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 (HR), labour relations, (LR) and organizational development (OD) programs for busy practitioners.

- Over 87 years of evidence-based and practitioner-focused training
- In-person, virtual and custom programs available
- Coaching from industry leaders with real-world experience
- Certificate-based programs in HR, LR and OD
- 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 Objectives**
- 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

**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

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**Program Details**

**3 Credits**

**Date, Location and Fee**
For information on program dates, location and fees, visit: [irc.queensu.ca](http://irc.queensu.ca)

**Program Delivery**

**In-person and virtual**
For information on in-person and virtual programs visit our FAQ page.

**Registration**
For information on registration, payment and discounts:
call toll-free: 1-888-858-7838
e-mail: [irc@queensu.ca](mailto:irc@queensu.ca) or visit our FAQ page.
To register for a program visit our registration page

**Who Should Attend**
Workplace leaders including managers, supervisors, union officials, labour relations and human resources professionals, as well as organizational development and change management professionals responsible for employee relations and teams working to re-build workplace trust after a significant event.
Tour of the Program

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.
Facilitators and Speakers

Kenda Murphy (Facilitator)
Kenda Murphy's legal career has involved work in the public sector, para-public sector and private sector. Kenda has represented employer clients in collective bargaining negotiations and labour arbitrations while also providing day to day human resources and labour relations advice. Conducting workplace and institutional investigations in both large and small organizations, Kenda has enquired into a wide range of issues including Human Rights Code based harassment and discrimination; workplace harassment; sexual violence and sexual harassment; poisoned work environment; and ethics or codes of conduct breaches. Kenda’s practice background affords her the unique opportunity to bring multilayered understanding to complex workplace interactions and incidents of conflict that arise within those interactions. Kenda is the accredited creator of the testbank questions and powerpoint slide decks for Fiona McQuarrie’s Industrial Relations in Canada, 2nd, 3rd and 4th editions.

Janet Stewart (Facilitator)
Janet is an accomplished human resource leader with a deep understanding of both theory and practice. Her passion for strengthening human resource practices is informed by her experiences working in diverse human resource and labour relations roles – at both managerial and C-suite levels – within large, politically complex organizations. In her consulting practice, Janet works with organizations across Canada to help them augment performance by addressing gaps in human resource policies, procedures and structures. As a mediator and certified organizational coach, she also supports teams to enhance trust, improve communication and minimize interpersonal conflict. Janet is particularly passionate about supporting organizations in their efforts to build diverse workforces and deepen respectful and inclusive workplace cultures. In this regard, she actively works with organizations to formally assess workplace dynamics, design improvement plans and implement strategies to address barriers to workplace equity, diversity and inclusion.

In addition to having a master’s degree in Adult Education, Janet holds a post-graduate Certificate in Organizational Coaching from the University of British Columbia, a Certificate in Organizational Development from Queen’s IRC, and a Certificate in Conflict Resolution from the Justice Institute of BC. She also completed the mediation program at the Harvard Law School Negotiation Institute. Janet is a Professional Certified Coach (International Coaching Federation), a Qualified Mediator (ADR Institute of Canada), a Certified Professional in Human Resources (BC & Yukon) and is PROSCI® change-management certified. She is a regular contributor to publications on topics related to human resource leadership.

The roster of facilitators and speakers may change. We will do our best to keep you informed of program changes.
Building Better Leaders