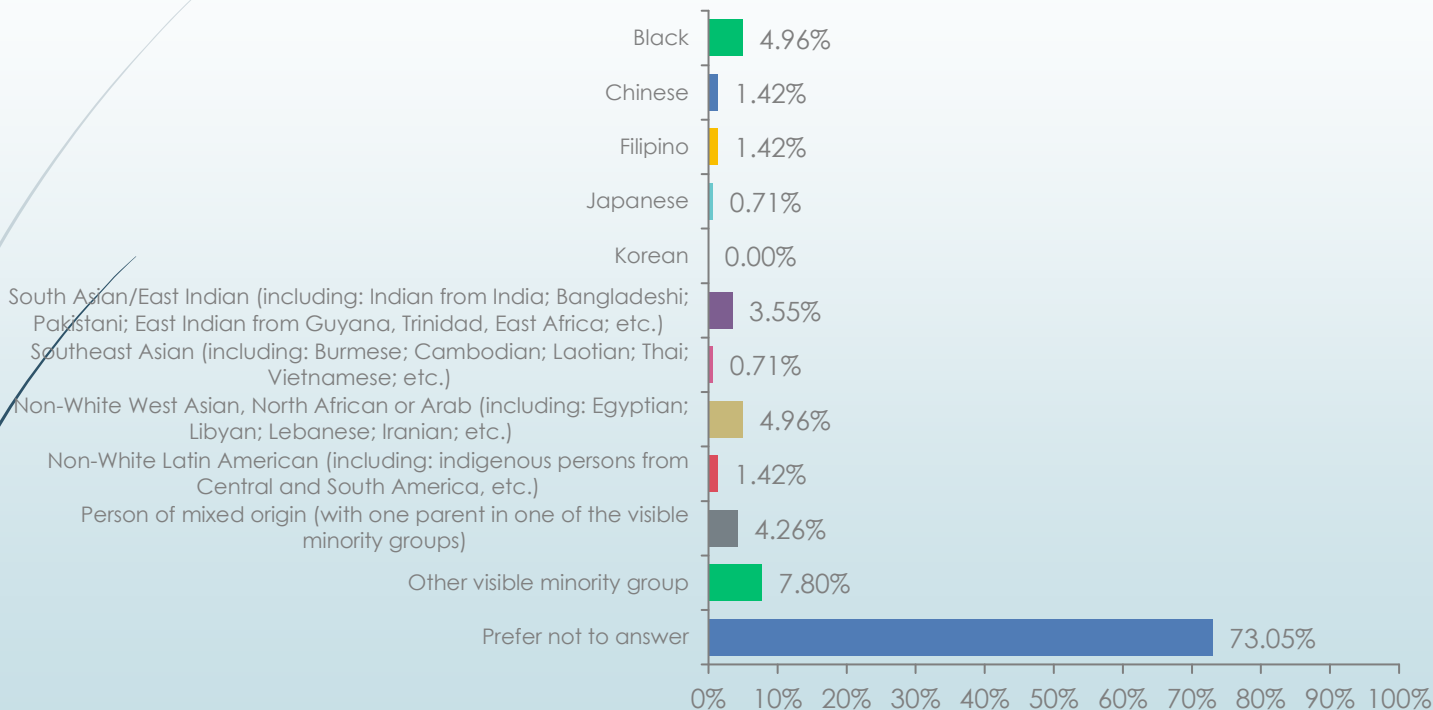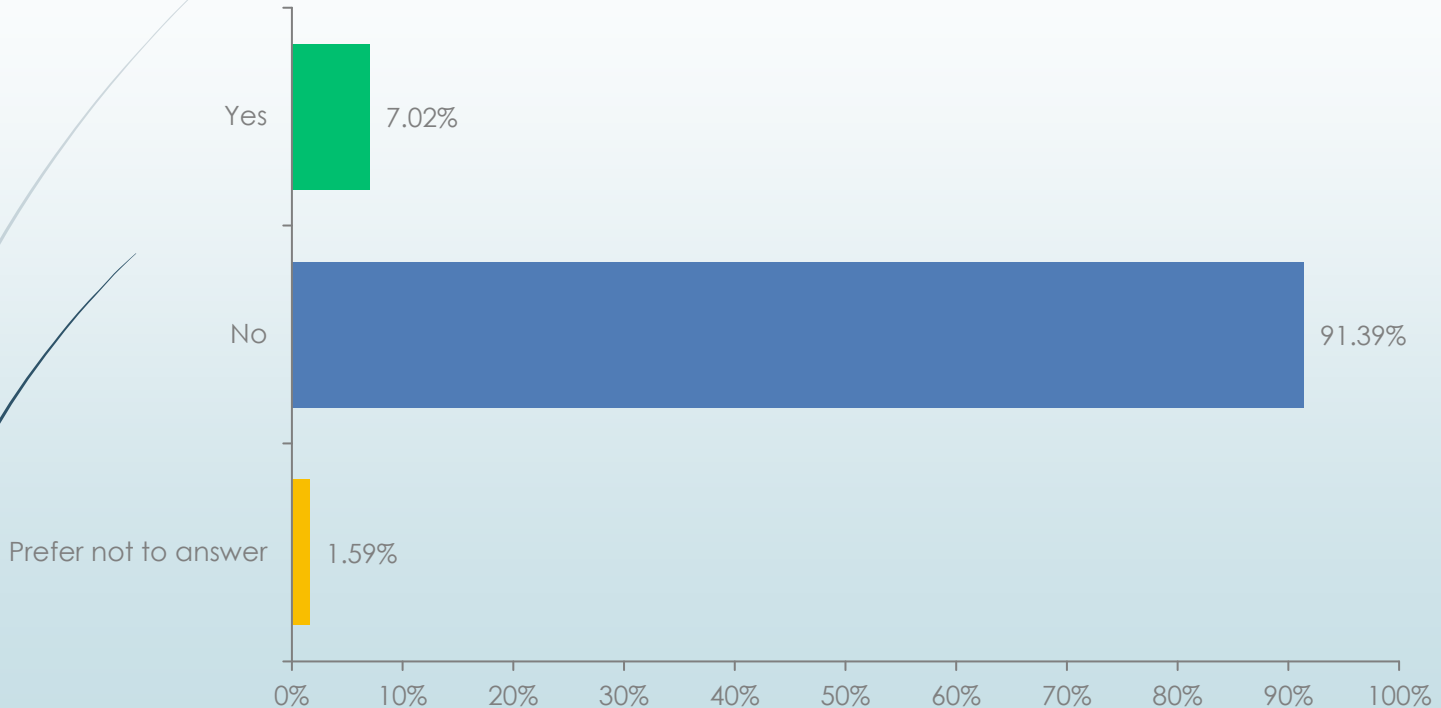
Are you Indigenous?
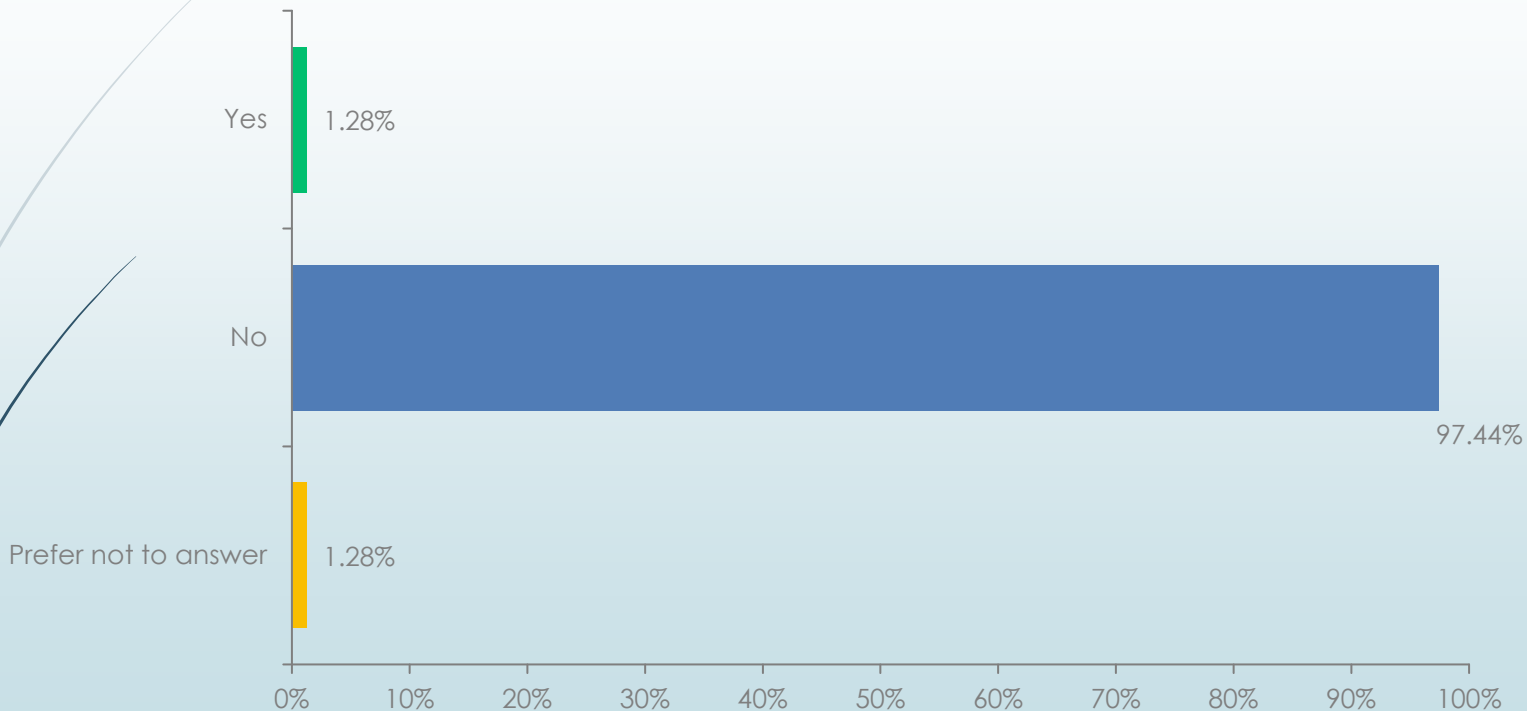
# Are you a member of a visible minority group?

Yes	4.75%
No	92.72%
Prefer not to answer	2.53%

If you answered yes to the previous question, are you...

| Category	Percentage
Black	4.96%
Chinese	1.42%
Filipino	1.42%
Japanese	0.71%
Korean	0.00%
South Asian/East Indian (including: Indian from India; Bangladeshi; Pakistani; East Indian from Guyana, Trinidad, East Africa; etc.)	3.55%
Southeast Asian (including: Burmese; Cambodian; Laotian; Thai; Vietnamese; etc.)	0.71%
Non-White West Asian, North African or Arab (including: Egyptian; Libyan; Lebanese; Iranian; etc.)	4.96%
Non-White Latin American (including: indigenous persons from Central and South America, etc.)	1.42%
Person of mixed origin (with one parent in one of the visible minority groups)	4.26%
Other visible minority group	7.80%
Prefer not to answer	73.05%

Are you a person living with a disability?

Did you take part in the UPSE Workplace Violence Survey for Health Care Workers in 2019?
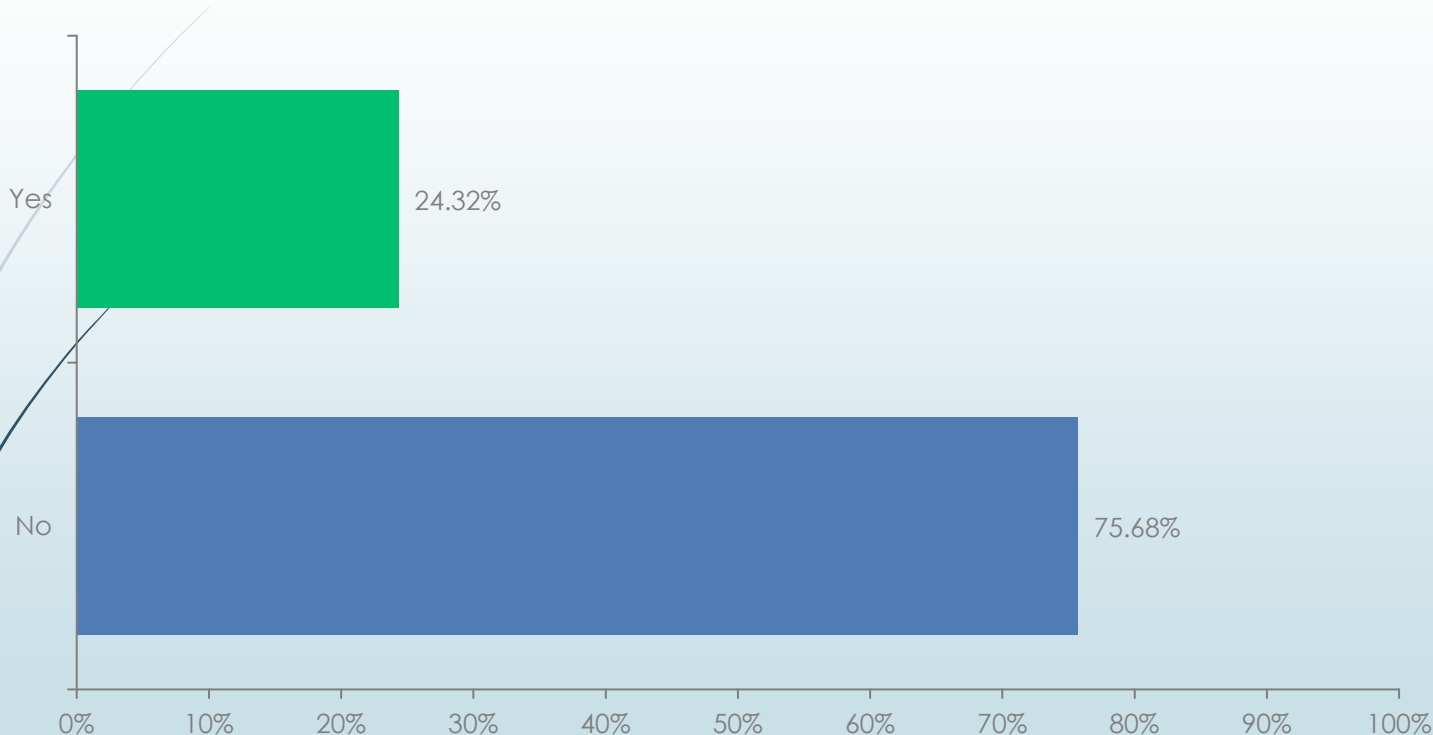
Have things improved in Health PEI?
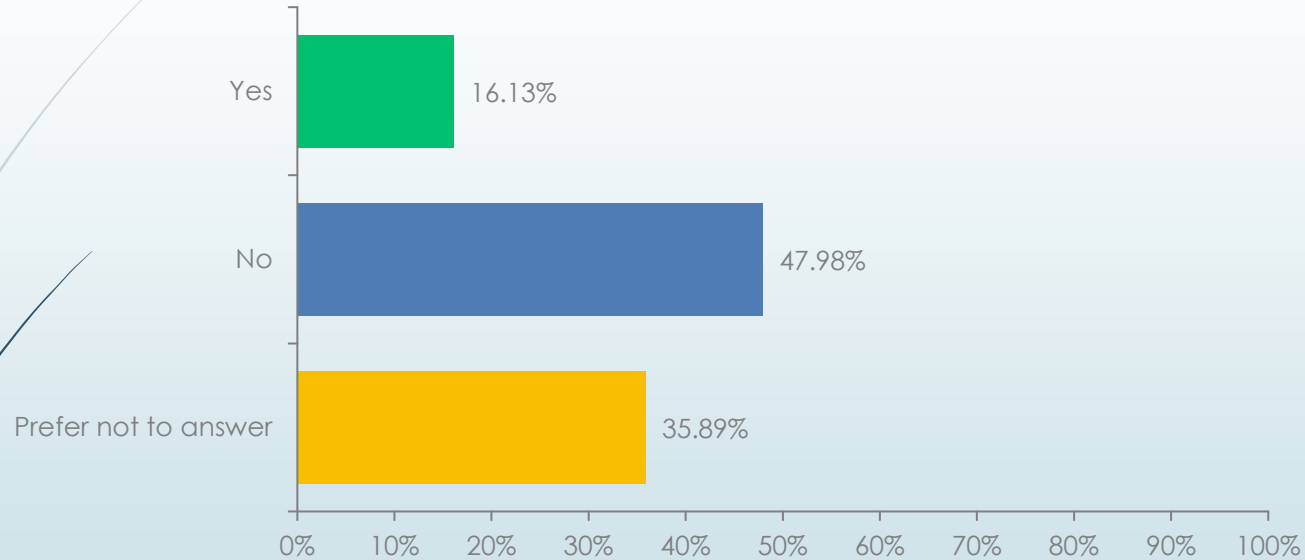
Observations:
Out of the current survey, approximate 25% participated in the 2019 survey; only 16% of those respondents identify that things have improved at Health PEI.

Summary of comments:

- When asked if things had gotten worse, 36% said they would prefer not to answer and 48% said things had gotten worse.

- 36 members commented that the situation had either not improved or had become worse since the 2019 Survey.

- 8 members comments that poor management was the cause of the issues.

- 13 members have left for a new position.

- 1 member indicated that they are thinking of quitting.

What UPSE members had to say:

- "They've gotten worse"

- "Poor management leadership"

- "Absolutely have not. Management do not care; they are all bullies."

- "As I was told by my management – that's what we signed up for."

- "I'm thinking of quitting my job because its so bad."

- "I got a new position"

- "I am working casual instead of permanent. Easier to take the stresses now."

- "Many experienced staff left due to unsafe / harassment and replaced with inexperienced or undedicated staff making situation worse. Many supervisory roles filled with inexperienced staff leading to not adequately prepared for decisions, making this worse."
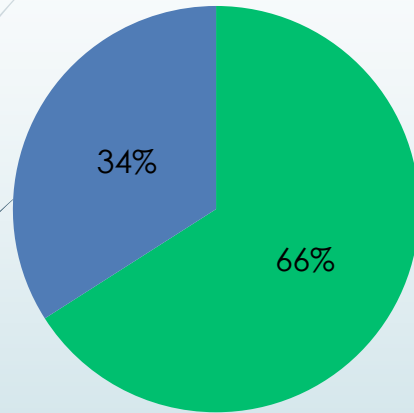
How worried are you about the level of harassment in your current workplace?
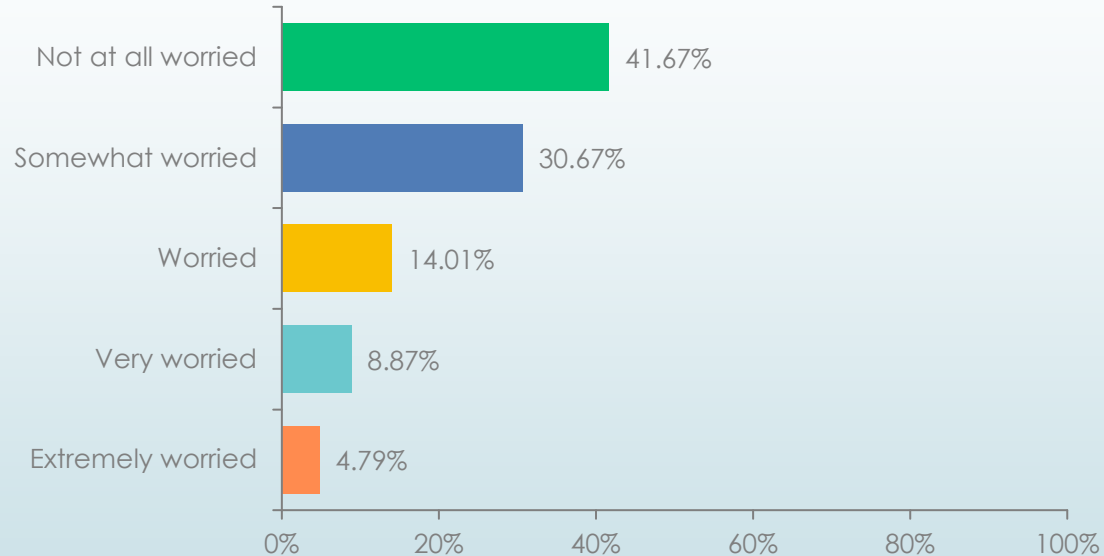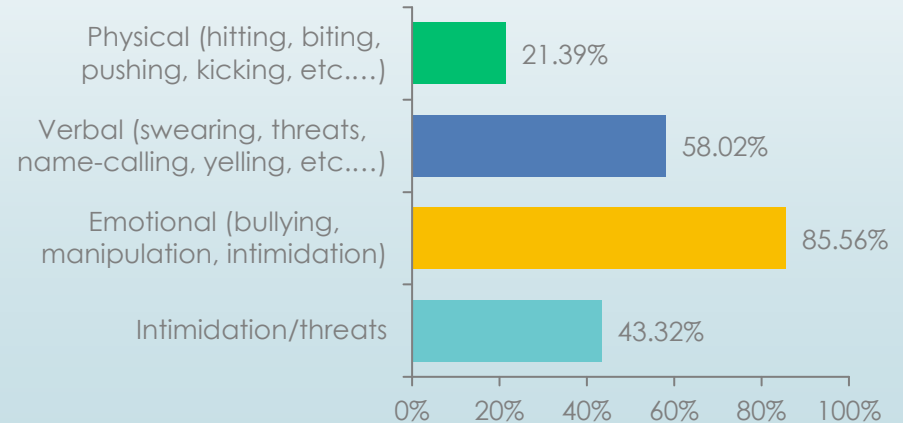

Observations:
58.3% of UPSE Members who responded indicated that they experience some degree of worry about the level of harassment in their workplace.

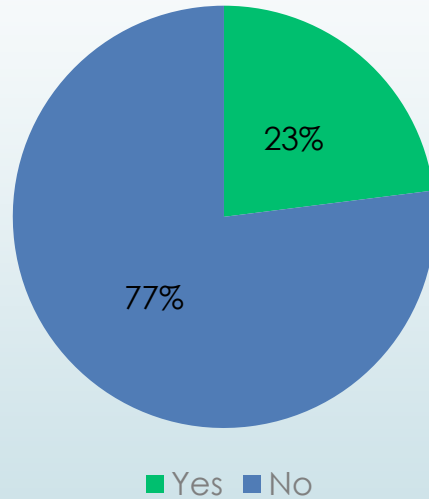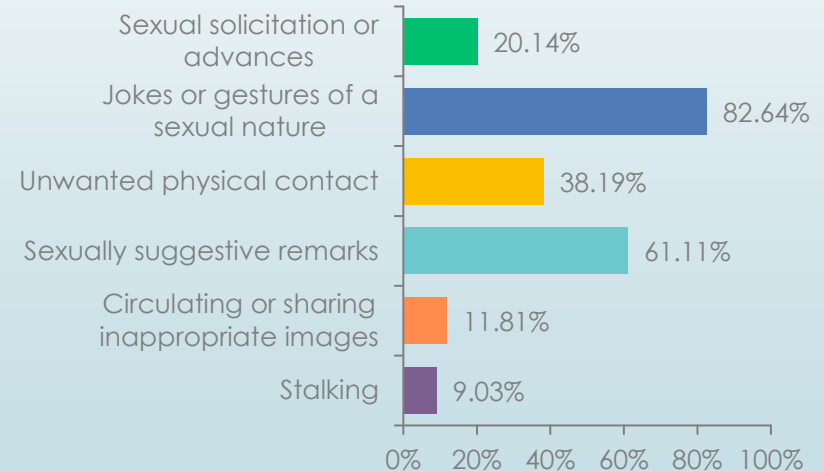# Have you ever seen or experienced personal harassment at work?

34%

66%

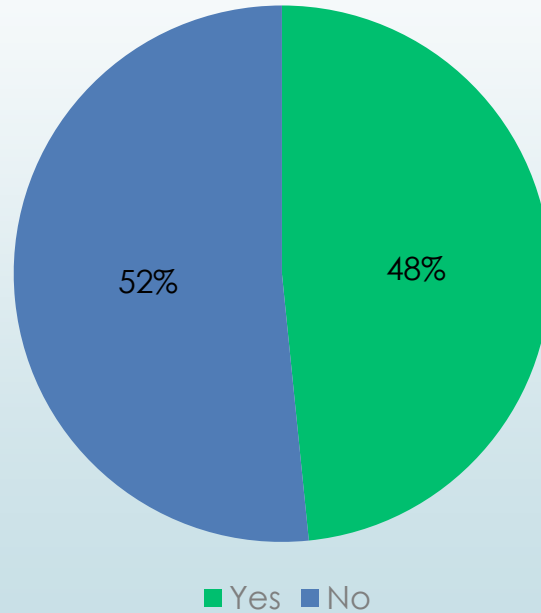■ Yes ■ No

Did that incident include any of the following?

Physical (hitting, biting, pushing, kicking, etc....) — 21.39%

Verbal (swearing, threats, name-calling, yelling, etc....) — 58.02%

Emotional (bullying, manipulation, intimidation) — 85.56%

Intimidation/threats — 43.32%

0% 20% 40% 60% 80% 100%

Have you ever seen or experienced sexual harassment at work?

Pie chart:
- Yes: 23%
- No: 77%

Did that incident include any of the following?

Category	Percentage
Sexual solicitation or advances	20.14%
Jokes or gestures of a sexual nature	82.64%
Unwanted physical contact	38.19%
Sexually suggestive remarks	61.11%
Circulating or sharing inappropriate images	11.81%
Stalking	9.03%

Have you ever seen or experienced abuse of authority at work?

52% 48%

■ Yes ■ No

Did that incident include any of the following?

Unfair delegation of duties — 52.33%

Requesting that an employee undertake personal services unrelated to their official duties — 14.00%

Regularly taunting, humiliating or embarrassing someone, or a group of people, especially in front of others — 39.00%

Inconsistent management style where some individuals are unfairly favoured over others — 79.00%

Manipulating the nature of the work to undermine the person being bullied, such as by unfairly and unjustifiably overloading an employee with work, inappropriately… — 44.00%

Preventing an individual's progress by intentionally blocking or interfering with promotion for unjustifiable reasons — 26.67%

Other (please specify) — 19.33%

Observations:
79% of UPSE Members cite inconsistent management style as the leading example of abuse of authority.

What UPSE members had to say:

- "Management does not respect the collective agreement."

- "Using the classification review process and/or the manager's prerogative to direct employees' work as performance management/discipline tools. To avoid having to having to set clear expectations or needing to have uncomfortable conversations about job performance with the employees in question, I have observed my director changing duties or other aspects of positions to make them less appealing to the incumbents (i.e. constructive dismissal). This strategy is often successful, and these employees' successors have typically resumed the full scope of the roles in question."

- "Letting the behavior go of a male staff taking pictures of a female staff... showing other males and making fun of her weight...sexual jokes to belittle from a male to female in front of male supervisor who laughed it off several times...and currently another male doing the same and being rewarded with calling his own hours and acting in the supervisor's position when not asked over all other workers."

- "I was bullied and harassed for nearly a year by a supervisor. Micromanaging, different rules, assumptions, email, comments, and pulled into rooms for private conversation that end in being overwhelmed and crying. Spoke and asked several times for her to stop and would not."

What UPSE members had to say:

- "Changing expectations, shifting duties, not allowing successful completion of major projects, isolation, generating gossip and untruths about lower-level staff, scapegoating, shaming, demeaning, lack of human empathy."

- "I had one supervisor tell me that she was a supervisor, and before I said no to her, I better figure out what my duties are."

- "Gaslighting - regularly providing inconsistent/different answers/responses to work-related questions from staff (e.g. clarifying tasks/assignments, processes for certain activities, etc.) to undermine staff's confidence and cause tension between staff members)."
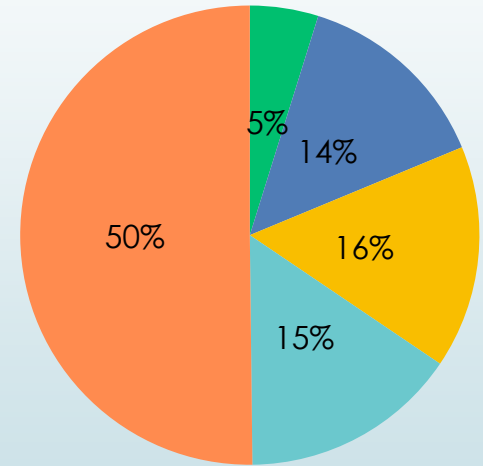
How often do you see or experience…
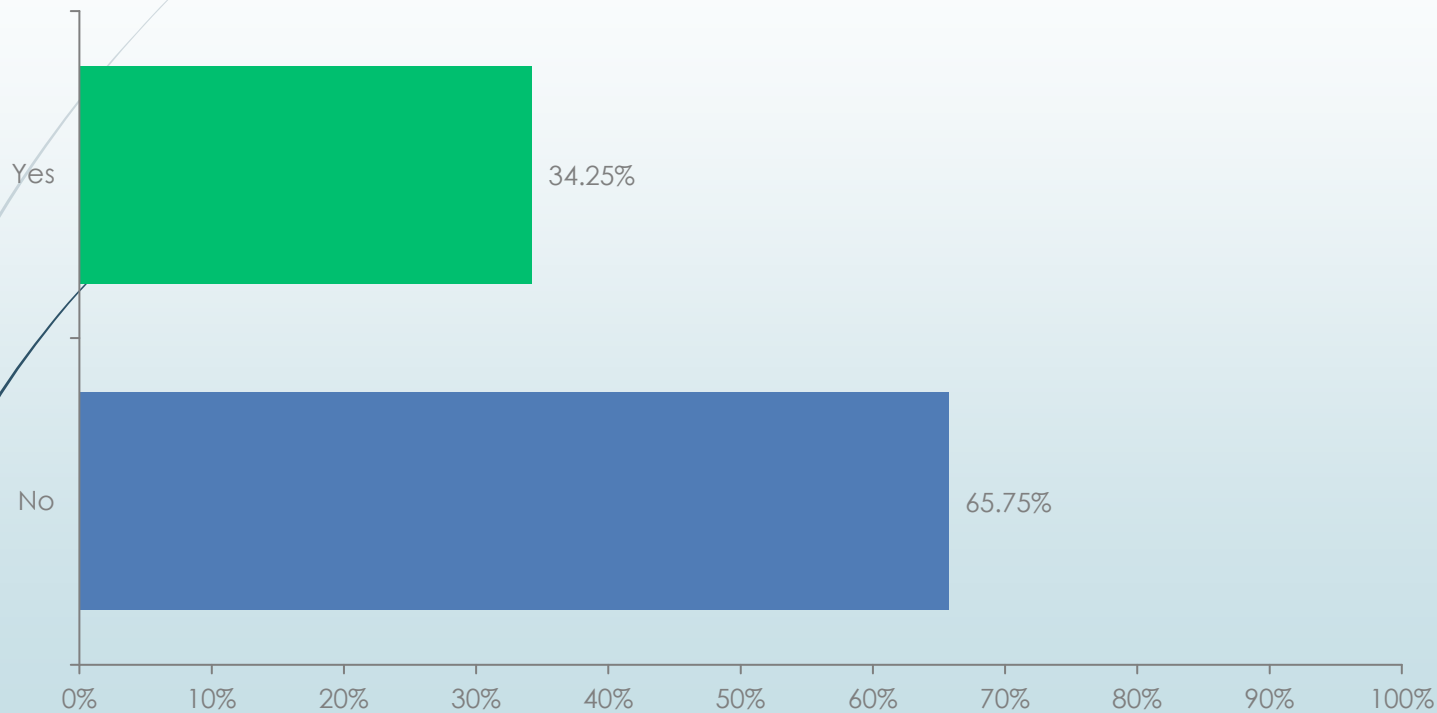
Personal Harassment
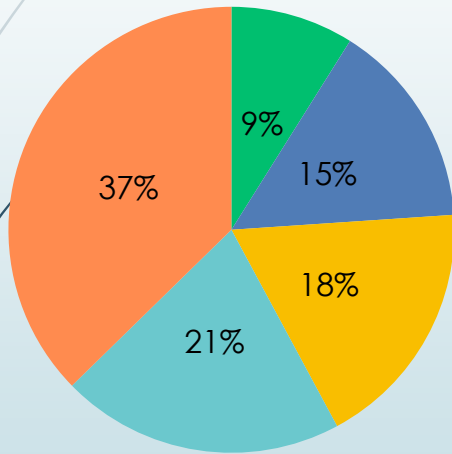
Sexual Harassment
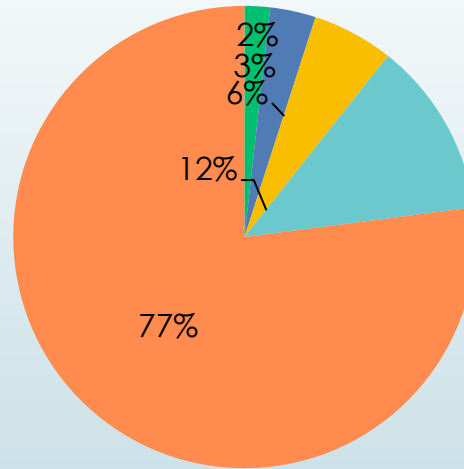
Abuse of Authority

Legend: ■ At least once a day ■ 1-3 times per week ■ 1-3 times per month ■ 1-3 times per year ■ Never

Did you report all incidents of workplace harassment/bullying?

Summary of comments:

General respondents expressed a sense of apathy and/or reluctance to give feedback, respond to surveys, or file incident reports because they believe persons in power will attempt to silence them or possible repercussions – through direct or indirect means - or the information will not get to the people who have the authority to action changes.

- 55 members, or 22% of those who made comments, indicated that their fear of repercussions and retaliation deterred them from reporting incidents of harassment or bullying.

- 65 members, or 26% of those who made comments, indicated that nothing had been done when they reported an incident, or they believed nothing would change if they made a report.

- 26 members did not report incidents because the individual exhibiting harassing or bullying behavior was someone in a position of authority such as a director, manager, or supervisor.

- Multiple members also commented that:
  - They were not confident confidentiality would be maintained if they reported the incident.
  - They feared losing their jobs.
  - They left their positions because of the abusive behaviour.
  - They did not know who to report the abuse to.
  - When reporting incidents to HR, they either felt that they were then harassed by HR or that HR did not support them.

Comments about not reporting incidents…

- "I have tried to communicate issues to my manager only to have the individual harass me more after the manager tries to address the individual. Human Resource Managers have also harassed me making me feel hopeless when it comes to trying to make formal complaints. Learning how to accept being bullied in the workplace is something I tried to teach myself how to adapt to."

- "If the bullying is high up the chain. what is the path through or around the bully to get help?"

- "I'm already having my career progress slowed due to speaking up about past issues. If I ever want to progress in my career, I need to keep my mouth shut."

- "When I have nothing is done. Men/women they don't even know that their behavior is inappropriate. "It's no big deal, it's a joke, you're too sensitive, you're not serious, you're opinionated, SJW, just ignore them, just avoid them, to each their own." Are all responses I have heard. I'm seen as the issue, I'm causing problems. Labeled. Work will be made more difficult for me, possibly risking my career goals."

# Comments about not reporting incidents…

- "Low trust/confidence in the organization that it will be a) acknowledged, b) dealt with, and c) kept confidential."

- "This individual who demonstrates abuse of power continuously gets promotions; therefore, the negative actions are rewarded. These incidents have been reported previously by co-workers to the Union and myself and co-workers have reported such incidents to current supervisor."

- "Some of the harassment is coming from senior management (director level). I know repeated reports/complaints about this senior manager over the last number of years (at least 5-6 years) have not resulted in any positive changes and this person's harassing/bullying behaviour continues. At least some staff who make complaints or raise concerns have suffered negative consequences (eg. burnout, stress, increased tension in the workplace; counter-claims and complaints have also been made by the senior manager about these employees who spoke up and it has resulted in staff leaving the work unit, often feeling "forced" out)."

- "Government is not a safe space and therefore no one's job is safe the moment they bring anything forward. Plus, there are no direct paths to a supportive system so everyone keeps their mouth shut. Which is a good example of why exit surveys should be mandatory!!!!"

Comments about not reporting incidents…

- "Management doesn't seem to care. There is zero confidentiality and if reported bullying will get worse."

- "Fear of retribution. The behaviour was perpetrated by a manager and was reinforced by HR so who would I have reported it to."

- "My director is very adept at gaslighting anyone in a position to stop their behavior into thinking the victim is actually at fault."

- "I have reported in the past and nothing has been done the amount of anxiety it causes me when I do report only to see nothing being done about it and the harassment and bullying continues, I now choose to not report."

- "Because the person doing the intimidating and unfair behavior was/is the Director and we were told time and time again that was just how he is."

- "Yes, informally to my new direct report, but no, not formally, as there is no one else I could report it to who would not use the information to make things worse for me, including HR."

Did your Supervisor/Manager investigate the incident(s) you reported?
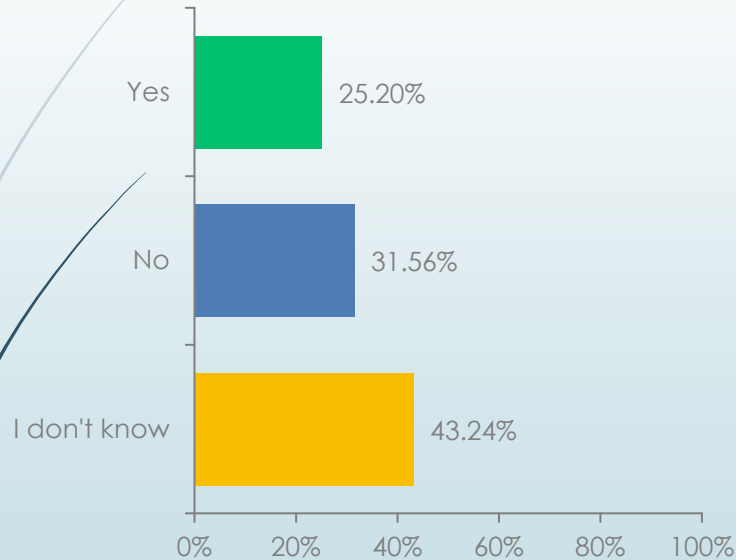
- Yes: 25.20%
- No: 31.56%
- I don't know: 43.24%

Did you receive feedback from your Supervisor/Manager on the incident report(s) you have submitted?


- Yes: 27.51%
- No: 72.49%
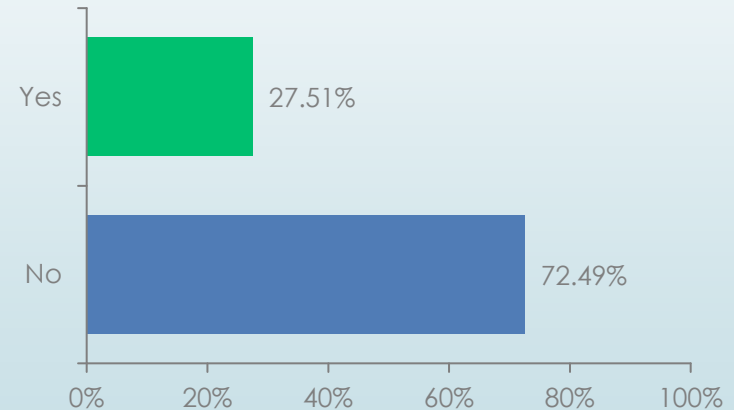
Observations:
72% of UPSE Members who reported incidents did not receive any feedback from their Supervisor/Manager.

Member comments…

- "Many staff have reported many issues and nothing has been done at all. We have a great Union rep and he takes action when needed and does a lot more than he needs to help out but after he passes it on nothing is done higher up. Very disappointed."

- "Took it to the Union, both parties were involved and HR, which did nothing. I left the position to get away from the toxic culture."

- "Supervisor was supportive and told me to let her know if anything happened again."

- "I'll never submit anything to a supervisor until GPEI cleans up their act and actually wants to hear about all the harassment that is occurring. They don't want to hear it. And even if they did hear it, they won't do anything about it."

- "Victim blaming is a constant for management in the area."

# Do you think the incident could have been prevented?
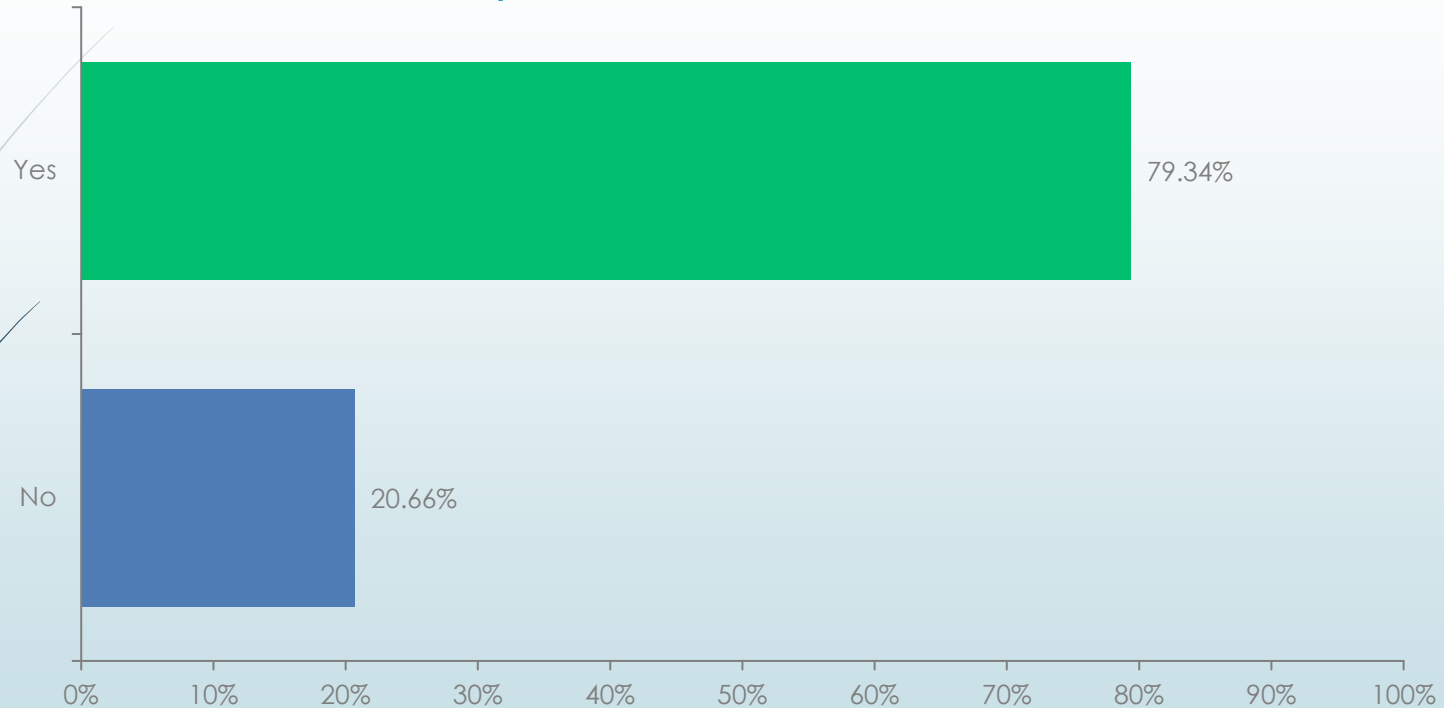
Observations:
Over 79% of UPSE Members believe that the incidents could have been prevented.

Member comments …

- "The charge nurse told me to "fuck off" She could have not said that or chose a more appropriate comment."

- "The employer needs to stop hiring/promoting lying narcissists and putting them in management positions."

- "If our workplace had a culture of healthy feedback and managers were willing to have challenging conversations earlier, then this all could have been avoided. Instead, excellent employees were made miserable until they left in hopes of being able to go back to a clean slate."

- "Staff are overwhelmed and over worked at times. Therefore, tempers are short with each other and staff need to understand their limits. Staff also need to do their fair share of the work and work as a team. Management has to take a role to ensure there is enough staff to fill positions and act on reprimanding those who continuously abuse the system."

- "Um YES! All this harassment across GPEI can be prevented the moment employees actually get the opportunity to raise issues without fear of further bullying or losing their job and actually see results."
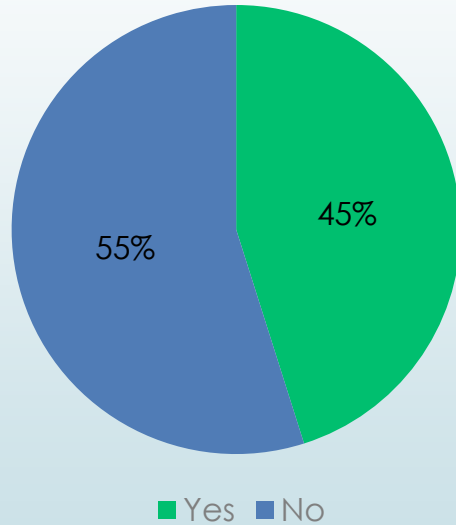
How worried are you about the level of violence in your current workplace?
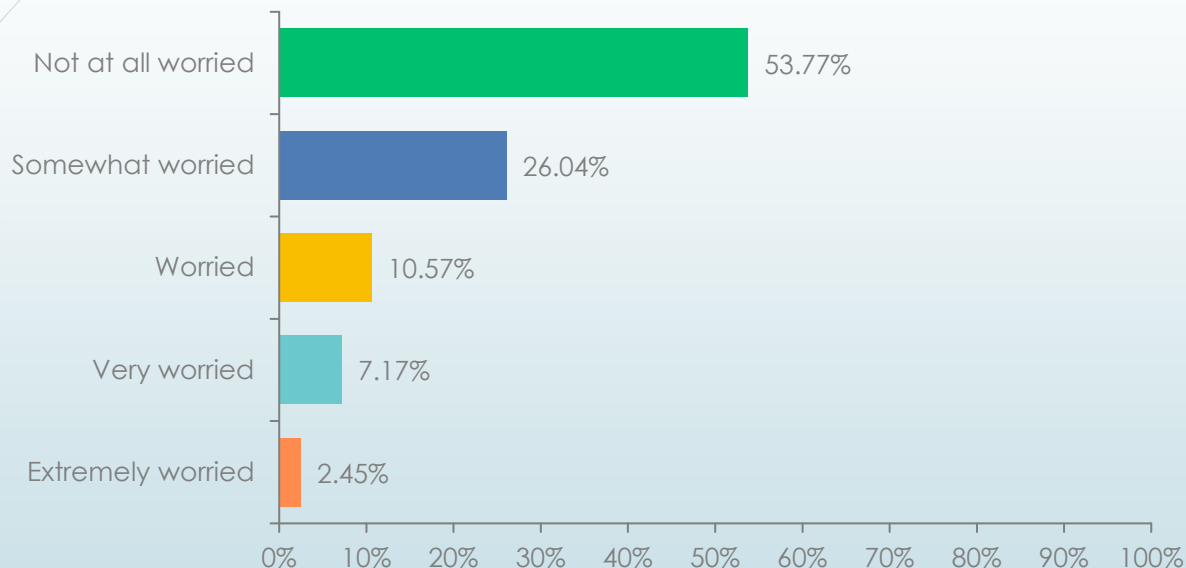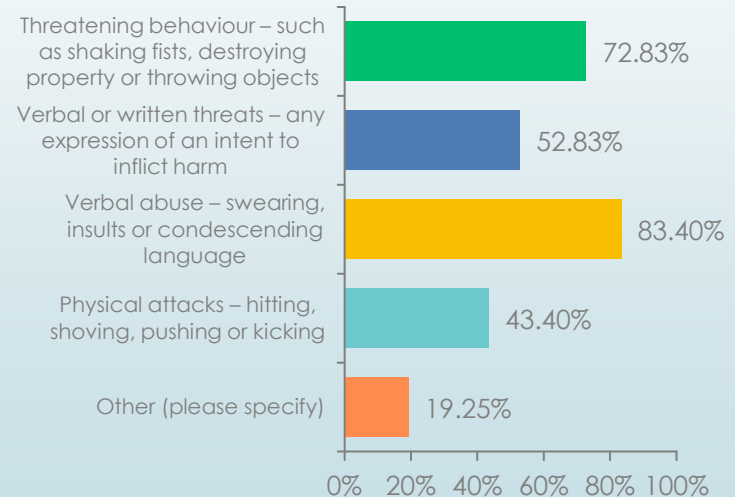

Observations:
46% of UPSE Members who responded indicated that they experience some degree of worry about the level of violence in their workplace.
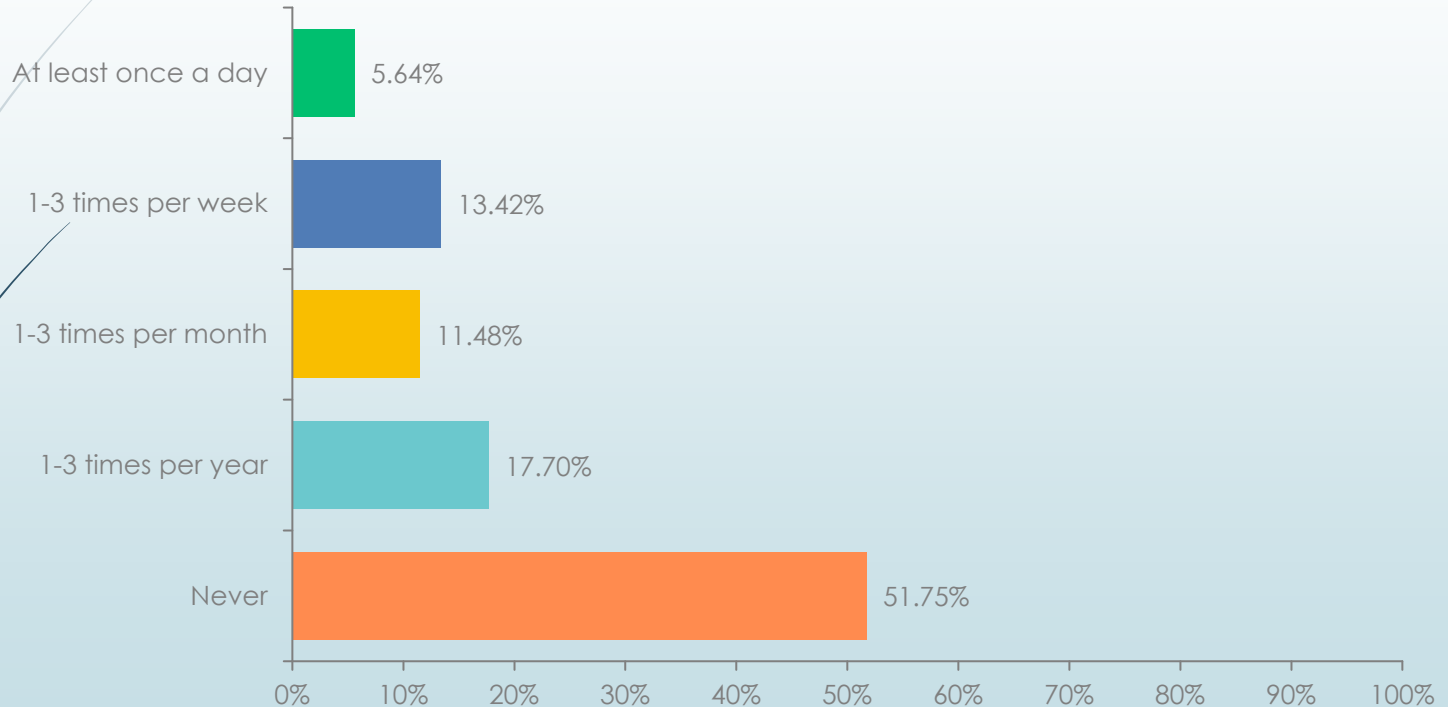
# Have you ever seen or experienced violence at work?

45%

55%

■ Yes ■ No

Did that incident include any of the following?

Threatening behaviour – such as shaking fists, destroying property or throwing objects	72.83%
Verbal or written threats – any expression of an intent to inflict harm	52.83%
Verbal abuse – swearing, insults or condescending language	83.40%
Physical attacks – hitting, shoving, pushing or kicking	43.40%
Other (please specify)	19.25%

0% 20% 40% 60% 80% 100%

How often do you see or experience violence in your workplace?

Did you report all incidents of workplace violence?

43%

57%

■ Yes ■ No
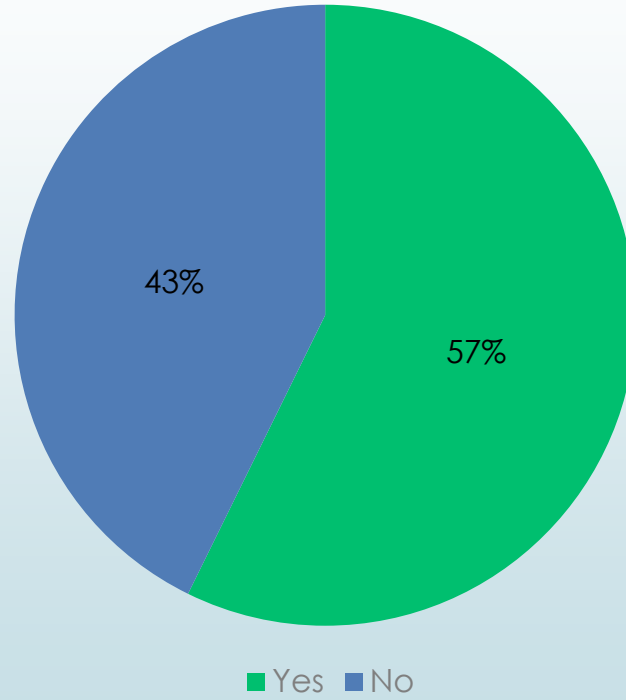
Summary of comments…

- Similar to reasons for not reporting incidents of workplace harassment/bullying, multiple members commented that:
  - They did not report incidents because they feared retaliation.

  - Nothing had been done when they reported an incident, or they believed nothing would change if they made a report.

  - They did not report incidents because the individual exhibiting harassing or bullying behavior was someone in a position of authority such as a director, manager, or supervisor.

  - They feared losing their jobs.

  - **Specific to acts of violence, members also commented that:**
    - **The violence was often perpetrated by residents or clients.**
    - **There was an assumption that violence was part of the job, thus they only reported the most severe incidents.**

What UPSE Members had to say…

- "Workplace violence has become so common that only extreme cases are reported."

- "Because it happens so often and it is seen as part of our job and to be expected."

- "Because it's an ongoing issue with events happening daily at times….we report it to the supervisors not always an incident report."

- "Concerning verbal assault that I have endured, I have not filed a report. I do my best to file reports for all physical assault cases I personally experience. ... so use to a daily physical abuse, that the so called "minor slaps, hits, kicks and scratches " go without being filed."

- "Not officially reported but was reported to oncoming staff. Sadly, it feels like part of the job now so staff have become numb to it."

- "Has become expectation of employment."

- "It's "expected" working at Hillsborough Hospital. Upper management will not act on any complaints."

UPSE Members were more likely to report incidents of violence that harassment/bullying
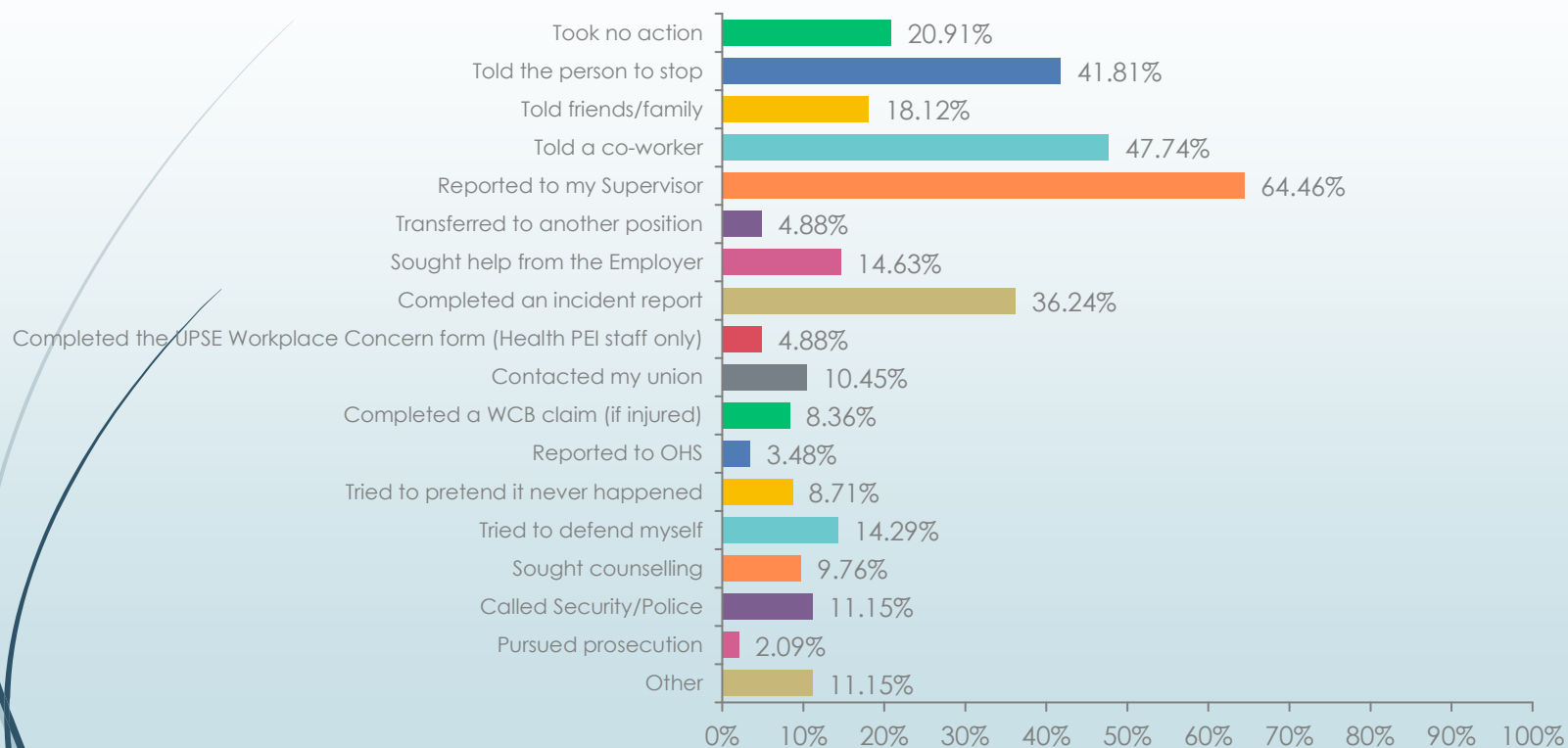
Reports of Harassment/Bullying
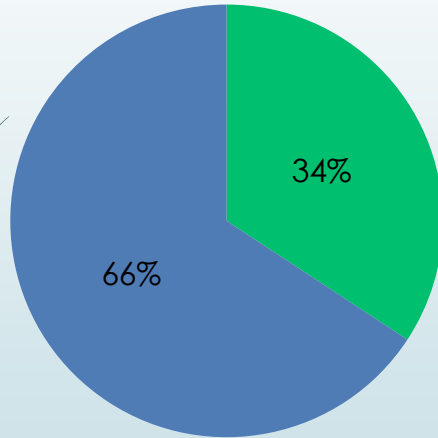
Reports of Violence

34%

66%

■ Yes ■ No

43%

57%
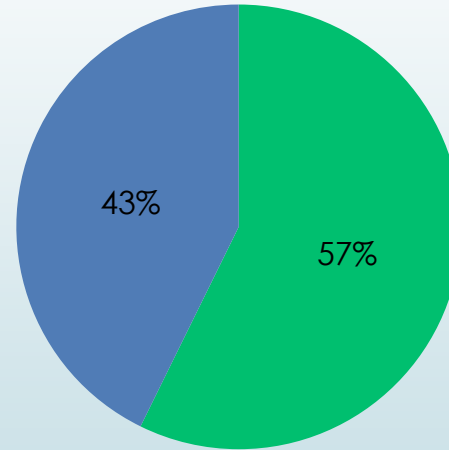
■ Yes ■ No

Observations:
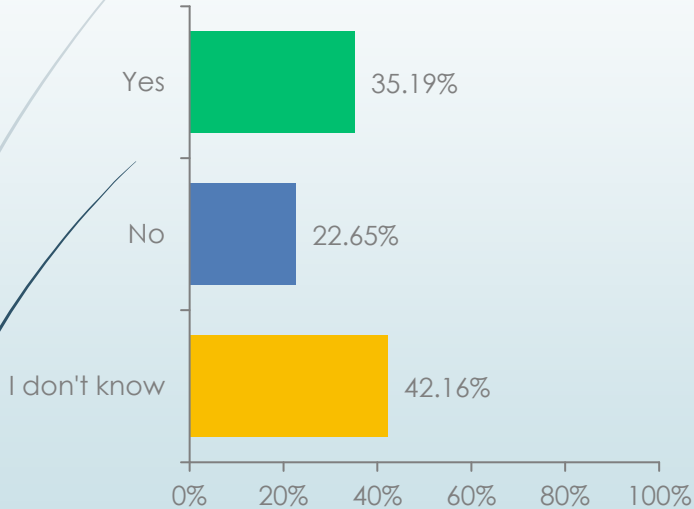It appears that members were more likely to report violence than harassment. In review of the report, the main reason for not reporting harassment was fear of repercussions; as we know in harassment reports, you need to identify yourself. This appears to be a significant indictor of a culture where staff do not feel psychologically safe.
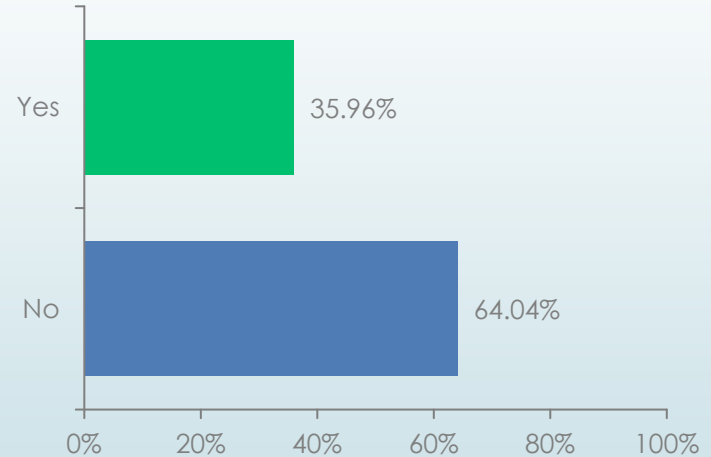
How did you respond to the workplace violence incident?

Response	Percentage
Took no action	20.91%
Told the person to stop	41.81%
Told friends/family	18.12%
Told a co-worker	47.74%
Reported to my Supervisor	64.46%
Transferred to another position	4.88%
Sought help from the Employer	14.63%
Completed an incident report	36.24%
Completed the UPSE Workplace Concern form (Health PEI staff only)	4.88%
Contacted my union	10.45%
Completed a WCB claim (if injured)	8.36%
Reported to OHS	3.48%
Tried to pretend it never happened	8.71%
Tried to defend myself	14.29%
Sought counselling	9.76%
Called Security/Police	11.15%
Pursued prosecution	2.09%
Other	11.15%

Did your Supervisor/Manager investigate the incident(s) you reported?

Yes	35.19%
No	22.65%
I don't know	42.16%

Did you receive feedback from your Supervisor/Manager on the incident report(s) you have submitted?

Yes	35.96%
No	64.04%

Observations:
Almost 65% of respondents reported that they received no feedback from their supervisor.

# Do you think the incident could have been prevented?
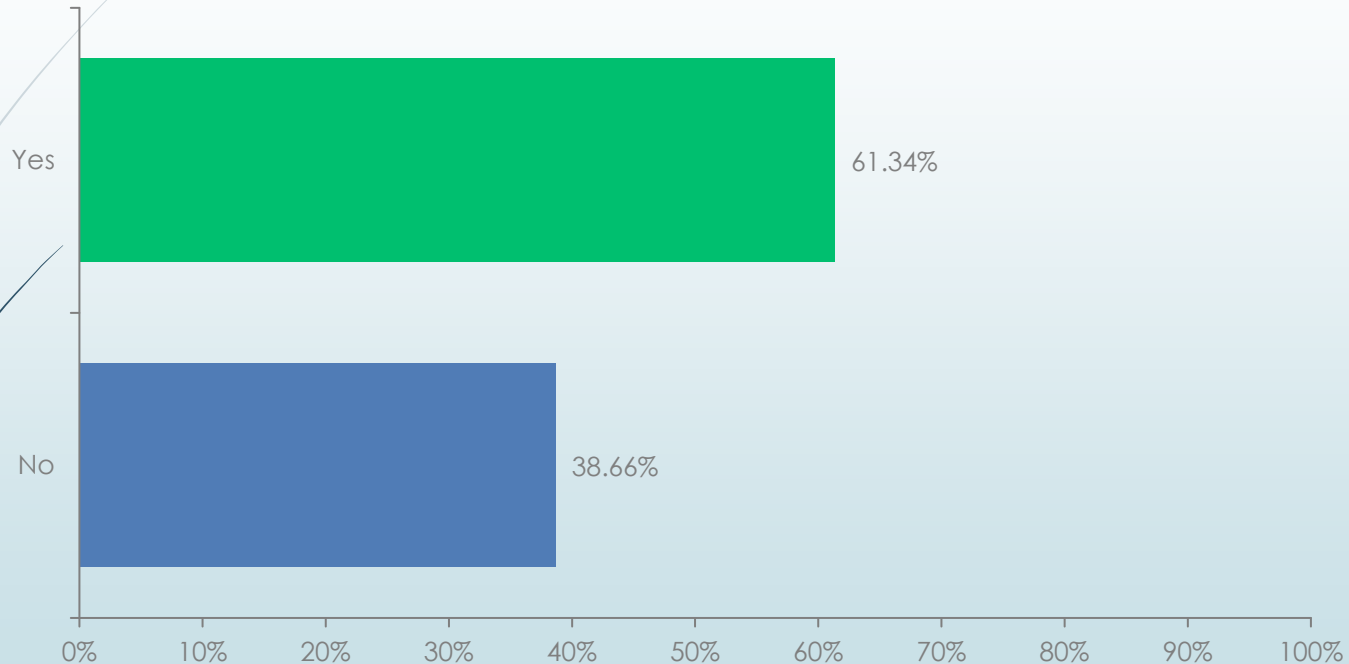
UPSE Members commented that they believe the incident could have been prevented if:

- Patients and clients received their proper medication.

- "If residents with history if aggressive behaviors could be properly medicated, a lot of the abuse would decrease. Also, if the units were smalled, and we had more staff available."

- "Better training and understanding of trauma and how to manage that is necessary in all aspects of public service."

- "Possibly, by having more supports for employees and greater expectations and accountability of clients."

Have you participated in a Workplace harassment/bullying investigation as a complainant, respondent, or witness?

- Yes — 20.00%
- No — 80.00%
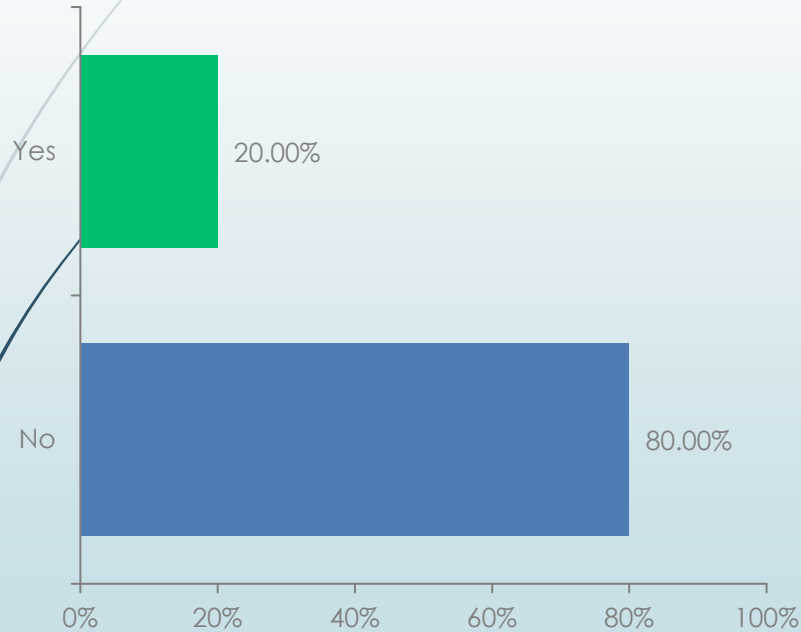
If yes, what type of harassment was investigated?

- Personal — 62.83%
- Sexual — 5.31%
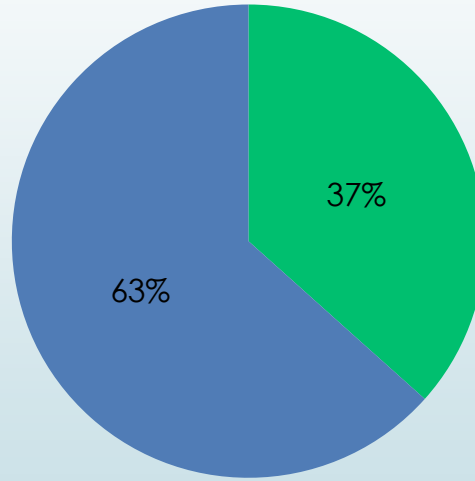- Abuse of Authority — 31.86%
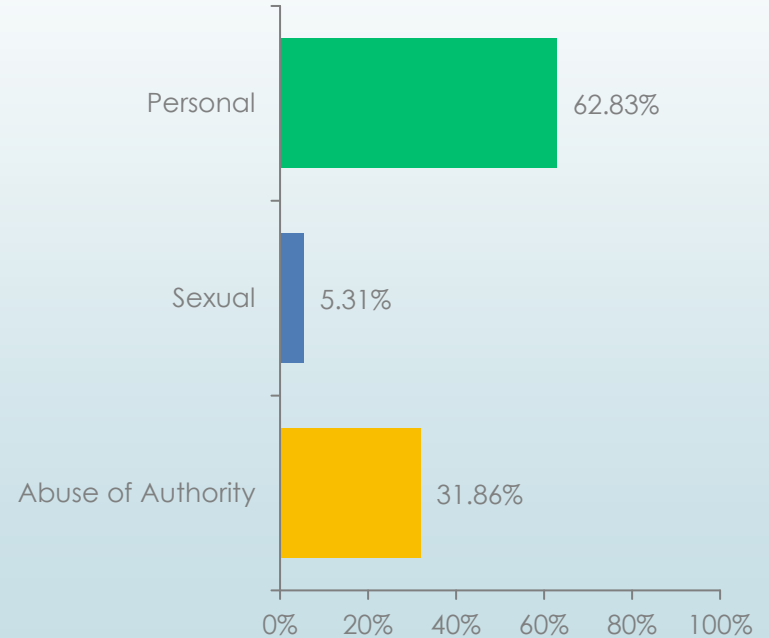
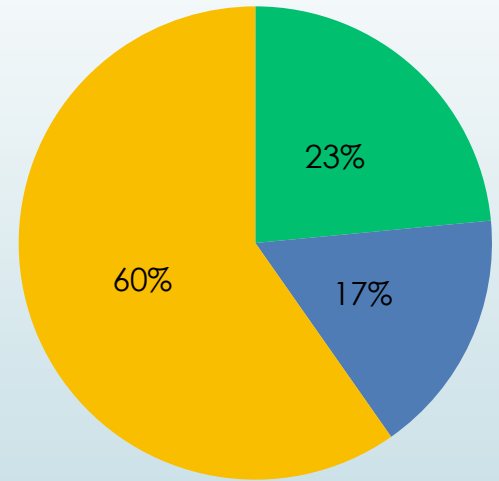Were you satisfied with the investigation results?
- Yes 35%
- No 65%
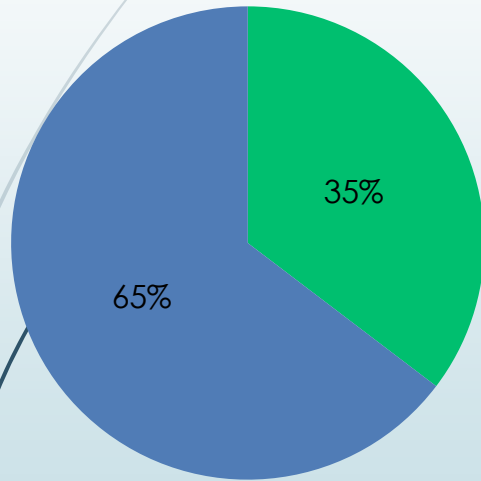
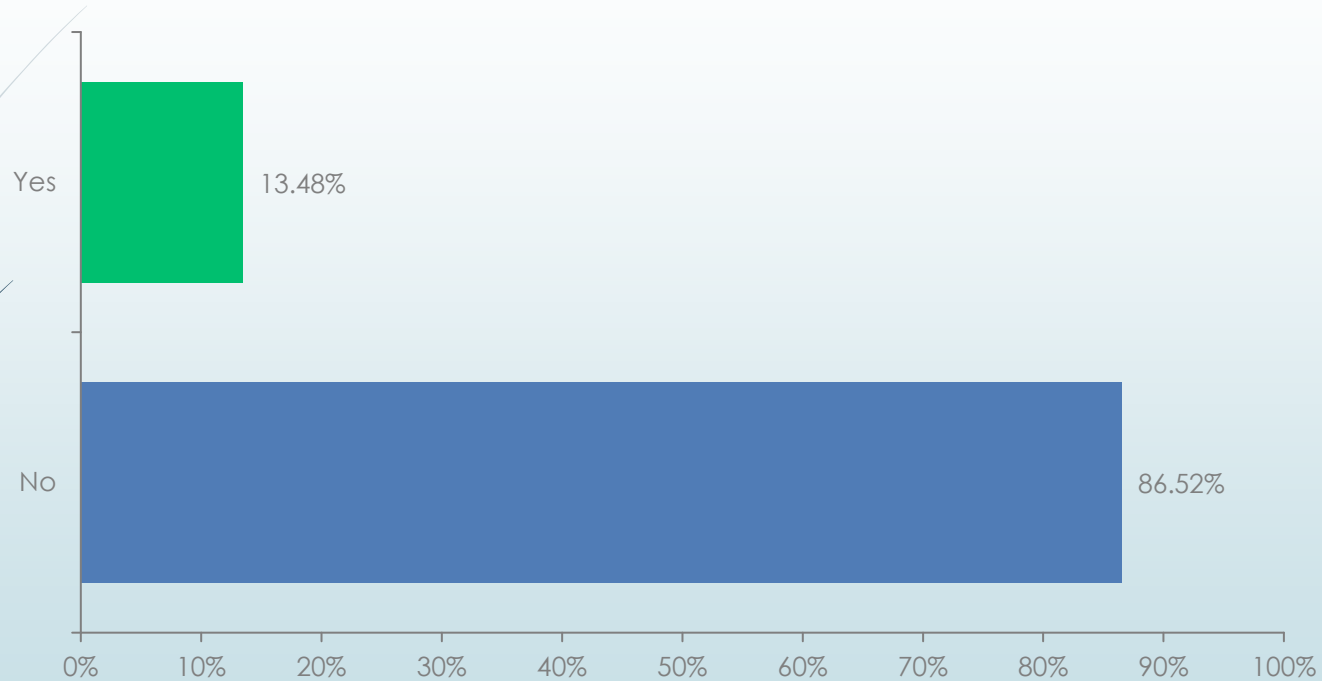Did the Employer share the results and recommendations of the investigation report with you?
- Yes 37%
- No 63%

Were the recommendations from the investigation report actioned by the Employer?
- Yes 23%
- No 17%
- I don't know 60%

# Was there a Workplace Restoration Plan developed?

Observations:
Whether an allegation is substantiated or not, a workplace restoration plan should be incorporated or even a dedicated resource to develop and implement them across business/organization.

Have you participated in a Workplace Assessment to address harassment/bullying in the workplace?

11%

89%
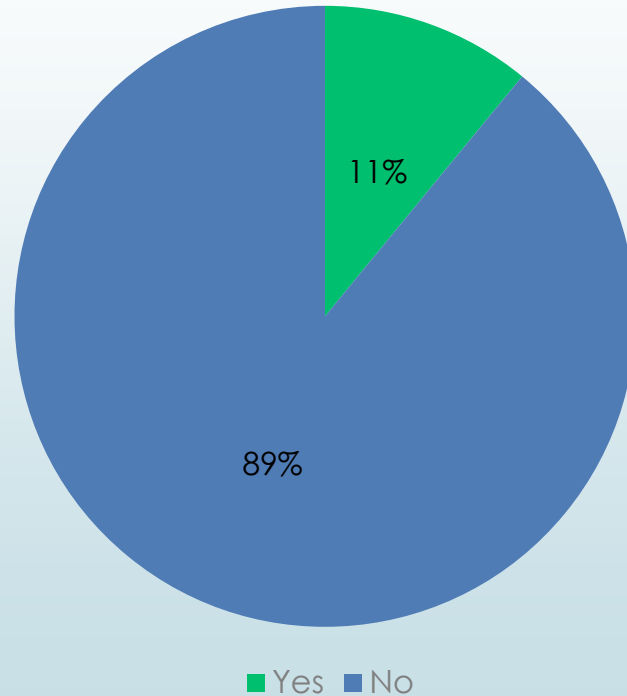
■ Yes ■ No

Were you satisfied with the Workplace Assessment results?
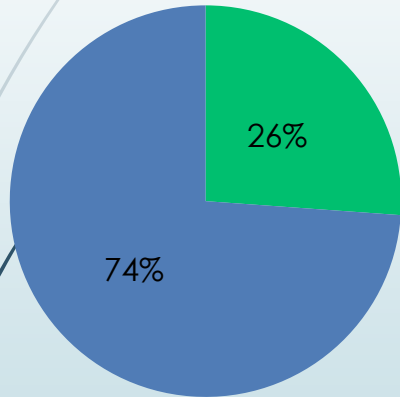
26% Yes
74% No

Did the Employer share the results and recommendations of the Workplace Assessment with you and/or participants of the assessment?
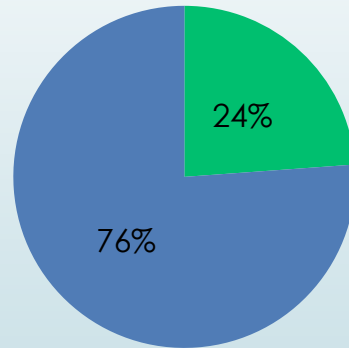
24% Yes
76% No

Were the recommendations from the Workplace Assessment actioned by the Employer?
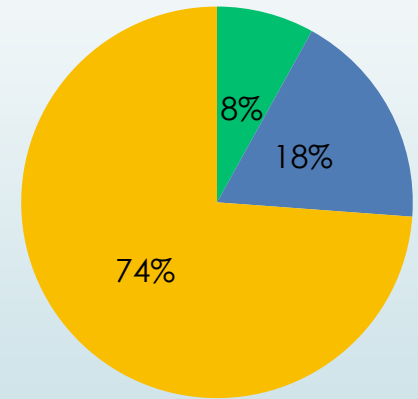
8% Yes
18% No
74% I don't know

Observations:
Workplace Assessments should not be exempt from FOIPP. This would assist in transparency and accountability on Employers to fix the issues.

Was a Workplace Restoration Plan developed?

Response	Percentage
Yes	7.39%
No	21.02%
Don't know	71.59%
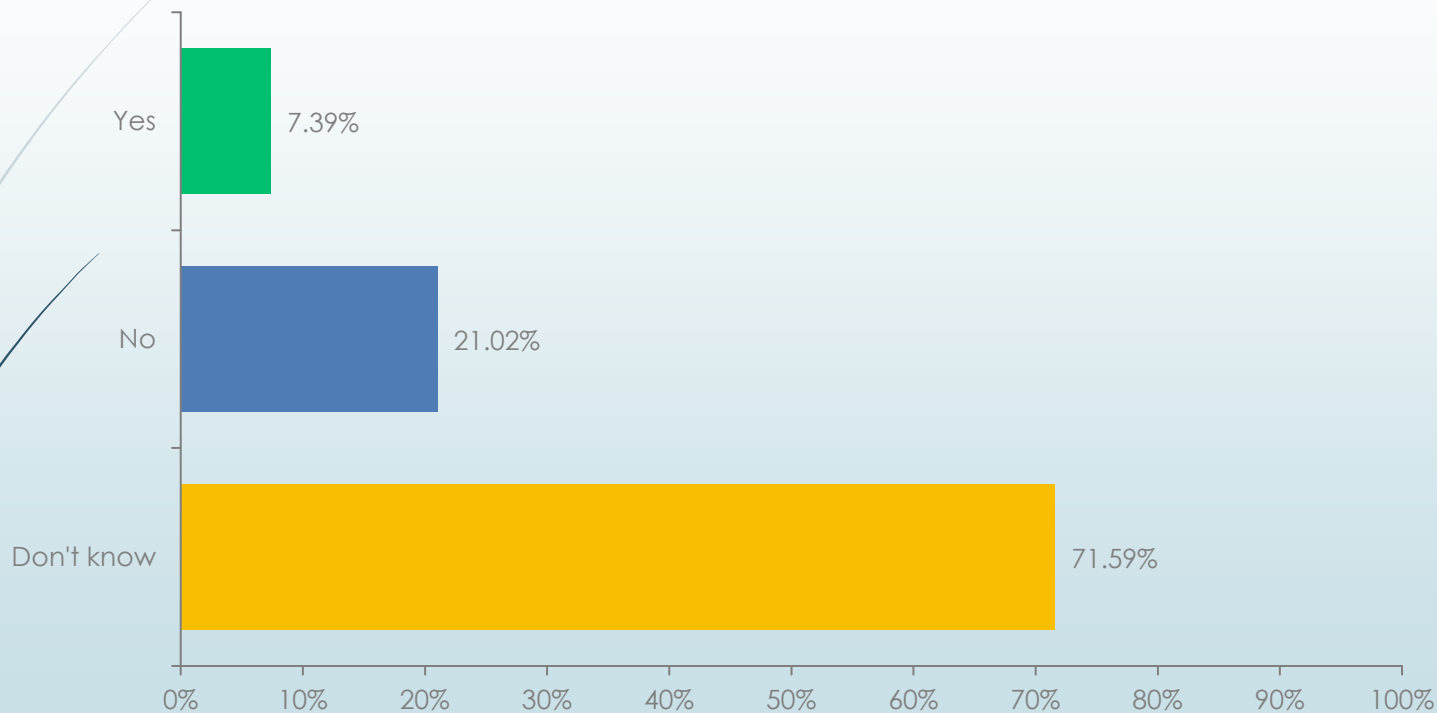
Does your Employer do enough to prevent violence in your workplace?

Yes — 52.90%

No — 47.10%
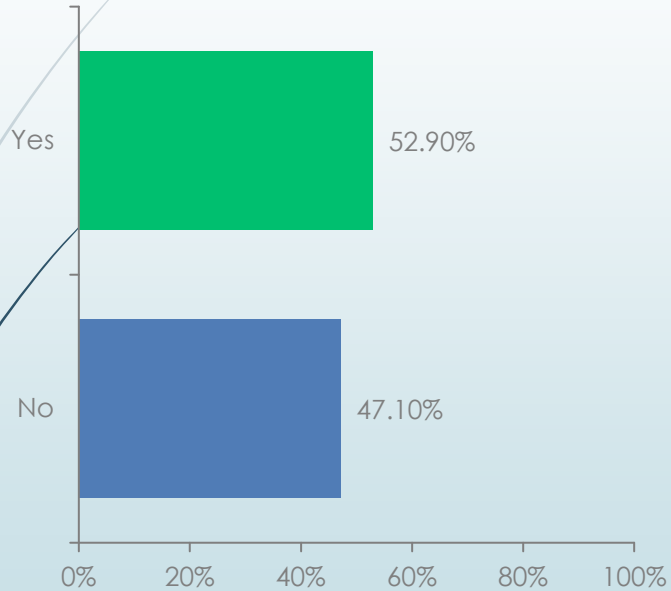
Are you aware of any violence prevention policies that are specific to your workplace?

Yes — 38.65%

No — 29.91%

I don't know — 31.44%
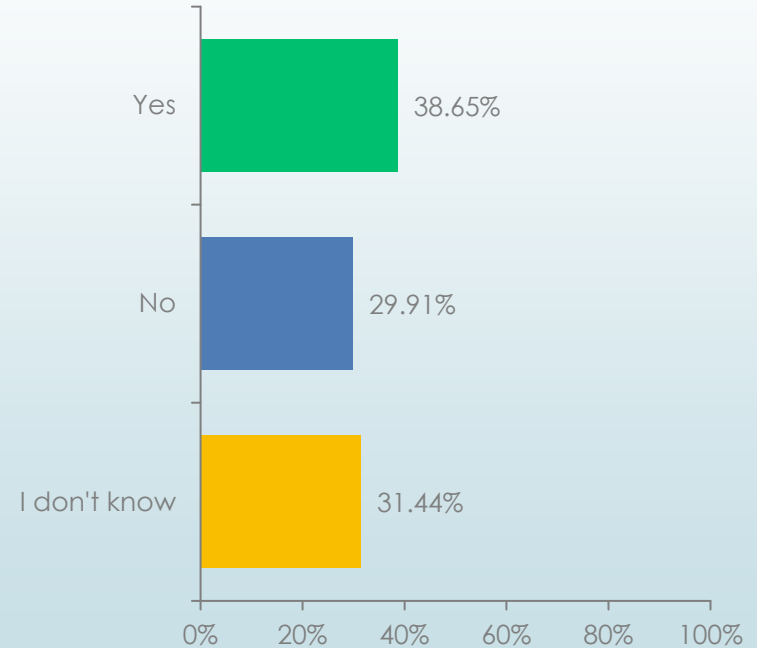
What measures currently exist in your workplace to deal with violence in the workplace?

Measure	Percentage
Security measures (Security, alarms, portable telephones, etc.)	57.38%
Improve surroundings (e.g. lighting, noise, temperature)	24.29%
Restrict public access	46.43%
Patient/Client/Resident/Customer Screening (record of previous aggressive behavior)	25.48%
Patient/Client/Resident/Customer Protocols (e.g. control and restraint procedures, transport, medication, access to information)	19.52%
Increased staff numbers	7.86%
Check-in procedures	21.67%
Special equipment or clothing	10.00%
Rotate staff from one area to another	6.43%
Reduced periods of working alone	17.62%
Training (workplace violence, coping strategies, communication skills, conflict resolution, self-defense, non-crisis invention)	39.76%
None of these	12.38%
Other (please specify)	6.90%

Summary – existing measures to prevent violence in the workplace

- **Security measures…**
    - "Only some areas have security measures, but not all positions have the same level of security... Where some would never meet with a client, other staff are left to meet with the client 1:1 in their homes, without protective strategies. Our offices are not set up in a safe way for anyone except front reception, no security buttons or supports available in meeting rooms, many of which are at the very back of the building, away from other staff. Staff is not trained in how to reduce reactions, or to help during episodes of disassociation or anger/trauma responses, resulting in risk of unnecessary escalation of the client, due to inappropriate staff responses."
    - "We have an app where we are to report if we are working alone."
- **Restricting public access…**
    - "Only have security starting at 3pm, our clinic closes at 4."
    - "We have asked repeatedly for security measures to be put in place. These included security personnel and restriction of public access. We have a commissioner who does not start a shift until after regular working hours."
- **Training…**
    - "There needs to be non-violent crisis intervention training, it hasn't been offered in the 4 years I have worked here."
    - "Training is available but often not taught by certified instructors, but instead by other staff who have previously had training."

What would you like to see included in a possible workplace harassment/bullying and violence prevention policy that would reduce harassment/bullying and violence in your workplace?

More staffing	45.92%
Better security measures	38.78%
De-escalation training and/or other training (as required)	56.12%
Improved patient/client/resident/customer protocols	38.78%
Accountability/recourse	65.05%
Workplace Restoration Plan	32.14%
Other (please specify)	11.22%
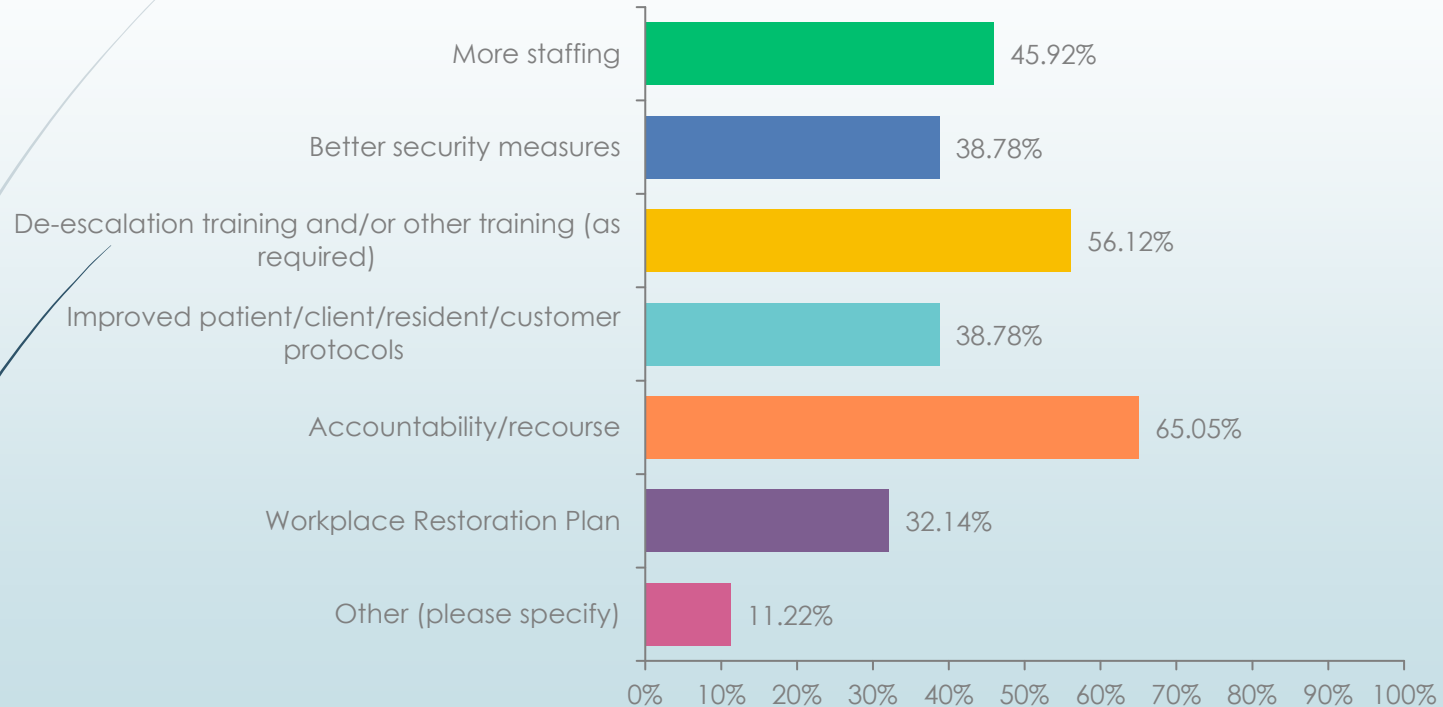
Observations:
Accountability and Recourse are of the utmost importance to staff.

UPSE member suggestions/comments for workplace harassment/bullying and violence prevention policies…

- **Accountability/recourse**
  - "I want to emphasize the accountability portion. As an LPN, we get verbally abused very frequently by competent patients and family members who know better but choose to be verbally abusive rather than speak to nursing staff as adults."
  - "Residents AND their families need to be dealt with. Things keep continuing to happen and are brushed under the rug. Constant accusations of theft etc, and families being just as rude."
  - "Management that cares about the employees and their well-being."
- **De-escalation training and/or other training (as required)**
  - "I think we need more access to education about violent behaviors as well as verbal abuse and how we can approach these behaviors. I think we should also have availability to take the full GPA program as I think it's vital to how we provide care. Also an in service/course provided on bullying between staff, and a clearer understanding of what we should do if we witness inappropriate behaviour from a co worker so it does not negatively effect the workplace."
  - "More education on what it is and how to handle it when it does occur."
  - "MORE TRAINING AND UNDERSTANDING ON TRAUMA!!!! AND THE ROLE THAT THESYSTEMS OFTEN PLAY IN THAT!"
- **More staffing**
  - "Always have two staff members work together."

In your opinion, what are the key factors that are contributing to workplace harassment/bullying and violence in your workplace?

- "There is a disengagement of management and directors from front line staff. Work and new duties continue to be pushed onto staff without any regard to staff morale. When it gets questioned, staff are just told that it the way it is and there's no discussion. Basically adjust or leave."

- "Abuse of power, lack of respect and knowledge, persons in management and other related positions not having job security (a collective agreement or union), an overwhelming # of persons in the workplace being repeatedly asked to do more work with fewer resources, burnout."

- "Poor leadership"

- "Senior management and supervisors not receiving proper instruction and management not making people accountable."

- "Inexperienced/underqualified people in positions of authority."

- "Management not doing their jobs properly."

Key factors continued…

- "The same person in authority that stays in the same powerful position affecting all those underneath. On the surface, seems harmless but if you dig deep, that person pulls all the strings."

- "Lack of accountability, lack of staff, overworked."

- "Lack of accountability."

- "Lack of self-awareness. **Using position of authority to bully others.** Blaming behaviors. Too much stress. Supervisors / managers / directors who are blind or do not take situations seriously."

- "Directors that only listen to managers and not staff. Last director loved to harass people herself and my managers would only convey information to her that made them look good and employees look "disgruntled". A change in HR manager for my section. The HR manager has lied and threatened me in the past and does not care about employees only saving management. I need to find work elsewhere in government."

Summary of key factors…

- UPSE members believe the following are the main contributors to workplace harassment/bullying and violence:

  - Management issues include such as: abusive behaviors of supervisors, managers, and directors; favoritism; too many management positions; lack of support for staff.

  - Staffing shortages which result in burnout and lack of care for customers, clients, and patients.

  - The belief that nothing will be done about issues and that people are not held accountable for their actions.

  - Violent and abusive patients, residents, clients, students, and customers are not accountable for their actions and management does not support staff when dealing with these issues.

  - An overall toxic workplace culture and high stress levels.

  - Lack of appreciation or acknowledgement of diversity.

In your opinion, what key measures would assist in reducing the incidence of workplace harassment/bullying and violence in your workplace?

UPSE members believe the following would reduce the incidence of harassment/bullying and violence in the workplace:

- "Increased staff to patient rations, more code white and NVCI training, better support from upper management when staff experience harassment or assault, and actual recourse when a patient physically or sexually assaults staff."

- More accountability - Employees are subject to performance reviews from managers. Managers should also be subject to review from their employees. Greater emphasis on how to be an effective, emotionally intelligent manager - mandatory training for all managers or supervisors. Increased staffing or support in certain stretched areas, especially for public-facing workers."

- "Safe & supportive place to report incidents. REAL, accountability and repercussions! Top down action, why is it up to lower level employees to protected themselves? If Senior staff are contributing were do you turn? No action is going to be taken on micro aggressions, the belittling. They are untouchable."

- "Accountability, LEADERSHIP, Policy and Procedures that are actually FOLLOWED."

Specific areas of improvement needed in…

- **Training/education**
  - "Mandatory training workshops for all - staff and students."
  - "More training and education. Managers should hold mandatory in-services to review policies and procedures around bullying and harassment and violence prevention."
  - "Emotional intelligence and awareness training, mandatory for those in leadership positions, access to training materials/books on emotional intelligence."
  - "Increased Equity, Diversity & Inclusion training as well as training in de-escalation and trauma informed care."

- **Increased support from management (i.e. deal with issues, employees evaluate management, listen to staff, no favoritism).**
  - "Obligatory training for all employees in authority to underline the importance of appropriate and respectful behaviour."
  - "Mandatory exit interviews! Senior Management training on etiquette and feelings."
  - "CHANGE OF ATTITUDE AND LEADERSHIP"
  - "The management needs to realize that they can't treat everyone differently. There are not two classes of employees."

Continued…

- **Accountability and action taken on incidents**

  - "Have rules and follow through with them, management needs to open their eyes, and deal with the people that are cause all of these issues not just sweep it under the rug and hope it goes away, we need more staff to help with people getting burnt out and then start taking it out on staff it leads to a toxic workplace!"

  - "Addressed incidents immediately with meaningful intervention, taking into consideration what measures would be needed to prevent future incidents."

  - "Accountability and discipline have to be enforced. Right now there are no consequences for bad behavior or poor work product."

  - "Hold people of all levels accountable for their actions and responses regardless of position or level of authority."

- **Transparency**

  - Changes to legislation (FOIPP)

  - Mandatory reporting on Workplace Assessments to all affected.

Continued…

- **Staff levels/better workloads**

  - "BETTER STAFFING RATIOS"

  - "WILL NOT SOLVE EVERYTHING BUT ADEQUATE STAFFING IN DEPARTMENTS TOLIGHTEN THE WORKLOAD ON THOSE OVERWORKED."

  - "Increased staffing, and ability to rotate out to positions where here is a low trauma exposure for a "mental break" when needed."

  - "Definitely higher numbers of staff. It's extremely unsafe to have 1 RCW working an evening or even day shift on the heavier households that have a lot of residents who require 2 people to either assist them with their cares or getting out of bed."

- **Better communication – clear policies**

  - "Effective and respectable communication."

  - "Open communication, clear policies."

  - "Better communication from management when an incident report or report of concern is brought to management to notify us of what actions were taken."

Continued…

- **Safe reporting mechanisms – report all incidents**
  - "A way to report incidents that is less intimidating to staff. Some reassurances that legitimate concerns will be investigated and action taken. Reassurance that staff will not be punished for speaking up."
  - "A support system for staff to be able to report anything that makes them feel uncomfortable without fear of losing their jobs or further bullying and/or harassment."
  - "Putting in place mechanisms that make victims feel safe to report. In my experience I was very scared that my words would come back to haunt me so I didn't report the harasser (my director)."
- **Consequences for harassers and bullies**
  - "Employees who continue to harass and bully others (even after complaints have been filed) do not lose their job, but they should. There should be a zero policy on this. What often happens is that others who are bullied or harassed do leave their position to go elsewhere. It creates a very toxic environment for everyone around that person."
  - "Making staff accountable for their actions. And not allowing them to obtain higher positions(i.e. if bully is a regular staff and is known to be a bully- they shouldn't be allowed to receive a higher position such as a supervisor or manager."
  - "I think after 3 warnings...suspension...or the individual go to counselling that is causing bullying or violence in the workplace."
- **Politics**
  - Certain persons protected due to affiliation with authority figures.

Moving forward:

- PEI UPSE will establish a working group, in collaboration with the Employers, to look at the themes which came out in the survey and find solutions to the issues.

- PEI UPSE will launch an awareness campaign to ensure that Union members understand and assured of their rights and that members have a clear understanding of management rights.