



The framed articles identify the provisions adopted by the Board of Directors through a policy.

1.1 The Cree Board of Health & Social Services of James Bay (CBHSSJB) adopts the present policy in order to protect the organizational values related to the protection of individual rights and the safety of its personnel and in order to promote a healthy and safe workplace for all.

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2) DEFINITIONS

In this policy the following words and expressions have this meaning:

- a) **Employer or CBHSSJB:** The Cree Board of Health & Social Services of James Bay;
- b) **Personnel or employees:** The workers, managers, doctors, dentists, pharmacists, volunteers and contractual employees.

In this document, the masculine form is used without discrimination and with the sole purpose of alleviating the wording of the text.

3) JURISDICTION

3.1 The present policy applies to the all personnel, trainees, visitors, users¹, families, volunteers, suppliers, sub-contractors and contract employees as well as to the elected members (Board of Directors).

3.2 This policy is based on the various laws in effect, notably the *Charter of rights and freedoms* (art. 10, 10.1, 46), the *Act respecting Labour Standards* (art. 81.18, 81.19, 123.6 to 123.16), the *Act Respecting Occupational Health and Safety* (art. 49 to 51), the *Criminal Code* as well as the collective agreements and other working conditions in effect (Cf. **Appendix A**).

4) HARASSMENT and VIOLENCE

4.1 Harassment is defined as any inappropriate comment or behaviour, whose author knew, or should have reasonably known, that it would not be tolerated as explained below.

4.2 Psychological harassment is described as follows:

"Any vexatious behaviour in the form of repeated and hostile or unwanted conduct, verbal comments, actions or gestures affecting an employee's dignity or psychological or physical integrity and resulting in a harmful work environment for the employee.

A single serious incidence of such behaviour that has a lasting harmful effect on an employee may also constitute psychological harassment."

The legal definition of psychological harassment includes the various vexatious behaviours, whether with a sexual or discriminatory connotation according to the other reasons listed in article 10 in the *Charter of Human Rights and Freedoms* (notably race, colour, sex, pregnancy, sexual orientation, civil status, age except as provided by law, religion, political convictions, language, ethnic or national origin, social condition, a handicap or the use of any means to palliate a handicap).

¹ If the victim of harassment or violence is a user, the complaint will be dealt with through the "Code of ethics".

Also, any type of violent behaviours, or comments, threats, intimidation, blackmail or insulting words, brutal gestures made toward objects or one or several persons constitute psychological harassment if only one single serious action prejudicially affects the psychological integrity and produces a harmful effect for the employee.

Some situations can cause difficult work relations, but are not out of hand psychological harassment. For example, a conflict between two employees, work related stress, difficult professional constraints. In addition, the regular management of personnel activities (Assignment of tasks, production, managing absenteeism, sanctions, etc.) is a legitimate exercise of the Employer's management right. However the Employer has to be careful not to abuse it or exercise it in a discriminatory way.

Act respecting Labour Standards / art. 81.18

4.3 Violence is defined as follows:

Any intentional or unintentional, verbal or non verbal behaviour, with the goal or the effects of prejudicially affecting the physical or psychological integrity of another or his environment.

These behaviours can take several shapes, as for example physical aggressiveness, assault, psychological intimidation, wrongful act and unacceptable behaviours including harassment.

Criteria

4.4 In order to establish there is actually psychological harassment, the presence of all the elements in the definition have to be demonstrated:

a) Vexatious behaviour

It is a conduct that is humiliating or abusive for the person who suffers it, that hurts them in their self-esteem and cause them substantial distress. It is a behaviour that exceeds what a reasonable person considers appropriate at work.

A reasonable person is: a person well informed of all the circumstances and being in the same situation as that experienced by the employee who presents oneself as a victim of harassment, and who would also conclude that the conduct is vexatious.

b) Repetitive in nature

Looked at separately, a comment, a gesture, a behaviour can seem benign. It is the accumulation or all of these behaviours that can become harassment.

c) Verbal comments, gestures or behaviours that are hostile or unwanted

The comments, gestures or behaviours in question must be considered hostile or unwanted. If they are sexual in nature, they could be considered as harassment even if the victim did not clearly express his refusal.

d) Affect the person dignity or integrity

Psychological harassment has a negative impact on the victim. The victim may feel belittled, devalued, denigrated on the personal as well as on the professional level. The victim physical health may also be affected.

e) Harmful work environment

Psychological harassment makes the work environment harmful for the one who is

the victim. For example, the harassed person can feel isolated from his colleagues because of hostile comments, gestures and behaviours towards him or about him.

5) ROLES and RESPONSIBILITIES

5.1 The CBHSSJB intends:

- a) To inform and raise the awareness of the milieu in order to prevent harassment behaviours and violence;
- b) To provide the necessary support to the victims or the persons who believe they are victims of harassment or violence by establishing accessible, simple and efficient assistance and recourse mechanisms;
- c) To preserve the confidentiality of the information regarding a complaint as well as the identity of the individuals involved, unless the information is necessary to process the complaint, to carry out an investigation, to impose sanctions or if required by the law.

5.2 The Executive Director must:

- a) Make sure the present policy is implemented in the entire organization;
- b) Table annually a report at the Board of Directors on the complaints, recommendations and the corrective measures implemented as applicable.

5.3 Every Assistant-Executive Director must:

- a) Make sure the present policy is implemented in the departments under his management;
- b) When a complaint involving an individual under his management is founded, receive the recommendations and conclusions of the complaint processing procedure (investigation, etc.) and make sure the recommendations are followed-up.

5.4 The Director of Human Resources must:

- a) Coordinate the application of the present policy as well as the complaint processing procedure as defined in the present policy;
- b) Make sure the present policy is circulated;
- c) Initiate awareness, information and prevention activities with the entire personnel;
- d) Receive any complaint of harassment and violence made by an employee;
- e) Ensure support to the managers when searching for means to manage the problems related to the present policy;
- f) Ensure advisory services for the managers with their intervention among the personnel targeted or involved in actions of harassment or violence;
- g) Ensure the cooperation of managers associations or labour unions, as needed;

- h) Ensure the follow-up of the required measures when an employee is guilty of harassment or violence;
- i) Inform the persons requiring professional and confidential assistance of the existence of the Employee Assistance Program (EAP);
- j) Receive the conclusions and recommendations from the person in charge of the investigation or the Official Investigation Committee;
- k) Forward the conclusions of the investigation and the retained recommendations to the complainant as well as to the person who is the subject of the complaint;
- l) Inform the Assistant-Executive Director(s) of his recommendations regarding a founded complaint;
- m) Submit to the Executive Director an annual report on the complaints, the recommendations and the corrective measures made when applicable.

The Director of Human Resources can delegate all or part or one or several of his vested tasks.

5.5 The directors and managers must:

- a) See to the application and the respect of the present policy in their department;
- b) Ensure the promotion of a safe work environment free of harassment and violence;
- c) Inform their entire personnel of the contents of the present policy;
- d) Help all employees to attempt resolve the harassment or violence conflicts and problems;
- e) Inform their employees of the possible recourses by virtue of the present policy and direct the complaint to Human Resources to the Employees and Labour Relations Coordinator;
- f) Intervene rapidly to put an end to any situation of harassment or violence as soon as they are informed of such a situation;
- g) Manage the staff under their responsibility equitably respecting individuals rights;
- h) Mention to the persons requiring professional and confidential assistance that the Employee Assistance Program (EAP) exists;
- i) Cooperate and participate to any investigation process regarding a complaint;
- j) Act as member of an Official Investigation Committee when required.

5.6 The employee alleged victim of harassment must:

- a) Inform as soon as possible the individual allegedly responsible that this behaviour is unacceptable and undesired. The employee can get help from his manager or a resource-person of his choice in order to identify the means to take to notify the individual allegedly responsible to put an end immediately to all reprehensible conduct or behaviour;
- b) Cooperate and participate to the proceedings implemented by the Employer to resolve the problems related hereby when required.

5.7 All individuals interacting within the CBHSSJB must:

- a) Adopt a behaviour in accordance with the policy;
- b) Contribute to maintaining a climate where trust and mutual respect are the norm;
- c) Participate to the various proceedings implemented by the Employer to resolve the problems related hereby when required.

6) COMPLAINT PROCESSING PROCEDURE AT THE HUMAN RESOURCES ADMINISTRATION

Step prior to lodging a complaint:

- 6.1 Following the step provided in article 5.6a), the employee alleged victim of harassment or violence must inform his manager of the situation deemed unacceptable before initiating a complaint procedure with HR.

If it is impossible for the complainant to proceed first with this step, he can then make a written complaint to the Director of Human Resources.

1st stage/Lodging a complaint:

- 6.2 Any complaint should be written and lodged with the Director of Human Resources within a deadline of 90 days from the last occurrence of the undesirable conduct (Cf. form in **Appendix B**). The complainant can also ask for the assistance of a resource-person to write the complaint.

Upon reception of the complaint, the Director of Human Resources or his representative can immediately take the measures deemed necessary according to circumstances in order to protect the concerned parties (Contact the complainant, recommend a leave with treatment, etc.).

2nd stage/Pre-inquiry:

- 6.3 The Director of Human Resources or his representative determines the admissibility of the complaint after a pre-inquiry.

- 6.4 The Director of Human Resources or his representative will do a preliminary analysis of the complaint and will determine if an inquiry is necessary. At any time, he can also consider the opportunity to offer that the parties resort to the mediation procedure. When this preliminary analysis is concluded, if the complaint is deemed frivolous or in bad faith, there will be no inquiry and the complaint will be rejected. If the complaint is deemed founded and that an inquiry is not deemed necessary (Ex.: If the complaint is not contested), the Director of Human Resources or his representative will continue the process provided by the policy and will recommend or will take the required measures to resolve the situation. In case an inquiry is deemed necessary, it must be started as soon as possible.

- 6.5 A reply is sent to the complainant within 20 work days after the complaint is received. If the complaint is inadmissible, it is rejected and the interested parties will be informed. If needed, recommendations are implemented.

3rd stage/Informal conflict resolution mechanisms:

- 6.6 In case the complaint is admissible, the complaint processing procedure can be continued if appropriate by implementing informal conflict resolution mechanisms such as mediation. This process must be offered to the concerned individuals in order to encourage accountability regarding solutions leading to a resolution of the conflict. The parties are not obligated to accept mediation; Mediation must always be voluntary, it cannot be imposed.

4th stage/Inquiry:

- 6.7 If the informal resolution mechanisms do not help resolving the conflict, the Director of Human Resources or his representative can appoint a person in charge of the Official inquiry or set up an Official Inquiry Committee within 40 work days after the complaint is lodged.

Make up of the Official Complaint Inquiry committee:

- 6.8 When a committee is set up it has to be made up of at least five (5) individuals nominated from the following categories:
- a) One representative from the Human Resources Department;
 - b) Managers;
 - c) Expert (Doctor, lawyer, etc.);
 - d) union representative.

The Director of Human Resources reserves the right to nominate another member depending on the situation or context. The number of members should be odd and no members should be in conflict of interest.

Examination and processing the complaint:

- 6.9 The person in charge of the inquiry or the Official Inquiry Committee carries out an inquiry by meeting with the parties in litigation and any other individual that can help analyse the nature, the relevance and merit of the complaint; during the enquiry each party can be accompanied by a person of their choice.

6.10 The person in charge of the inquiry or the Official Inquiry Committee must:

- a) Analyse the facts regarding the complaint by corroborating the testimonies received;
 - b) Issue his conclusions regarding the situation at the basis of the complaint;
 - c) Submit his conclusions and recommendations to the Director of Human Resources within 15 work days starting at the end of the enquiry.
- 6.10.1 The person in charge of the inquiry and all the Committee members individually and collectively commit to the following:
- a) Apply the inquiry procedure in the prescribed form;
 - b) Remain impartial and objective;
 - c) Document the complaint and maintain the file up-to-date;

- d) Respect confidentiality;
- e) Support the parties by referring them to the Employee Assistance Program (EAP) if needed;
- f) Investigate all complaints seriously, discretely and within a reasonable deadline;
- g) Withdraw immediately from the file when he sees his lack of objectivity. In case a member of the Committee withdraws, the Committee continues without necessarily adding another member.

7) FINAL PROVISIONS

7.1 The deadlines provided in the present policy are indicators and can be prolonged notably during the annual holiday period or Goose Break when the concerned persons are unavailable.

7.2 The internal complaint processing procedure in the present policy does not deprive in anyway an individual's right to go directly to the Courts or, for a unionized employee, to lodge a complaint through a grievance or for a non unionized employee through the Commission des normes du travail.

7.3 Every person must abstain from lodging complaints that are without valid reasons, frivolous, vexatious or in bad faith. Complaints in bad faith and false statements cannot be tolerated. Therefore, their authors are liable of administrative sanctions as well as disciplinary or legal sanctions depending on the severity of the consequences on the accused persons and on the Organization's reputation.

7.4 The Employer will impose appropriate measures, disciplinary or other, against any person resorting to retaliation against a person who has reported a case or lodged a complaint for harassment, or against any person who testifies, cooperates or participates to an inquiry regarding this harassment. Retaliation includes but is not limited to any shape or form of intimidation or threats.

7.5 The Executive Director in collaboration with the Executive Committee is in charge of adopting the criteria and procedures to implement the provisions established in the present policy.

7.6 The Director of Human Resource is responsible for the application of the present policy and for assessing it and revising it as needed.

However, every person mentioned in this Policy must respect all its provisions and every CBHSSJB manager must make sure all its provisions are applied and respected.

Appendix A
The employer legal obligations /
Excerpts from laws or other

AN ACT RESPECTING LABOUR STANDARDS (R.S.Q., chapter N-1.1)
<p>PSYCHOLOGICAL HARASSMENT</p> <p>81.18. For the purposes of this Act, “psychological harassment” means any vexatious behaviour in the form of repeated and hostile or unwanted conduct, verbal comments, actions or gestures, that affects an employee's dignity or psychological or physical integrity and that results in a harmful work environment for the employee.</p> <p>A single serious incidence of such behaviour that has a lasting harmful effect on an employee may also constitute psychological harassment.</p> <p>81.19. Every employee has a right to a work environment free from psychological harassment.</p> <p>Employers must take reasonable action to prevent psychological harassment and, whenever they become aware of such behaviour, to put a stop to it.</p>
<p>RECOURSE AGAINST PSYCHOLOGICAL HARASSMENT</p> <p>123.6. An employee who believes he has been the victim of psychological harassment may file a complaint in writing with the Commission. Such a complaint may also be filed by a non-profit organization dedicated to the defence of employees' rights on behalf of one or more employees who consent thereto in writing.</p> <p>123.7. Any complaint concerning psychological harassment must be filed within 90 days of the last incidence of the offending behaviour.</p> <p>123.8. On receipt of a complaint, the Commission shall make an inquiry with due dispatch. Sections 103 to 110 shall apply to the inquiry, with the necessary modifications.</p> <p>123.9. If the Commission refuses to take action following a complaint, the employee or, if applicable, the organization with the employee's written consent, may within 30 days of the Commission's decision under section 107 or 107.1, make a written request to the Commission for the referral of the complaint to the Commission des relations du travail.</p> <p>123.10. The Commission may, at any time, during the inquiry and with the agreement of the parties, request the Minister to appoint a person to act as a mediator. The Commission may, at the request of the employee, assist and advise the employee during mediation.</p> <p>123.11. If the employee is still bound to the employer by a contract of employment, the employee is deemed to be at work during mediation sessions.</p> <p>123.12. At the end of the inquiry, if no settlement is reached between the parties and the Commission agrees to pursue the complaint, it shall refer the complaint without delay to the Commission des relations du travail.</p>

123.13. The Commission des normes du travail may represent an employee in a proceeding under this division before the Commission des relations du travail.

123.14. The provisions of the Labour Code (chapter C-27) relating to the Commission des relations du travail, its commissioners, their decisions and the exercise of their jurisdiction, except sections 15 to 19, as well as section 100.12 of that Code apply, with the necessary modifications.

123.15. If the Commission des relations du travail considers that the employee has been the victim of psychological harassment and that the employer has failed to fulfil the obligations imposed on employers under section 81.19, it may render any decision it believes fair and reasonable, taking into account all the circumstances of the matter, including

- (1) ordering the employer to reinstate the employee;
- (2) ordering the employer to pay the employee an indemnity up to a maximum equivalent to wages lost;
- (3) ordering the employer to take reasonable action to put a stop to the harassment;
- (4) ordering the employer to pay punitive and moral damages to the employee;
- (5) ordering the employer to pay the employee an indemnity for loss of employment;
- (6) ordering the employer to pay for the psychological support needed by the employee for a reasonable period of time determined by the Commission;
- (7) ordering the modification of the disciplinary record of the employee.

123.16. Paragraphs 2, 4 and 6 of section 123.15 do not apply to a period during which the employee is suffering from an employment injury within the meaning of the Act respecting industrial accidents and occupational diseases (chapter A-3.001) that results from psychological harassment.

Where the Commission des relations du travail considers it probable that, pursuant to section 123.15, the psychological harassment entailed an employment injury for the employee, it shall reserve its decision with regard to paragraphs 2, 4 and 6.

CHARTER OF HUMAN RIGHTS AND FREEDOMS
(R.S.Q., CHAPTER C-12)

10. Every person has a right to full and equal recognition and exercise of his human rights and freedoms, without distinction, exclusion or preference based on race, colour, sex, pregnancy, sexual orientation, civil status, age except as provided by law, religion, political convictions, language, ethnic or national origin, social condition, a handicap or the use of any means to palliate a handicap.

Discrimination exists where such a distinction, exclusion or preference has the effect of nullifying or impairing such right.

10.1. No one may harass a person on the basis of any ground mentioned in section 10.

46. Every person who works has a right, in accordance with the law, to fair and reasonable conditions of employment which have proper regard for his health, safety and physical well-being.

AN ACT RESPECTING OCCUPATIONAL HEALTH AND SAFETY
(R.S.Q., CHAPTER S-2.1)

49. A worker must

- (1) become familiar with the prevention program applicable to him;
- (2) take the necessary measures to ensure his health, safety or physical well-being;
- (3) see that he does not endanger the health, safety or physical well-being of other persons at or near his workplace;
- (4) undergo the medical examinations required by this Act and the regulations;
- (5) participate in the identification and elimination of risks of work accidents or occupational diseases at his workplace;
- (6) cooperate with the health and safety committee and, where such is the case, with the job-site committee and with any person responsible for the application of this Act and the regulations.

50. Every employer is entitled, in particular, in accordance with this Act and the regulations, to training, information and counselling services in matters of occupational health and safety.

51. Every employer must take the necessary measures to protect the health and ensure the safety and physical well-being of his worker. He must, in particular,

- (1) see that the establishments under his authority are so equipped and laid out as to ensure the protection of the worker;
- (2) designate members of his personnel to be responsible for health and

safety matters and post their names in a conspicuous place easily accessible to the worker;

- (3) ensure that the organization of the work and the working procedures and techniques do not adversely affect the safety or health of the worker;
- (4) supervise the maintenance of the workplace, provide sanitary installations, drinking water, adequate lighting, ventilation and heating and see that meals are eaten in sanitary quarters at the workplace;
- (5) use methods and techniques intended for the identification, control and elimination of risks to the safety or health of the worker;
- (6) take the fire prevention measures prescribed by regulation;
- (7) supply safety equipment and see that it is kept in good condition;
- (8) see that no contaminant emitted or dangerous substance used adversely affects the health or safety of any person at a workplace;
- (9) give the worker adequate information as to the risks connected with his work and provide him with the appropriate training, assistance or supervision to ensure that he possesses the skill and knowledge required to safely perform the work assigned to him;
- (10) post up in a conspicuous place easily accessible to the worker all information transmitted by the Commission, the agency and the physician in charge, and put that information at the disposal of the workers, the health and safety committee and of the certified association;
- (11) provide the worker, free of charge, with all the individual protective health and safety devices or equipment selected by the health and safety committee in accordance with paragraph 4 of section 78 or, as the case may be, the individual or common protective devices or equipment determined by regulation, and require that the worker use these devices and equipment in the course of work;
- (12) allow workers to undergo the medical examinations during employment required under this Act and the regulations;
- (13) give, to the workers, the health and safety committee, the certified association, the public health director and the Commission, the list of the dangerous substances used in the establishment and of the contaminants that may be emitted;
- (14) cooperate with the health and safety committee, or as the case may be, the job-site committee and with any person responsible for the application of this Act and the regulations and provide them with all necessary information;
- (15) put at the disposal of the health and safety committee the equipment,

premises and clerical personnel necessary for the carrying out of its functions.

51.1. A person who, although not an employer, retains the services of a worker for the purposes of his establishment must fulfill the obligations imposed on an employer by this Act

C. T. № 196312 (ARTICLE 8)

- The Employer, his managers and their representatives recognize that the workplace must be free of any form of violence and, in order to achieve this, they agree to cooperate in order to avoid or put an end to it through appropriate means, among others the development of a policy
- The Employer, his managers and their respective representatives cooperate to avoid or put an end through appropriate means to any sexual harassment brought to their attention. Sexual harassment is a conduct exhibited through repeated and unwelcome comments, actions or gestures with a sexual connotation and which is of a nature to prejudice the physical or psychological dignity or integrity of the individual or of a nature to lead for that individual to unfavourable working conditions or a dismissal.
- Respecting the *Charter of Human rights and freedoms* (R.S.Q., c. C-12), the Employer, his managers and their respective representatives cooperate in order to put a stop to any discrimination against a manager through the appropriate means.
- There is discrimination when a distinction, exclusion or preference has as effect to destroy, to compromise or limit a right recognized by the present regulation or law. Notwithstanding the above, a distinction, exclusion or preference based on the required aptitudes or qualities to accomplish the tasks of a position is deemed non discriminatory.

CRIMINAL CODE (ARTICLE 264)

(1) No person shall, without lawful authority and knowing that another person is harassed or recklessly as to whether the other person is harassed, engage in conduct referred to in subsection (2) that causes that other person reasonably, in all the circumstances, to fear for their safety or the safety of anyone known to them.

(2) The conduct mentioned in subsection (1) consists of

- (a) repeatedly following from place to place the other person or anyone known to them;
- (b) repeatedly communicating with, either directly or indirectly, the other person or anyone known to them;
- (c) besetting or watching the dwelling-house, or place where the other person, or anyone known to them, resides, works, carries on business or happens to be; or
- (d) engaging in threatening conduct directed at the other person or any member of their family.

- (3) Every person who contravenes this section is guilty of
- (a) an indictable offence and is liable to imprisonment for a term not exceeding ten years; or
 - (b) an offence punishable on summary conviction.
- (4) Where a person is convicted of an offence under this section, the court imposing the sentence on the person shall consider as an aggravating factor that, at the time the offence was committed, the person contravened
- (a) the terms or conditions of an order made pursuant to section 161 or a recognizance entered into pursuant to section 810, 810.1 or 810.2; or
 - (b) the terms or conditions of any other order or recognizance made or entered into under the common law or a provision of this or any other Act of Parliament or of a province that is similar in effect to an order or recognizance referred to in paragraph (a).
- (5) Where the court is satisfied of the existence of an aggravating factor referred to in subsection (4), but decides not to give effect to it for sentencing purposes, the court shall give reasons for its decision.

Appendix B

Harassment Complaint Form

1) Name of the complainant:

Position:

Telephone:

2) Name of the person who has allegedly
committed the harassment

Position or function:

3) *Description of the harassment (if needed, use additional pages)*

4) Date(s), time and location(s) where the incident has occurred:

5) Have other people witnessed the incident, and if yes:

a) The names of these persons: _____

b) Describe their role: _____

6) How did you react to the incident?

7) Did you discuss the incident with your manager? If not, why?

8) How does this situation affect your working environment?

9) Describe any previous incident:

I am lodging this complaint based on my sincere belief that _____
has displayed harassment towards me.

I attest hereby that the information I have provided regarding this complain is true, exact and complete.

Date: _____

Complainant signature



Guide for determining what constitutes harassment

- Is the behaviour unwelcome or offensive?
- Would a reasonable person view the conduct as unwelcome or offensive?
- Did it demean, belittle or cause personal humiliation or embarrassment?
- Is it a single incident?
- Is it a series of incidents over a period of time?

The following are some examples, but not an exhaustive list, to clarify what is meant by "harassment".

What generally constitutes harassment	What may constitute harassment	What does not generally constitute harassment
<ul style="list-style-type: none"> ▪ <i>Serious</i> or <i>repeated</i> rude, degrading, or offensive remarks, such as teasing about a person's physical characteristics or appearance, put-downs or insults. ▪ Displaying sexist, racist or other offensive pictures, posters, or sending e-mails related to one of the grounds prohibited under the Charter of Human Rights. 	<ul style="list-style-type: none"> ▪ Criticizing an employee in public. 	<ul style="list-style-type: none"> ▪ Allocating work. ▪ Following-up on work absences. ▪ Requiring performance to job standards. ▪ Taking disciplinary measures. ▪ A <i>single</i> or <i>isolated</i> incident such as an inappropriate remark or abrupt manner.
<ul style="list-style-type: none"> ▪ <i>Repeatedly</i> singling out an employee for meaningless or dirty jobs that are not part of their normal duties. 	<ul style="list-style-type: none"> ▪ Exclusion from group activities or assignments. 	<ul style="list-style-type: none"> ▪ Exclusion of individuals for a particular job based on specific occupational requirements necessary to accomplish the safe and efficient performance of the job.

What generally constitutes harassment	What may constitute harassment	What does not generally constitute harassment
<ul style="list-style-type: none"> Threats, intimidation or retaliation against an employee, including one who has expressed concerns about perceived unethical or illegal workplace behaviours. 	<ul style="list-style-type: none"> Statements damaging to a person's reputation. 	<ul style="list-style-type: none"> Measures taken against someone who is careless in his or her work, such as in the handling of secret documents.
<ul style="list-style-type: none"> Unwelcome social invitations, with sexual overtones or flirting, with a subordinate. Unwelcome sexual advances. 	<ul style="list-style-type: none"> Making sexually suggestive remarks. Physical contact such as touching or pinching. 	<ul style="list-style-type: none"> A social relationship welcomed by both individuals. Friendly gestures among co-workers such as a pat on the back.