COMPETENCY CHECKLIST FOR JOBSITE LEADERS

How prepared are you to build a respectful workplace environment at your organization?

Use this checklist to assess your personal leadership competencies.

Everyone from the CEO to the temporary worker needs to know and adhere to a respectful and psychologically safe workplace. This checklist is specifically designed for jobsite leaders (for example, managers, foremen, and any formal or informal leaders on a jobsite), as they are the agents of change for respectful workplace practices.

This competency checklist and the corresponding microlearning modules are a great starting point in your journey to drive culture change at your jobsite and workplace. It serves as a quick assessment of where you are before you begin your learning journey. This tool will help you determine which modules you should prioritize based on your perceived behavior and leadership style. This checklist is also a tracking system that you can use after you complete the modules, so you can monitor your own progress in terms of gained leadership competencies.

In this tool, respectful workplace competencies are listed as actions that you might already be taking every day (or not). They are organized according to the four elements of a respectful workplace culture: psychological safety, civility & professionalism, welcoming workplace and fairness for all. Note that there is a corresponding training module for each of these elements.

Core elements of a respectful workplace



Psychological Safety



Civility and Professionalism



Welcoming Workplace



Fairness for All

Instructions

Download this checklist and print it for your records.

Read and consider the range of specific manager competencies related to each respectful workplace element, then check mark the statements that most closely represent you and your management style.

Upon completion of the Respect Works training modules, re-evaluate this list and notice if you have been able to check mark more items and reflect if this has impacted on your ability to create a more positive jobsite culture.

PSYCHOLOGICAL SAFETY - MODULE 1

The belief that the workplace is safe for interpersonal risk-taking. It means that team members feel comfortable being authentic, expressing concerns, admitting mistakes, and engaging in difficult conversations without fear of negative consequences such as retaliation, embarrassment, or ridicule.

	I welcome suggestions for improvement from my team.
	I support my team members and have their backs.
	I am able to deliver both positive reinforcement and constructive criticism to promote growth and improvement of my team.
	I regularly check if everyone on my team is OK, rather than just assuming.
	I create a team environment that is considered safe for everyone to speak up
	I can identify and manage psychosocial hazards with the help of my team and leaders.
	I help my team recognize the importance of psychological safety in the work we do, and its connection with physical safety.
	My team members come to me to discuss any concerns, and I respond with openness and respect.
	I lead with empathy and transparency.
	I listen when a team member asks for help or has new ideas.
	When something goes wrong, I avoid labeling or blaming a team member and I create a safe space for everyone to be able to speak.
	I admit and take responsibility for my mistakes.
	I deal objectively with employees' conflicts and complaints.
	I fully understand and make sure my team reports any harassment, bullying or discrimination without fear of retaliation.
	I keep my team informed of policies and best practices to prevent sexual violence, hostility, bullying and harassment.

CIVILITY & PROFESSIONALISM - MODULE 2

Civility and professionalism refer to respectful, courteous behavior characterized by politeness, regard for others, and adherence to workplace norms of respect. It involves treating colleagues with dignity, actively listening, demonstrating empathy, and engaging in constructive communication.

	I am a good role model, acting professionally and with authenticity in most situations at work.
	I am polite and civil in all my social interactions at work.
	I practice active listening by asking clarifying questions and engaging with my team members regularly.
	I communicate ideas and expectations effectively and respectfully, both verbally and in writing.
	I can have challenging conversations or disagreements while still maintaining a civil tone, language and facial expressions.
	I have honest conversations without using sarcasm at inappropriate times or that demeans or belittles others.
	I maintain a demeanor that reflects professional standards.
	I am cordial with people I pass by or interact with at work.
	I engage my team members in discussions about respectful behavior at work.
	When things get tense between people on my team, I know how to de-escalate.
	I clarify to my team what are acceptable and non-acceptable types of workplace conduct.
	I deal with incivility issues as soon as they arise.
	I deal with squabbles in the team before they become arguments or microaggressions.
	I use appropriate body language and maintain eye contact to convey trust and respect.
	I act calmly under pressure and keep my mood as predictable as possible.
	I speak respectfully about all team members, even when they are not present.

Competencies adapted from McCauley, C. (2006). Developmental assignments: Creating learning experiences without changing jobs. Greensboro, N.C.: Center for Creative Leadership Press).

WELCOMING WORKPLACE - MODULE 3

A welcoming workplace is an environment in which individuals from diverse backgrounds feel represented, respected, valued, and empowered to contribute fully. Welcoming workplaces recognize and integrate diversity, support individual and collective efforts, and ensure that everyone has the voice, space, and resources to thrive and contribute meaningfully.

	I understand and manage my own emotions, and I acknowledge the feelings and perspectives of others, particularly in challenging situations.
	I adjust my communication styles to be inclusive and effective across diverse team members and situations.
	I respect coworkers that don't look like me and/or come from a different background.
	I foster a sense of belonging for my team members and when someone feels excluded, I step in to ask what is going on.
	I demonstrate that I care about everyone on my team.
	I encourage participation from the whole team and welcome feedback and input.
	I consult with my team on how to improve how we can better collaborate with one another.
	I create a team dynamic in which everyone feels included that is inclusive.
	I acknowledge and celebrate the achievements of all team members.
	I know how to support each team member through any aggressive incidents, bullying or abuse they may experience.
	I support all team members to thrive at work and to bring their best selves to work every day.

FAIRNESS FOR ALL - MODULE 4

Refers to the perception of fairness in how opportunities, resources, outcomes, and treatment are distributed at work. It involves recognizing and valuing your team members based on their skills and contributions, and ensuring that decisions and interactions are fair, transparent, and inclusive.

	I maintain transparency and avoid favoritism in all dealings at work.
	I understand workers' safety and health rights, our organization policies and the EEOC legal requirements.
	I communicate with subcontractors, apprentices, interns, the public/ or visitors the same way; I treat each group with the same degree of civility, professionalism and respect.
	I am dependable and consistent in behavior and performance with all members of my team.
	I show consideration for my team's work-life demands equally.
	I monitor my team's workload on an ongoing basis to make sure everyone has equal treatment and opportunities.
	I am consistent with how I treat all team members with regard to accommodating individual needs (for example, family, accessibility, language) and act in accordance with organizational fairness policies.
	I address bullying, harassment, and discrimination regardless of who the perpetrator is and communicate how to prevent future incidents and protect against retaliation.
	I recognize my own biases and prejudices.
	I avoid favoritism in hiring, promotions, terminations and retention decisions.

Notes:

Competencies adapted from McCauley, C. (2006). Developmental assignments: Creating learning experiences without changing jobs. Greensboro, N.C.: Center for Creative Leadership Press).