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# Respectful Workplace and Violence Prevention a Fidelity Checklist for MnDot D7

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# Respectful Workplace and Violence Prevention

## A Fidelity Checklist for MnDOT D7

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### Purpose

The Minnesota Department of Transportation strives to provide a safe and respectful workplace. Wiens (2011) notes that “Government makes up 18 percent of the U.S. workforce, according to the National Criminal Justice Reference Service; yet, 30 percent of victims of workplace violence are federal, state or local government employees”(p. 5). District 7 of the Minnesota Department of Transportation has identified issues of ongoing concern that include: communication problems, gender and generational differences, and potential union based seniority conflicts resulting in perceived intimidation and interpersonal conflict.

This Capstone project was an effort to develop a fidelity checklist to ensure that state legislated mandates for violence prevention and intervention are implemented as designed by the program developers. In addition, evidence-based best practice recommendations from various fields of practice were examined to assess potential gaps in content, implementation, and evolution of intervention planning.

### Methodology

A systematic literature review was conducted searching business and social work article databases including JSTOR, EBSCO, PsycINFO, Google, and the MnDOT iHUB. Key terms used included “bullying in the workplace”, “violence prevention in the workplace”, “use of fidelity checklist in intervention evaluation”, “respectful workplace”, “program evaluation” and “sample fidelity checklist”. Meetings were held with Agency program developers to document intended implementation plans, lessons learned, and future plans for program enhancements. Agency identified program goals and the implementation process were compared and contrasted with best practice recommendations. Identified research was categorized according to field of practice, topic, country of origin, and emerging themes. Relevant findings were applied to generate the fidelity checklist and to make best practice recommendations for D7.

### Identified Themes from Literature Review

- Anti-bullying in the workplace
- Generational and gender influences in workplace issues
- Union environment influences in perceived bullying behaviors
- Common traits and statistical evaluations of bullies in the workplace
- Common consequences of bullying in the workplace to the individual and to the organization

### References

References are available from the author upon request.



### The Violence Continuum

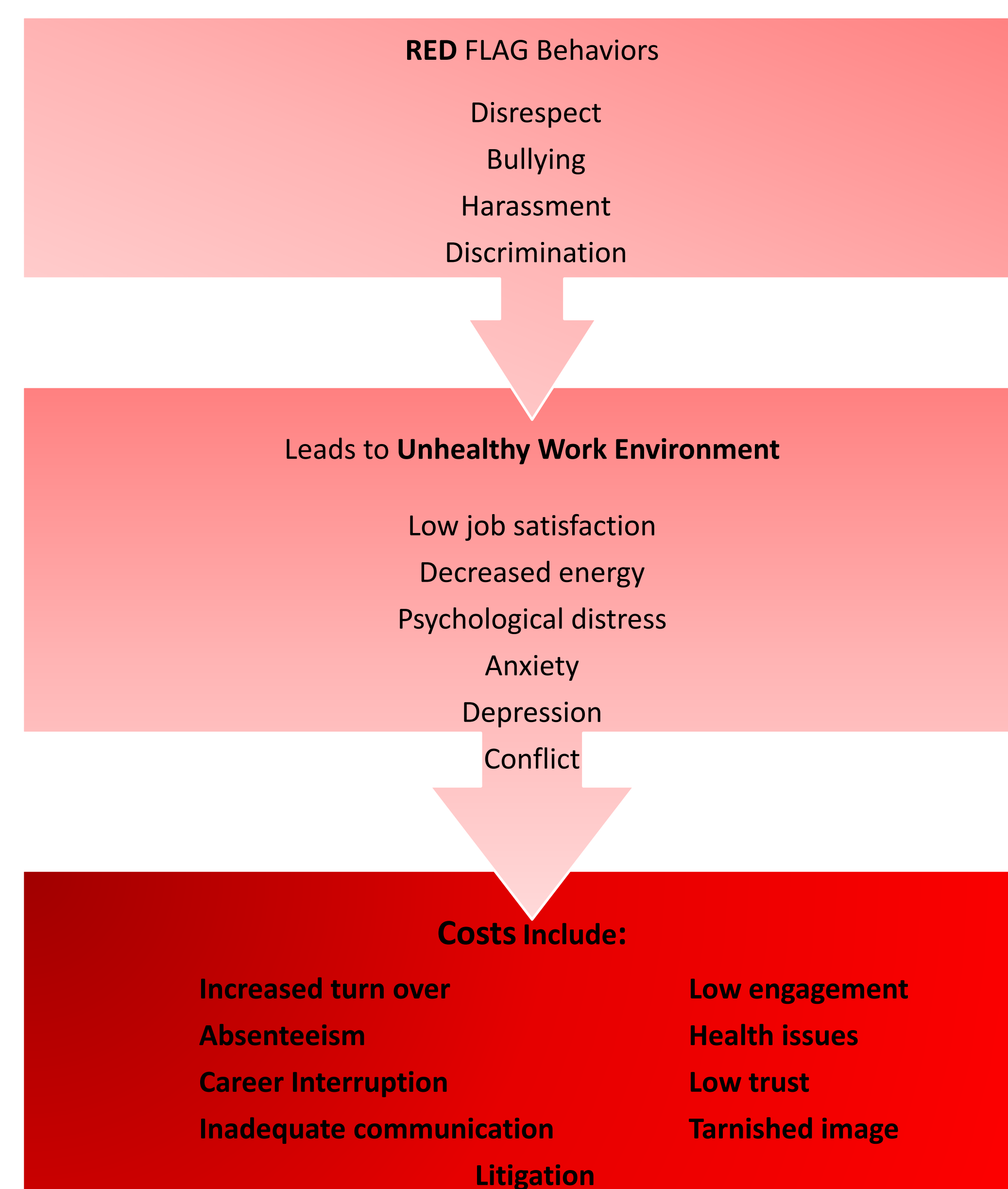


(Curry, D., 2009)

### Key Findings

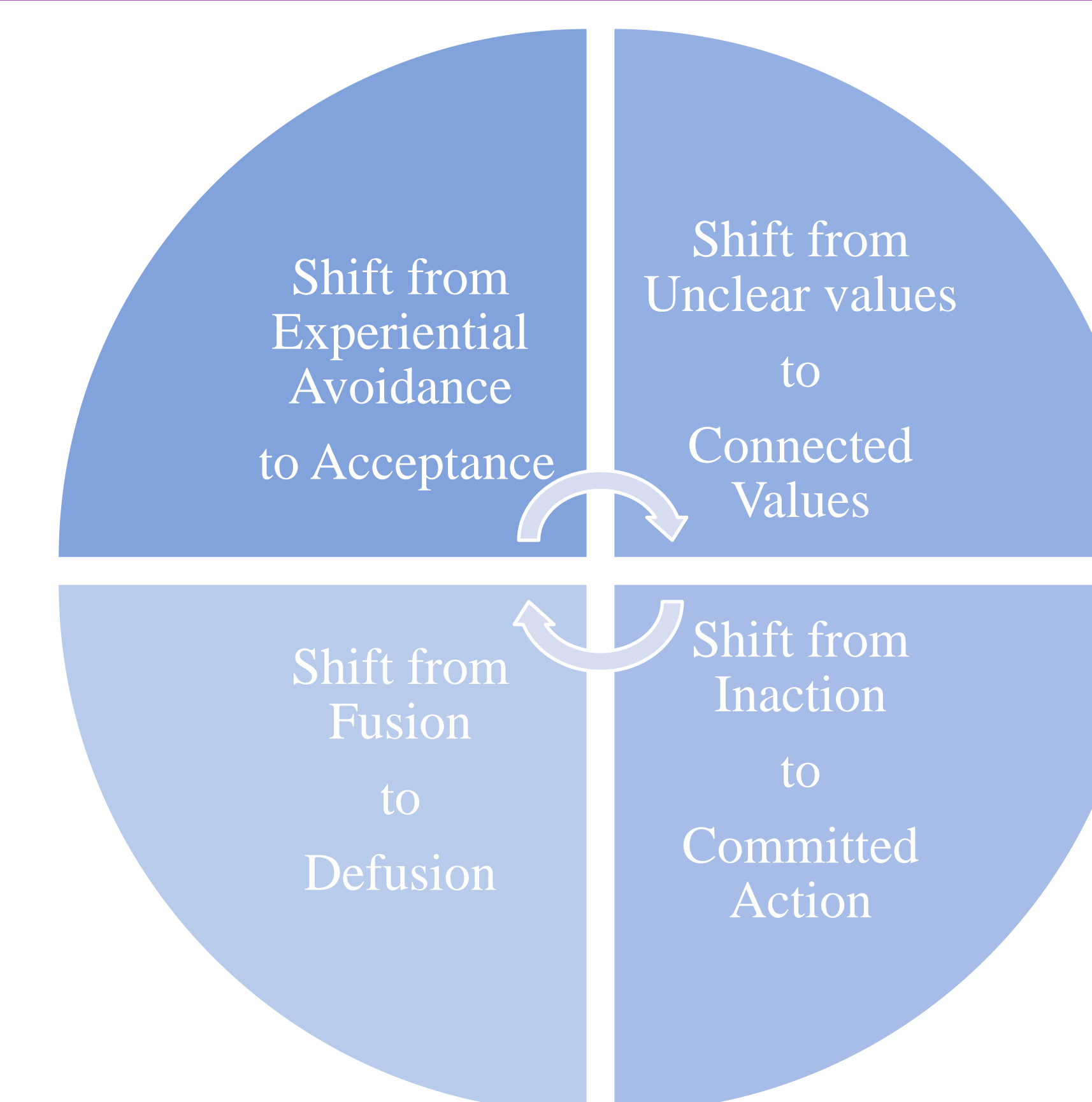
- 49% of the U.S. workforce, 71.5 million people, have experienced or witnessed bullying and repeated mistreatment in their workplace
- 45% of individuals targeted by bullies at work suffer stress-related health problems
- Bosses comprise 72% of bullies
- 60% of bullies are male
- 71% of women bullies target other women
- 62% of employers ignore problem behaviors
- 40% of targets never tell their employer (Zogby, 2007)
- A strong prevention and acceptance focus is far more effective than corrective or punitive actions.

### Workplace Consequences



“Repeated” and “Intentional” are two behavior traits required to meet the threshold for bullying and other escalated “Red Flag” behaviors.

Leveraging the **Acceptance and Commitment Therapy Model (ACT)** framework within the existing training and educational efforts in the workplace offers the structure and measures to enhance existing efforts. “ACT has also been adapted to create a non-therapy version of the same processes called *Acceptance and Commitment Training*. This training process, oriented towards the development of mindfulness, acceptance, and values skills in non-clinical settings such as businesses or schools, has also been investigated in a handful of research studies with good preliminary results” (Hayes, Bond, Barnes-Holmes, & Austin, 2007, p. 42).



**Shift from** Psychological Rigidity **to** **Psychological Flexibility**  
**Shift from** Conceptualized Self **to** **Self as Context**  
**Shift from** Past and Future Focus **to** **Contact with the Present**

### Recommendations

Based on the results of the systematic literature review the following were included as components of the fidelity checklist and potential enhancements.

- ✓ Clear and agreed upon working definitions of each “Red Flag” behavior is required by all levels within an organization.
- ✓ Appropriate policies AND policy enforcement must be in place with a well defined and visible reporting and escalation model.
- ☐ Accurate reporting and documentation is an essential requirement to support intervention or corrective actions.
- ✓ Prevention and training programs should focus on global lens education, setting clear behavior expectations in the workplace, and applying new skills for practice.
- ☐ Consider using the ACT model shown below as an enhanced framework for identified curriculum.
- ☐ Hiring practices should be reviewed for both new hires and exiting workers to ensure a solid feedback loop is in place to identify trends or concerns.

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