

HARASSMENT POTENTIAL INDICATOR (HPI) QUESTIONNAIRE

(Name of organization or unit being analyzed)

(Date of assessment)

Greetings

Thank you for agreeing to participate in this assessment. This confidential questionnaire is designed to help you tell us what you think about a number of issues that are related to harassment and unfair treatment in the workplace. Please look it over, ask any questions you might have, and work through the questionnaire on the following pages.

You can keep a copy of your answer sheet – the other copy comes to our office. Your management will not see your answer sheet, nor will any manager or supervisor be able to link responses to any employee. We'll analyze the data we receive and prepare a summary report to help your organization plan the next steps of its workplace improvement program.

Harassment: Inappropriate Behavior/Abuse of Influence

We use a general definition of harassment that is broader than most legal or human rights frameworks. This questionnaire assesses an organization's ability to manage employee behavior and to provide legitimate avenues for the use of supervisory influence and other forms of power in the workplace. This includes appropriate patterns of gender and race relations. While there is a range of what may be considered "appropriate" there are limits beyond which behaviors are inappropriate or unwelcome. Organizations must develop the principles, systems and skills to manage employee behavior and their use of influence: if this is not done properly there is a relatively high potential for harassment complaints.

Harassment Related Factors

The questionnaire gathers employee perceptions of the following harassment-related factors:

1. Legislation and policies
2. Training and skill development
3. Supervision and leadership
4. Response mechanisms
5. Workplace climate
6. Diversity management
7. Staff development and promotions
8. Teams and work groups
9. Role clarity
10. Ambiguity and change management
11. People-centered management
12. Performance management systems

These factors are briefly described in the following pages.

Description of Harassment Related Factors

1	<i>Legislation & Policies</i>	The organization has clearly defined harassment policies and procedures, employees know where to find this information and it make sense to them. Employees know there are laws to prevent abuse, and leaders and employees demonstrate commitment to implementing the organization’s harassment principles and procedures.
2	<i>Training and Skill Development</i>	Newly hired, promoted or transferred employees are provided with timely, relevant and effective orientation training. Interpersonal relations and harassment training is seen as effective, and staff know how to identify and respond to harassment they observe or to which they are subjected.
3	<i>Supervision and Leadership</i>	Leaders and supervisors demonstrate a commitment to eliminating harassment in the workplace — they’re seen as “walking the talk” much of the time. Employees feel their supervisors know and respect them, and they have confidence in their leaders. Managers and supervisors take time for their own human relations training, and these supervision skills are evident to the people with whom they work.
4	<i>Response Mechanisms</i>	The organization has established a timely, effective and fair harassment complaint and investigation process, and employees know and have confidence in the staff to whom they should turn when they want to discuss harassment concerns in confidence. Interpersonal problems are addressed quickly before they escalate out of proportion. Staff feel would be fairly treated if they were unjustly accused of harassment.
5	<i>Workplace Climate</i>	The workplace is characterized by a climate in which employees feel it is safe to be honest and people trust each other. Staff feel as if they are treated as competent and respected human beings, and their supervisors and leaders have their best interests at heart. People get along with each other, and there are few cliques in the workplace.
6	<i>Diversity Management</i>	Staff feel that they and other employees are treated fairly and equitably, and all employees have access to opportunities to progress. The organization values a variety of personalities and mindsets, there is diversity in the workforce, and there is no tolerance for sexist or racist comments and jokes.

7	<i>Staff Development and Promotions</i>	Staff know how to progress in the organization, and they receive clear and logical reasons from supervisors when they are not successful in seeking promotions. They have ready access to training and support, the promotion system is seen as fair and open, and staff are encouraged to take advantage of all available opportunities for growth.
8	<i>Teams and Work Groups</i>	The organization has developed lively and effective work groups, members can contribute to their teams, and staff are encouraged to work with members of other teams to get the job done. New members are welcomed into their teams and helped to become productive, employees go out of their way to help each other, and the workplace sometimes resembles a warm and caring family.
9	<i>Role Clarity</i>	Employees know what's expected of them, they know how their work relates to that of people around them, and sense that other parts of the organization understand what they do. Roles and responsibilities are clearly defined and understood throughout the workplace, and staff can change these roles as required to get the work done.
10	<i>Ambiguity and Change Management</i>	The organization is flexible and can adapt to change, and employees are encouraged to ask questions in times of uncertainty. Supervisors are open to new ways of doing things, employees feel free to make suggestions for improvement, and the organization welcomes and responds appropriately to input.
11	<i>People-Centered Management</i>	The organization demonstrates it values its employees: supervisors make time to talk with subordinates about their work, and when required they go out of their way to find a more suitable "match" between workers and the needs of the organization. Work procedures are adjusted where appropriate to suit the needs and capacities of employees, and supervisors know how to deal effectively and fairly with staff who have difficulty with their work.
12	<i>Performance Management Systems</i>	Employees have clear and relevant job descriptions and are aware of what is expected of them. They collaborate with their supervisors to define the desired results of their work, it's easy to discuss performance with supervisors, and they're well rewarded and recognized for a job well done. Each employee's workplan is clearly linked to their section's plan and to the organization's overall mission.

Questionnaire

Please rate each question on a scale from 1 to 4: (1 = never, strongly disagree; 2 = infrequently, mild disagreement; 3 = sometimes, mild agreement; 4 = always, strongly agree) and enter the score in the appropriate space on the Scoring Tally Sheet.

1. Our organization has clearly defined harassment and equity policies and procedures. _____
2. The orientation and training that is provided to all newly hired, transferred or promoted employees is relevant and effective. _____
3. Our leaders and supervisors are serious about eliminating harassment in the workplace. _____
4. Our organization has a fair and effective harassment complaint and investigation process. _____
5. It's safe to be honest in my workplace. _____
6. This organization treats all its staff fairly and equitably. _____
7. I know what to do to get ahead in this organization. _____
8. My work group is an effective team. _____
9. My role has been clearly defined by the organization. _____
10. We're an open and flexible organization that knows how to adapt to change. _____
11. Each worker is treated as a unique person with value to bring to the organization. _____
12. My job description matches the work I do. _____
13. I know where to find detailed information on our organization's harassment and equity policies. _____
14. I have received effective harassment related training. _____
15. Our managers "walk the talk" most of the time. _____
16. I have ready access to someone whose job it is to discuss harassment related problems in confidence. _____
17. People trust each other here. _____
18. This organization is serious about providing opportunities for all employees to progress. _____
19. If people don't get promotions the managers or supervisors make time to tell them why. _____
20. When needed, we're encouraged to work with other teams to get the job done. _____
21. I know how my job relates to the jobs of people I work with. _____
22. When we're not sure where we're going we're encouraged to ask. _____

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23. My supervisors make time to talk with me about the work I'm doing. _____
24. My performance expectations are clearly defined. _____
25. Our employees and managers know there are laws to prevent abuse. _____
26. I have received effective interpersonal communication skills training. _____
27. My supervisors know me and respect who I am. _____
28. We deal with interpersonal problems quickly before they blow up out of proportion. _____
29. I'm treated like a respected and competent human being. _____
30. We value a diversity of mindsets and personalities in the workplace. _____
31. I have access to all the training and support I need to get ahead in my job. _____
32. New members of the team are welcomed and helped to get up to speed. _____
33. Other parts of the organization demonstrate a clear understanding of what our unit does. _____
34. My supervisors are open to new ways of doing things. _____
35. Supervisors and managers help workers find positions which are a good match between their skills and the organization's needs. _____
36. My supervisors and I work together to define the expected results of my work. _____
37. Our leaders demonstrate commitment to implementing harassment and equity policies. _____
38. I am encouraged to apply the skills and attitudes learned in harassment and human relations training. _____
39. I have confidence in our leadership. _____
40. If I were unjustly accused of harassment I would be fairly treated in our organization. _____
41. Our supervisors and managers are looking after us. _____
42. We have a diverse workforce here. _____
43. Our promotion system is fair and open. _____
44. We go out of our way to help each other. _____
45. Our roles and responsibilities are clearly understood by the people with whom I work. _____
46. I feel free to express any views I might have on better ways to get the job done. _____
47. We adapt our procedures to meet the needs of employees whenever possible. _____
48. We're well rewarded and recognized for a job well done. _____
49. I think our harassment and equity policies make sense. _____

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50. I know what to do when I see abuse or feel I am being subjected to harassment. _____
 51. Managers and supervisors receive supervision training. _____
 52. Our organization deals quickly and fairly with harassment problems. _____
 53. We all get along here, there aren't a lot of cliques in the workplace. _____
 54. We don't tolerate racist or sexist jokes here. _____
 55. We're encouraged to learn and increase our ability to move and grow in our work. _____
 56. We're a bit like a warm and caring family here. _____
 57. We can redefine roles as needed to get the work done. _____
 58. The organization welcomes suggestions for improvement. _____
 59. Supervisors deal effectively and fairly with employees who have performance problems. _____
 60. My individual work plan is clearly linked to my unit's work plan and also to the organization's mission. _____
 61. Employees demonstrate commitment to implementing harassment and equity policies. _____
 62. Employees receive effective harassment related training. _____
 63. The high quality of the training our managers and supervisors receive shows in their work with us. _____
 64. I would feel comfortable discussing harassment and equity related problems with the person whose job it is to address these matters. _____
 65. I respect the people I work with. _____
 66. I feel I am treated fairly and equitably. _____
 67. The right people get promoted in this organization. _____
 68. It's easy for me to contribute in team or work group meetings. _____
 69. Others know how my job relates to theirs. _____
 70. The organization responds appropriately to suggestions for improvement. _____
 71. Our organization adapts its procedures to make good use of the capacity of its employees. _____
 72. It's easy to talk about performance with my supervisor. _____

Harassment Potential Profile — Scoring Tally Sheet and Graph
(Name of organization or unit)

Name: (optional) _____ **Gender:** M F **Zone:** (N S)

Group: (Identifying terms for groups the organization)

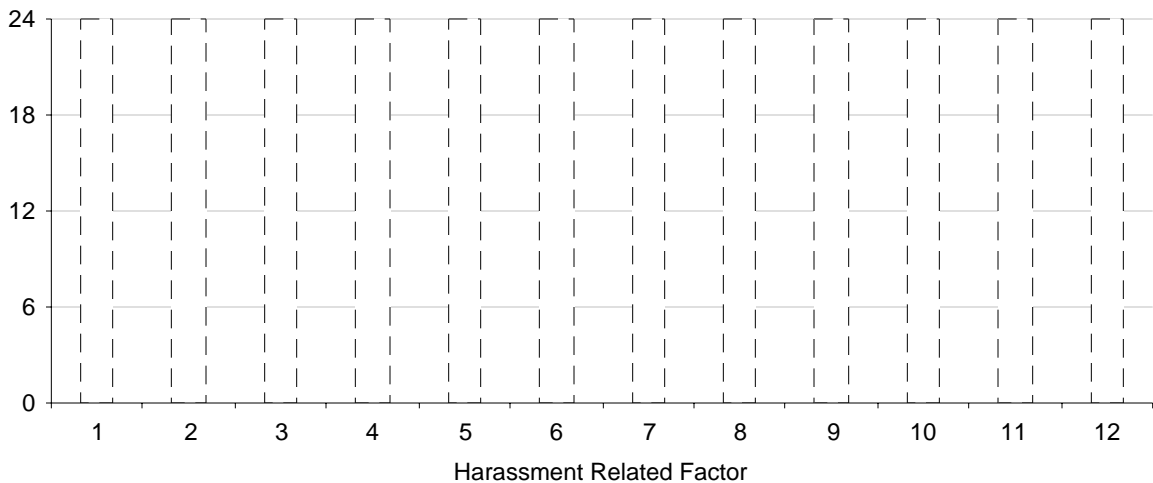
Staff Category: (Levels of staff in organization)

Completed Years of Service: (0-1 2-5 6-10 11 +) **Status:** (Contract Permanent)

Please write your score (1 to 4) for each question on this answer grid, add up the scores in each column and write the totals in the bottom row. Then transfer your total scores from each column to the appropriate points on the bar chart graph below, and fill in each bar. Lower scores indicate a higher potential for harassment in the organization.

	1	2	3	4	5	6	7	8	9	10	11	12
	1	2	3	4	5	6	7	8	9	10	11	12
	13	14	15	16	17	18	19	20	21	22	23	24
	25	26	27	28	29	30	31	32	33	34	35	36
	37	38	39	40	41	42	43	44	45	46	47	48
	49	50	51	52	53	54	55	56	57	58	59	60
	61	62	63	64	65	66	67	68	69	70	71	72
Total												

Harassment Potential Profile



Statements/Questions for Each Harassment Related Factor

1	<i>Legislation & Policies</i>	<p>1. Our organization has clearly defined harassment and equity policies and procedures.</p> <p>13. I know where to find detailed information on our organization's harassment and equity policies.</p> <p>25. Our employees and managers know there are laws to prevent abuse.</p> <p>37. Our leaders demonstrate commitment to implementing harassment and equity policies.</p> <p>49. I think our harassment and equity policies make sense.</p> <p>61. Employees demonstrate commitment to implementing harassment and equity policies.</p>
2	<i>Training and Skill Development</i>	<p>2. The orientation and training that is provided to all newly hired, transferred or promoted employees is relevant and effective.</p> <p>14. I have received effective harassment related training.</p> <p>26. I have received effective interpersonal communication skills training.</p> <p>38. I am encouraged to apply the skills and attitudes learned in harassment and human relations training.</p> <p>50. I know what to do when I see abuse or feel I am being subjected to harassment.</p> <p>62. Employees receive effective harassment related training.</p>
3	<i>Supervision and Leadership</i>	<p>3. Our leaders and supervisors are serious about eliminating harassment in the workplace.</p> <p>15. Our managers "walk the talk" most of the time.</p> <p>27. My supervisors know me and respect who I am.</p> <p>39. I have confidence in our leadership.</p> <p>51. Managers and supervisors receive supervision training.</p> <p>63. The high quality of the training our managers and supervisors receive shows in their work with us.</p>
4	<i>Response Mechanisms</i>	<p>4. Our organization has a fair and effective harassment complaint and investigation process.</p> <p>16. I have ready access to someone whose job it is to discuss harassment related problems in confidence.</p> <p>28. We deal with interpersonal problems quickly before they blow up out of proportion.</p> <p>40. If I were unjustly accused of harassment I would be fairly treated in our organization.</p> <p>52. Our organization deals quickly and fairly with harassment problems.</p> <p>64. I would feel comfortable discussing harassment and equity related problems with the person whose job it is to address these matters.</p>

5	<i>Workplace Climate</i>	<p>5. It's safe to be honest in my workplace.</p> <p>17. People trust each other here.</p> <p>29. I'm treated like a respected and competent human being.</p> <p>41. Our supervisors and managers are looking after us.</p> <p>53. We all get along here, there aren't a lot of cliques in the workplace.</p> <p>65. I respect the people I work with.</p>
6	<i>Diversity Management</i>	<p>6. This organization treats all its staff fairly and equitably.</p> <p>18. This organization is serious about providing opportunities for all employees to progress.</p> <p>30. We value a diversity of mindsets and personalities in the workplace.</p> <p>42. We have a diverse workforce here.</p> <p>54. We don't tolerate racist or sexist jokes here.</p> <p>66. I feel I am treated fairly and equitably.</p>
7	<i>Staff Development and Promotions</i>	<p>7. I know what to do to get ahead in this organization.</p> <p>19. If people don't get promotions the managers or supervisors make time to tell them why.</p> <p>31. I have access to all the training and support I need to get ahead in my job.</p> <p>43. Our promotion system is fair and open.</p> <p>55. We're encouraged to learn and increase our ability to move and grow in our work.</p> <p>67. The right people get promoted in this organization.</p>
8	<i>Teams and Work Groups</i>	<p>8. My work group is an effective team.</p> <p>20. When needed, we're encouraged to work with other teams to get the job done.</p> <p>32. New members of the team are welcomed and helped to get up to speed.</p> <p>44. We go out of our way to help each other.</p> <p>56. We're a bit like a warm and caring family here.</p> <p>68. It's easy for me to contribute in team or work group meetings.</p>

9	<i>Role Clarity</i>	<p>9. My role has been clearly defined by the organization.</p> <p>21. I know how my job relates to the jobs of people I work with.</p> <p>33. Other parts of the organization demonstrate a clear understanding of what our unit does.</p> <p>45. Our roles and responsibilities are clearly understood by the people with whom I work.</p> <p>57. We can redefine roles as needed to get the work done.</p> <p>69. Others know how my job relates to theirs.</p>
10	<i>Ambiguity and Change Management</i>	<p>10. We're an open and flexible organization that knows how to adapt to change.</p> <p>22. When we're not sure where we're going we're encouraged to ask.</p> <p>34. My supervisors are open to new ways of doing things.</p> <p>46. I feel free to express any views I might have on better ways to get the job done.</p> <p>58. The organization welcomes suggestions for improvement.</p> <p>70. The organization responds appropriately to suggestions for improvement.</p>
11	<i>People-Centered Management</i>	<p>11. Each worker is treated as a unique person with value to bring to the organization.</p> <p>23. My supervisors make time to talk with me about the work I'm doing.</p> <p>35. Supervisors and managers help workers find positions which are a good match between their skills and the organization's needs.</p> <p>47. We adapt our procedures to meet the needs of employees whenever possible.</p> <p>59. Supervisors deal effectively and fairly with employees who have performance problems.</p> <p>71. Our organization adapts its procedures to make good use of the capacity of its employees.</p>
12	<i>Performance Management Systems</i>	<p>12. My job description matches the work I do.</p> <p>24. My performance expectations are clearly defined.</p> <p>36. My supervisors and I work together to define the expected results of my work.</p> <p>48. We're well rewarded and recognized for a job well done.</p> <p>60. My individual work plan is clearly linked to my unit's work plan and also to the organization's mission.</p> <p>72. It's easy to talk about performance with my supervisor.</p>