



Harassment and Violence in the Workplace

Negative Behaviour Matrix

Note: This table provides examples of inappropriate behaviours and is not meant to be exhaustive. While these behaviours may be perpetrated by subordinates, peers, or superiors, behaviours listed under abuse of authority and discrimination are more likely to be perpetrated by superiors.

Harassment and Violence Definition:

Any action, conduct or comment, including of a sexual nature, that can reasonably be expected to cause offence, humiliation or other physical or psychological injury or illness to an employee/member, including any prescribed action, conduct or comment.

This also includes any negative behaviours based on the prohibited grounds of discrimination identified in the [Canadian Human Rights Act \(CHRA\)](#).

PSYCHOLOGICAL AGGRESSION	PHYSICAL AGGRESSION	ABUSE OF AUTHORITY	ONLINE BEHAVIOUR	CRIMINAL BEHAVIOUR ¹	DISCRIMINATION ²
Making inappropriate facial gestures at someone (e.g., rolling your eyes) or laughing at someone. ³	Engaging in behaviour that does not involve physical contact (e.g., banging on a table, throwing an object).	Withholding information from someone who needs it to perform their work.	Purposefully leaving someone out of group emails who should be included.	Damaging someone's property.	Denying someone a promotion despite their qualifications.
Ignoring or ostracizing someone (e.g., not inviting a team member to a team lunch).	Standing over someone or invading their personal space.	Asking subordinates to take on personal errands.	Cc'ing others when pointing out someone's mistakes.	Engaging in voyeurism.	Refusing someone a reasonable accommodation.
Being disrespectful to someone (e.g., purposefully misusing their pronouns or mispronouncing their name).	Engaging in behaviour that involves physical contact (e.g., spitting at someone, pushing someone).	Engaging in favouritism/ disfavouritism.	Posting defamatory material about someone online.	Sharing intimate photos of someone without consent.	Denying someone training opportunities or limiting their training opportunities.
Coercing someone to engage in a ceremony or event (e.g., initiation rite) that demeans, belittles, or causes them personal humiliation.	Threatening to hurt someone (e.g., "I would like to hit you right now").	Belittling someone's work.	Being hostile towards someone online through words or pictures.	Stalking someone or making death threats to someone.	Denying someone a transfer.
Speaking to someone in a condescending, degrading, or abusive manner (e.g., using racial slurs).	Threatening to damage someone's property.	Taking advantage of a position of authority to exploit, intimidate, blackmail, threaten, or mistreat someone.	Sharing material about someone online without consent.	Physical (e.g., hitting) or sexual (e.g., unwanted sexual touching) assault.	Denying someone a posting.
Making inappropriate sexual or non-sexual comments (e.g., making fun of someone's gender identity or sexual orientation).	Making inappropriate sexual gestures (e.g., gyrating in a suggestive manner).	Misusing power or authority to interfere with or influence someone's career.	Making online threats to someone.	Hate crimes.	Providing someone with an unfair performance evaluation.

¹ Allegations of offences under the Criminal Code of Canada can be reported to the departmental security officer and deputy head, and to the relevant law enforcement organizations where appropriate.

² Discrimination is an action or a decision that treats a person (or a group) unfairly for reasons such as race or disability. There are 13 reasons (referred to as grounds) that are protected under the Canadian Human Rights Act. The 13 grounds are: race, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, disability, genetic characteristics, and a conviction for which a pardon has been granted or a record suspended. The behaviours listed under discrimination are not meant to be exhaustive.

³ Note: Individuals who are experiencing harassment or discrimination may sometimes express frustration non-verbally.