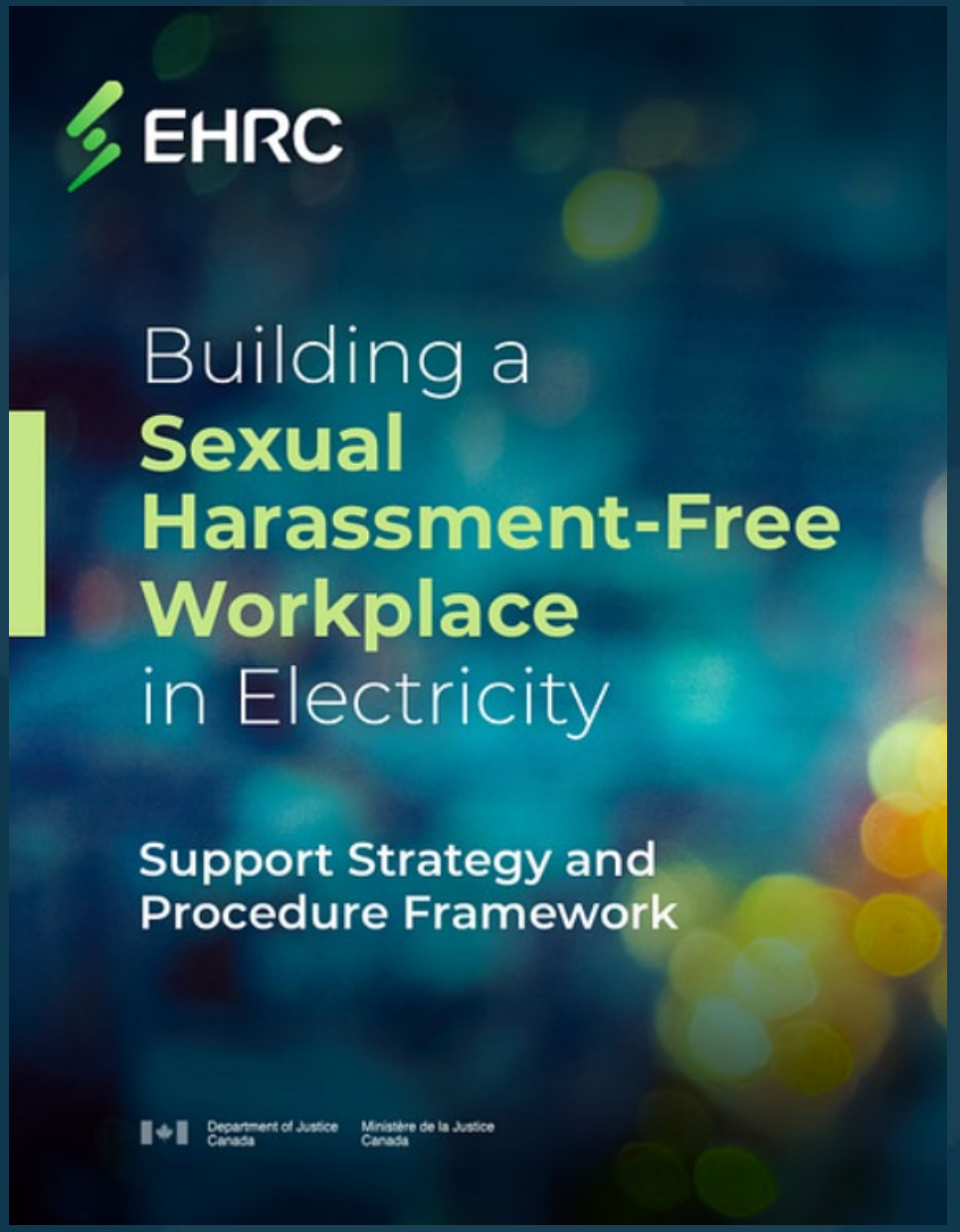
EHRC

ACTIVATING ORGANIZATIONAL SHIFT



Activating Shift

Positive cultural change can only happen when all employees recognize and interrupt harassing behaviors, support coworkers, and affirm coworkers' experience.

Catalyst – Workplaces that work for women

What is organizational culture?

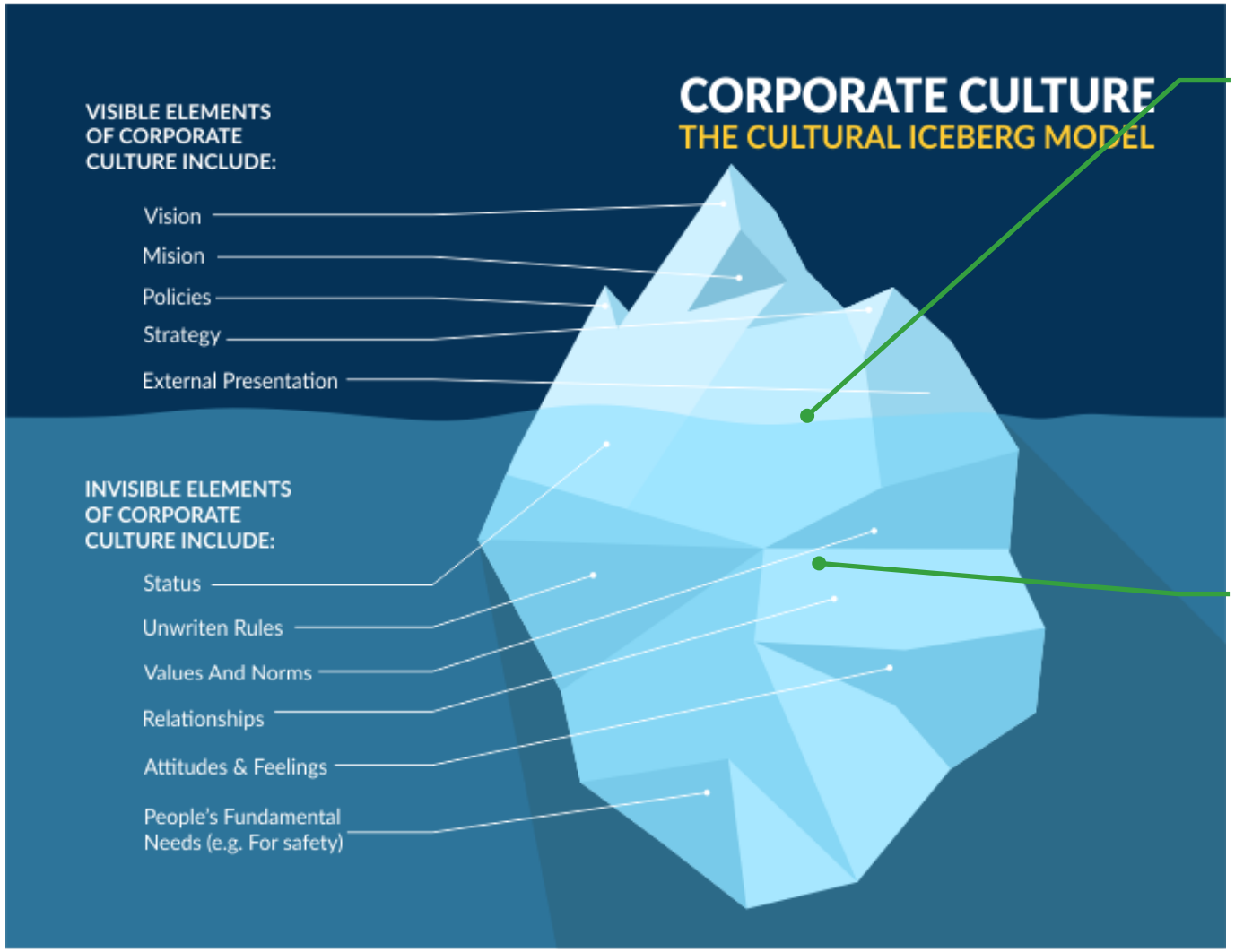
Simply put, it is the personality of an organization

- A system of **shared beliefs**, **values**, **assumptions, language patterns** that governs behaviour in a workplace.

- These **shared values have a strong influence** on how the people in the organization work and interact.

- A shift in workplace culture requires a recognition of the **explicit** and **implicit** characteristics of the culture and a **sustained effort** over a **significant period of time** in order to effect change.

Culture is like an iceberg – it's the underlying elements that will sink an organization



The Way We Do Things Around Here
Public aspect of an organization's personality
Observable
Conscious
Requires adaptive changes - relatively minor/easy

Why we do the things we do around here
Hidden aspect of organization's personality
Unconscious
Underlying beliefs
Taken for granted
Requires transformation change – dramatic/systemic

Understanding Gender Based Harassment and Violence-GBHV in the Workplace

Gender-based violence or harassment is committed against someone based on their gender identity, gender expression or perceived gender

It most often targets women, transgender people and gender non-conforming or non-binary people.

Rates of violence and abuse are also higher for people who experience social marginalization and exclusion i.e., Indigenous people, immigrants and refugees and people with disabilities.

Shifting Organizational Culture

- Gender Based Harassment and Violence is not simply an issue of compliance.
- Organizations need to first address the underlying power imbalance and behavioral norms that ignore or condone GBHV in the workplace.
- Various actions are needed to alter workplace culture, infrastructure and processes.
- Changing organizational cultures must be intentional and requires a plan

Shifting Organizational Culture

Impact– Survivors and co-workers

- Trauma caused by GBHV can result in social isolation, negative physical and mental health, absences or tardiness, work interruptions, decreased productivity and concerns about job security
- Gender-based violence and harassment also impacts colleagues of those directly involved, whether they witness the violence or are affected by the aftermath.
- More than 30% of survivors of intimate partner violence say their co-workers were impacted, often due to stress or concern about the survivor experiencing violence.

Source: EVA BC: https://www.heretohelp.bc.ca/visions/workplace-bullying-and-harassment-vol15/gender-based-violence-and-harassment-in-the-workplace

GENDER BASED HARASSMENT AND VIOLENCE IS A WORKPLACE HEALTH AND SAFETY ISSUE

Impact - Workplace

- Compromises workplace safety,
- Reduces productivity and engagement among staff,
- Increases absenteeism and employee turnover,
- damaging workplace culture and
- creating potential liability for harm caused

Source: EVA BC: https://www.heretohelp.bc.ca/visions/workplace-bullying-and-harassment-vol15/gender-based-violence-and-harassment-in-the-workplace

What organizations can do

Prepare for organizational change

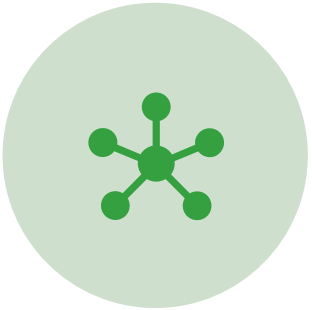
- Gather data on patterns of leadership pipelines, demographics of leadership roles and succession plans to generate gender diversity and opportunities in leadership
- Engage employee: surveys to understand employees experience, knowledge, whether employees feel safe, supported
- Review and evaluate policies, procedures, and practices

Integrate GBHV into Health and Safety Processes

- Offer learning opportunities that go beyond compliance-based training
- Recognize GBHV as a workplace health and safety issue
- Include GBHV in H & S policies, processes, initiatives, training
- Include debrief of incidents of GBHV in safety talks

Creating Psychologically Safe Environments

CHALLENGE



ENGAGE

CONDUCT GBHV RISK AUDITS

ACKNOWLEDGE

Resources

- Harvard Business School Online

https://online.hbs.edu/blog/post/organizational-change-management

- Michigan State University

https://www.michiganstateuniversityonline.com/resources/leadership/organizational-change-management/

- International Training Centre – Handbook on Gender and Organizational Change

  https://www.itcilo.org/resources/handbook-gender-and-organizational-change

- Pride at Work

  https://prideatwork.ca/