Workplace Restoration
Addressing a Toxic Workplace to Rebuild Relationships and Productivity
Why Choose Queen's IRC?

Queen’s IRC focuses on developing and delivering human resources, labour relations, and organizational development programs for busy practitioners.

Get the Queen’s IRC advantage:

- 80 years of evidence-based training
- Custom solutions delivered across Canada
- Coaching from industry leaders with real-world experience
- Practical simulations and tools that apply to your work environment
How do workplaces become toxic? These damaging environments often develop following a significant negative event, or because of a series of issues that slowly erode morale over time. The results can be devastating for an organization, leading to conflicts, a loss of talented team members, and a steady decline in productivity.

The Workplace Restoration program uses role-playing exercises, case studies and facilitated discussions to help you identify, monitor and address these situations. This program is critical for organizations experiencing disruption in workplace relations, such as prolonged conflict or bullying, increasing harassment or grievance claims, leadership issues, strikes, investigations, mergers and acquisitions, terminations or significant organizational changes.

Learning Outcomes
You’ll learn how to:

- Recognize and respond to the signs and root causes of a poisoned work environment
- Use data and assessment techniques to better understand key issues and their effect on productivity
- Develop strategies to address negative behaviour and provide a common ground for a safe and healthy environment
- Use staged conflict resolution approaches to implement a sustainable dispute resolution process
- Create and implement a measurable plan to restore relationships, regain trust and build an ideal workplace environment for your teams

Organizational Benefits
- Create safe spaces for employee feedback and collaboration
- Retain and re-motivate top employees and teams
- Nurture healthy, respectful relationships that promote high performance
- Reduce grievance arbitration costs and improve productivity
- Develop sustainable and measurable strategies for long-term workplace health

Essentials

3 Days / 3 Credits

Date & Location
Nov. 26-28, 2019: Toronto
May 12-14, 2020: Toronto
Sep. 29-Oct. 1, 2020: St. John’s
Nov. 24-26, 2020: Toronto

Who Should Attend
Managers, supervisors, union officials, labour relations and human resources professionals responsible for employee relations, and teams working to re-build workplace trust after a significant event

Fee: $3,795

Takeaway Tools
- Assessment, screening and data analysis templates
- Conflict resolution exercises
- Strategies for effective communications
- Terms of reference and charter frameworks
- Sample workplace assessment report and action plan

Please refer to our website, irc.queensu.ca for the latest information on venues.
Learn. Design.

A poisoned workplace is one in which the behaviours of people negatively affect communication and productivity. This hostile environment has a substantial impact on trust, morale, employee retention and your bottom line. Learn how to identify the root causes and restore a healthy, respectful and productive work environment.

a) Do You Know What’s Really Happening in Your Workplace?
You’ll learn how to recognize the activities, events and issues that contribute to a toxic work environment, and how to use screening tools to better understand the signs and symptoms of conflict. We’ll explore ways to communicate the assessment process and discuss methods for working with employees to get at the root of the problem.

b) Using Evidenced-Based Data for Real Analysis
Using simulations and proven methodologies, you’ll have the opportunity to learn new data collection techniques to support your analysis of your workplace and identify specific causes. You’ll learn how to create surveys and reports that clearly describe problems and provide direction for a rebuilding plan.

c) Developing a Collaborative Action Plan
Stakeholder buy-in is a critical component of your planning process. We’ll help you develop a strategy that is transparent, collaborative and builds trust. You’ll learn how to communicate the results of your assessment and the situations that are negatively impacting your organization, while providing a safe space for honest discussions that pave the way towards workplace restoration.

d) Creating Your Healthy Workplace
Once your restoration strategy is developed, we’ll show you how to effectively implement it. You’ll learn techniques and tools for building trust and coaching champions across the organization, which will in turn increase confidence and productivity.

e) Staying the Course
Ensure that your action plan is sustainable with monitoring and ongoing assessment of your work environment. We’ll provide you with measurement tools to track potential recurrences, and practice strategies for addressing resistance to change.

Interactive Learning
Learn by doing, with real-life case studies and role-playing that prepares you to apply evidence-based tools and templates within your organization. The Workplace Restoration program provides the opportunity to practice new skills and techniques for managing conflict, along with tools for rebuilding a healthy and productive workplace.
Implement.

Learning Beyond the Classroom

Our learning programs are focused on your growth:

- Opportunities to network with high-level colleagues from across the country
- Coaching from internationally-renowned facilitators with real-world experience
- Skills and strategies that directly apply to work environments
- Experience-based programming to test theories and ideas
- Mentoring beyond classroom sessions
Facilitators and Guest Speakers

**Anne Grant (Lead Facilitator)**
Anne has practised as a full time mediator and conflict resolution professional since 1994. Anne’s dispute resolution practice includes extensive mediation of labour and civil disputes. She specializes in the assessment and restoration of poisoned work environments as well as conducting a range of workplace investigations. Currently she is the lead facilitator for the Queen’s IRC *Labour Relations Foundations, Mastering Fact-Finding and Investigation*, and *Workplace Restoration* programs, and Past President of the ADR Institute of Ontario.

In the area of labour relations, Anne has facilitated the development of collective bargaining mandates, assisted workplace parties to implement comprehensive bumping processes, facilitated union management forums for the Workers Safety and Insurance Board and has facilitated interprovincial trade agreements to address the labour mobility of various professional groups.

Qualified in law, mediation and nursing, Anne has far-reaching experience handling toxic workplaces in the public and private sector. She provides strategies to address dysfunction at the individual, team and departmental level. Her experience includes extensive mediation of civil and labour disputes, as well as facilitation, poisoned work environment interventions and human rights investigations.
[https://irc.queensu.ca/facilitators/anne-grant](https://irc.queensu.ca/facilitators/anne-grant)

*The roster of guest speakers may change. We will do our best to keep you informed of program changes.*
Registration Kiosk

Workplace Restoration

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We offer four easy ways to register:

Web: Complete the online form at: irc.queensu.ca
Telephone: Reserve by calling toll-free: 1-888-858-7838
Fax: (613) 533-6812
E-mail: irc@queensu.ca

Confirmation and information on program location, check-in time, and agenda will follow.

Registration and Fees
Program fees include tuition, workbook materials, lunches, and some dinners. For all programs, payment in full is required one month before the program begins.

Register 60 days prior to a program and save $300 on the tuition of four- and five-day programs, and $150 on two- and three-day programs.

Register three people from the same organization in the same program at the same time, and receive a 10% discount on program fees. Register five or more people in the same program at the same time, and receive a 20% discount.

If you know you will be pursuing a Queen’s Certificate and would like to remit tuition in one payment before your first program, we offer a special fee with a considerable saving. Contact our Program Administration office for details.

Note: Only one discount may be applied.

Cancellation Policy
Substitutions are permitted with no penalty 8 days or more from the program start date.
Substitutions 7 days or less before the program start date will be subject to a $500 charge.
Transfers and cancellations are permitted with no penalty up to 15 days prior to the program start date.
Transfers and cancellations 14 days or less from the program start date will be subject to a 100% charge of the program fee.

Location and Accommodation
Please refer to our website, irc.queensu.ca, for the latest information on venues.