



City of Phoenix

ADMINISTRATIVE REGULATION	A.R. NUMBER 2.99 NEW
	FUNCTION Human Resources and Payroll 1 of 4
RESPECT AND CIVILITY IN THE WORKPLACE	EFFECTIVE DATE April 17, 2020
	REVIEW DATE

I. POLICY

It is the City's policy that everyone has the right to be treated with dignity and respect. City employees are expected to demonstrate respect, acceptance, collaboration, openness, safety, and inclusion when interacting with other City employees, customers, business contacts, and the public. This extends to offsite and work-related events. Off duty conduct that affects interactions in the workplace may be investigated as a violation of this Administrative Regulation (A.R.).

II. APPLICABILITY

This policy applies to all employees, volunteers, and contractors of the City of Phoenix.

III. ACCEPTABLE AND HEALTHY WORKPLACE CONDUCT DEFINED

Acceptable and healthy workplace conduct is any behavior that promotes respect, inclusion, and civility in our workplace. This includes, but is not limited to:

- Using respectful language in all interactions.
- Listening without interrupting.
- Being open to change.
- Expressing appreciation for assistance, support, or a job well done.
- Treating others respectfully, professionally, and as adults.
- Approaching conflict by exchanging information and building consensus among stakeholders.
- Utilizing constructive and impartial language to address challenging and difficult topics and situations.
- Maintaining a professional, constructive approach to interactions, even when you do not get along with someone, or are having a bad day.

IV. UNACCEPTABLE WORKPLACE CONDUCT DEFINED

Unacceptable workplace conduct is any behavior that does not promote respect, inclusion, and civility in our workplace. This includes, but is not limited to, abusive, disrespectful, and bullying behaviors such as:

- Inappropriate gestures; visual staring; harassment; behaviors that are threatening or intimidating; coercing others; or abusive, offensive, and demeaning behaviors.
- Excessive yelling, repeated emotional outbursts, berating others, using a harsh or condescending tone of voice, or cursing at someone.
- Teasing and name-calling.
- Talking down to others or using degrading remarks or tone of voice.
- Criticizing or pointing out mistakes to others in front of a group without a need to do so for safety reasons.
- Being unreasonably challenging when receiving appropriate direction from a supervisor.
- Social exclusion or ostracism, ignoring others, (i.e., “the silent treatment”).
- Undermining another’s work by giving impossible-to-meet deadlines or workloads.
- Excessive monitoring of work or unnecessary micromanagement.
- Sabotaging another’s ability to conduct work.
- Gossiping or spreading rumors.
- Blaming others for things out of their control.
- Acting “out to get” others.
- Making threats verbally and/or with body language or using intimidating tactics such as hostile physical posturing.
- Any other malicious behavior a reasonable person would find unprofessional, disturbing, or harmful.

Bullying is generally defined as unwelcomed behavior that occurs over a period of time and is meant to harm or intimidate someone who feels powerless to respond.

Online bullying behavior carried out through electronic means such as social media, text messaging, or software applications such as “Facebook”, “Instagram”, “Twitter”, “Snapchat”, “WhatsApp” or other applications, will be treated the same as in-person bullying. Unacceptable workplace conduct behaviors and workplace bullying are not tolerated at the City of Phoenix.

V. MANAGEMENT RESPONSIBILITY

Employees in supervisory and management roles have a particular responsibility to assure that healthy and appropriate behaviors are exhibited and will not engage in behaviors contrary to this A.R. Employees in supervisory and management roles will:

- Address inappropriate behavior as soon as they witness it or become aware of it.
- Treat others, especially their subordinates and team members, with courtesy and respect.
- Promote awareness of the policy and complaint procedures.
- Demonstrate respect for employees involved in a complaint.
- Explain the complaint procedure and provide updates as needed.

- Quickly stop any retribution, should it occur, for making a complaint.
- Take appropriate action to prevent recurrence of unacceptable behavior.

VI. EMPLOYEE RESPONSIBILITY

Every employee is expected to contribute to a work environment that reflects civility and respect. Employees should report concerns to their supervisor and/or their Human Resources staff.

Respect in the workplace also includes engaging your supervisor in a meaningful, productive manner while avoiding behavior such as being dismissive of your supervisor or unjustifiably challenging their authority.

In situations where an employee witnesses behavior that does not comply with this A.R., or who believes that they or others have been subjected to conduct prohibited by this A.R. by anyone is encouraged, but not required, to promptly tell the person that the conduct is not acceptable and ask the person to stop the conduct. If the conduct does not stop after telling the offending person, employees are to inform their supervisor, someone in their chain-of-command, or Human Resources staff.

Employees are required to participate in an investigation. This includes a responsibility to respond to questions from managers, supervisors, Human Resources' employees, the Equal Opportunity Department, and outside counsel hired by the City, in an honest, complete, and forthright manner. Failure to answer or respond in a timely, honest, and complete manner is considered a failure to cooperate. Failure to participate or cooperate in the investigation may result in disciplinary action, up to and including termination.

VII. TRAINING PROGRAMS

The City provides related training; employees and managers are expected to attend these trainings as new employees and regularly thereafter.

VIII. PROCESS FOR INVESTIGATION OF COMPLAINTS

Employees are encouraged to file a complaint with their supervisor or chain of command, their department Human Resources representative, or the Human Resources Department, as soon as possible after the alleged misconduct occurs. Information shared in a complaint should include details of what occurred with dates, times, locations and witnesses, if any.

The City is committed to conducting thorough investigations in a timely manner. Resolution may include any number and combination of possibilities, depending upon the outcome of the complaint process (e.g., training, disciplinary actions, transfer of employees involved, etc.).

IX. COMPLIANCE

All employees, volunteers, and contractors of the City of Phoenix are expected to comply with this A.R. Failure to comply could result in appropriate disciplinary action, up to and including termination, and/or other appropriate action. Relevant work history, information provided, and circumstances will be considered before final action is taken. In a disagreement between individuals, both sides need to reflect and try to understand the other's point of view.

X. RELATED POLICIES, STANDARDS, AND PROCEDURES

- a. A.R. 2.325 – [Violence Prevention and Response](#)
- b. A.R. 2.35 – [Equal Opportunity Policy: Anti-Discrimination, Harassment, and Retaliation](#)
- c. A.R. 2.38 – [Social Media and Networking](#)

XI. QUESTIONS

Questions regarding this A.R. may be directed to the Human Resources Department at 602-495-5700, or via email at hrcenter@phoenix.gov.

ED ZUERCHER, City Manager

By: 

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