

Analysis Grid of Risk Factors for Conflict, Incivility, Violence, or Harassment at Work

RISK FACTORS AND POSSIBLE SOLUTIONS				
RISK FACTORS	RISK LEVELS			POSSIBLE SOLUTIONS
	LOW	MODERATE	HIGH	
Ambiguity or lack of details with respect to duties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> - Clarify expectations and misunderstandings - Clearly define roles and duties - Consult with individuals, specifically about work methods
Work overload or unfair distribution of the workload	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> - Clearly define roles and duties - Consult with staff members - Promote collaboration
Work tools not adapted to carrying out duties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> - Ensure that work tools are appropriate for job requirements and for the work carried out - Consult with individuals about work methods
Lack of respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> - Assert the value of respect and civility - Encourage open communication - Promote collaboration and teamwork - Hold meetings to discuss the work atmosphere
Authoritarian or lax supervision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> - Provide manager training on various aspects of management
Excessive competition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> - Promote collaboration and teamwork - Encourage multidisciplinary team projects - Encourage open communication
Unmanaged or poorly managed conflicts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> - Demonstrate leadership in matters of conflict management - Assert the value of asking for help - Intervene quickly - Assess the work atmosphere

APPENDIX 5

RISK FACTORS AND POSSIBLE SOLUTIONS				
RISK FACTORS	RISK LEVELS			POSSIBLE SOLUTIONS
	LOW	MODER- ATE	HIGH	
Envy, jealousy, or rivalry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> - Encourage open communication - Distribute workload fairly - Promote collaboration and teamwork - Clearly define roles and tasks - Hold discussion forum meetings
Lack of communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> - Encourage open communication - Promote collaboration and teamwork - Hold discussion forums (to encourage social support)
Normalization or denial of violence or harassment in the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> - Raise employee awareness - Invite employees to speak about problematic situations - Assert the value of reporting
Facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> - Consult with staff members (satisfaction) - Train employees on workstation adjustment - Promote awareness of proper posture - Make necessary corrections - Provide appropriate furnishings

Grid adapted from Commission des normes du travail. 2004. *Guide de prévention à l'intention des employeurs de la grande entreprise* [Prevention guide for large employers]. Québec: Commission des normes du travail.