

Creating a respectful workplace culture where everyone will thrive and do their best work.

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An Coimisiún um
Rialáil Cumarsáide
Commission for
Communications Regulation



WELCOME

Welcome to the ComReg Respect Charter. This is the output of a collaborative project and reflects input by everyone working at ComReg between October 2019 and January 2020.

Our Charter sets out standards of how we aspire to interact with each other at work. Everyone is expected to be aware of these standards, seek to apply them to daily interactions and regularly self-reflect on progress.

By responsibly living the spirit of the Charter, collectively we will create a respectful workplace culture where we will thrive and do our best work.

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THE BACKGROUND

Our 2019 Engagement Survey identified some interesting findings. Most people said that one of the best things about working in ComReg was being treated respectfully. However, others indicated that they had either observed or been subjected to behaviour that made them feel uncomfortable.

THE IDEA

In thinking about how to create an awareness of expected standards of behaviour, we first needed to discuss the standards of respect we should give and get.

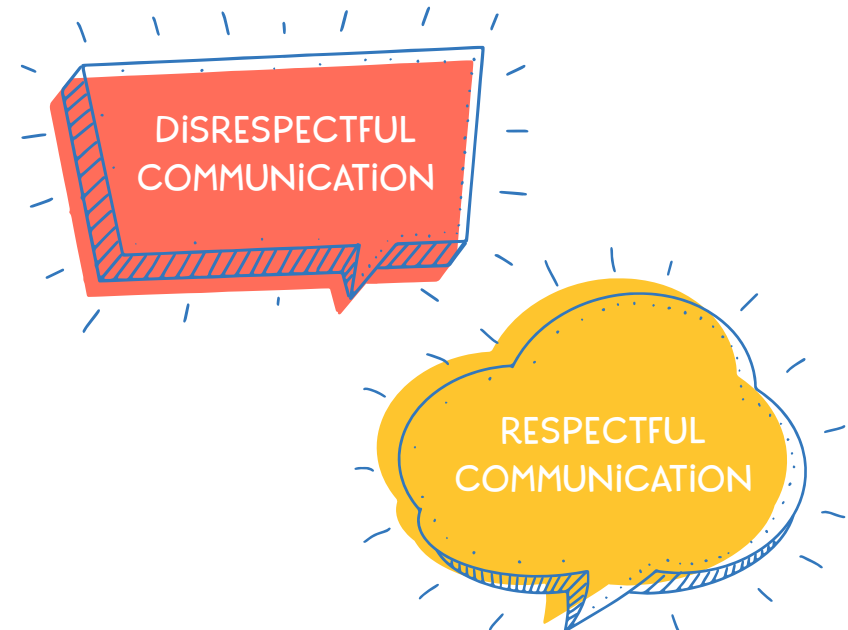
As many of the people in ComReg belong to professional bodies and are thus bound by codes of conduct, which are linked primarily to respectful and courteous conduct, none of this should be alien to us. We are a diverse organisation populated with bright, enthusiastic people shaped by varied life experiences. So while we are professional, our understanding of respect will vary. For example, some people may think it's ok to raise their voice in anger whereas the vast majority do not find this acceptable.

We therefore concluded that there was a need to have an organisation wide conversation with the objective of discussing and agreeing a common organisational standard.



THE PROCESS

We ran 11 workshops over a 3-month period attended by 98% of all working at ComReg. We shared and discussed examples of 'disrespectful communication' versus 'respectful communication'.



→ We identified that being respectful does not mean avoiding the truth or shying away from difficult conversations.

People identified what kind of conversations may be regarded as difficult and how we can we have these conversations in a respectful way.

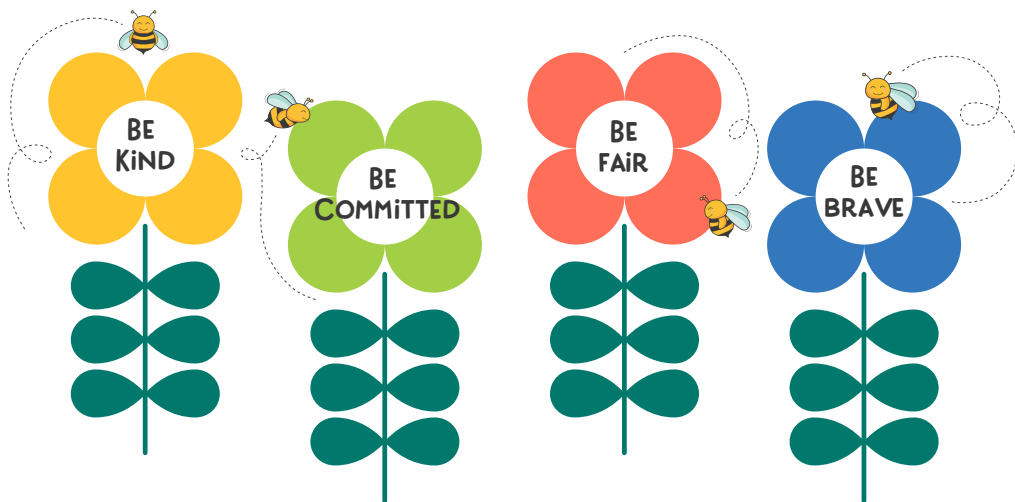
THE OUTCOME

At the workshops, there were some great discussions, some debate and a lot of agreement.

The outputs were recorded, categorised into themes, and distilled into the first draft of our Charter. This was reviewed by a cross-divisional focus group of 12 people who made valuable suggestions which were incorporated into the final draft. Following final review and input by the Leadership Team, our new ComReg Charter was ready for launch.

→ The Charter identifies 4 types of attitudes and associated behaviours that define Respect:

Be Kind, Be Committed, Be Fair, Be Brave



THE CHARTER

We are proud of our Charter and how it evolved. It is a sociable document which everyone who works at ComReg should use as a tool to aid self-reflection. It is aspirational and will guide us and provide a framework against which we can check our own attitudes and behaviours. When we act in accordance with these guidelines, others will copy these behaviours which will then become embedded in our culture as “the way we do things around here”.

Everyone is expected to think about what the standards mean to them and seek to use them in day to day interactions. The power is in all of our hands to call out both positive and poor behaviour and provide feedback to each other in a supportive way.

We all need to understand, that while we aspire to implement the Charter standards, it will not always happen. We are human, we all have off days. The key is recognising when this happens and fixing it while aspiring to act differently next time.

Challenge yourself to act in alignment to these behaviours in all of your communications; in person, virtually and in written form. And, as with all guidelines, this charter should always be taken in context. Context is a key consideration in all situations.

THE SUPPORTING DOCUMENTATION

The Respect Charter goes hand in glove with our Values, our Code of Conduct, and policies such as Grievance, Dignity in the Workplace, and Protected Disclosures.

THE OWNERS

It is owned by each person at ComReg – those who work here now and those who will join in the future. It's up to each one of us to put it into practice in whatever way we can – to take control of what's within our control and change our little corner of the world of work for the better.

ComReg is committed to making this work. This Charter is sponsored by everyone at the highest levels within the organisation. We realise that keeping this alive needs constant focus and this involves both individual and organisational commitment.

**JEREMY
GODFREY**
Commissioner

"The way ComReg people treat one another has an impact on our individual happiness, and on our collective ability to deliver value to the people of Ireland. Our charter resonates with me: it describes how I would like to be treated, and how I would like to treat others. I hope you feel that way too. We're human and we won't manage to follow the charter 100% of the time. But let's collectively aspire to live up to the charter and let's commit to helping one another to do so."

**ROBERT
MOURIK**
Commissioner

"From personal experience, I know how enabling and motivational it is to work for an organisation with a positive corporate culture. I also know how miserable you can feel when communication is bad and people show little respect for each other. I was struck by how everyone in ComReg contributed so genuinely at the Respect workshops. Our Charter now reflects how we want to work with each other in ComReg. I, for one, will give it my best shot to live up to its values because I like to work in an organisation that aspires to these values and behaviours."

**GARRETT
BLANEY**
Commissioner

"We appreciate all the work that has been done to date across the organisation reflecting on the importance of respect as a part of our corporate culture."

This charter is an important step in that journey, and will hopefully result in a deep commitment to ensuring respect for each other. The importance of mutual respect is brought into clear focus by the challenge of the global COVID-19 pandemic and the fantastic response from ComReg in helping communications and postal customers."

**Collectively
we will create
a respectful
workplace culture
where we will
thrive and do our
best work.**

ONE TEAM

Our Respect Charter sets out standards of how we aspire to interact with each other at work. It is our charter, drafted and agreed by the people of ComReg.

Each of us is personally responsible for understanding and applying the standards to daily interactions and to regularly self-reflect on progress.



BE KIND

By being kind, we remember that first and foremost we all have feelings. By treating each other with empathy we nurture good working relationships through care and compassion.

I aspire to:

- treat all colleagues with understanding and compassion
- listen without interrupting
- consider the impact of my words, tone and body language
- give everyone the benefit of the doubt
- offer help to colleagues who appear to need it
- avoid reacting impulsively or angrily



BE COMMITTED

We will act as a team by getting behind each other and the organisation to resolve all issues together and create a respectful workplace where we can all thrive.

I aspire to:

- apply a positive, solutions-oriented mindset
- support my colleagues to do their job
- make our workplace pleasant by being positive
- sort out small problems before they grow and fester
- value my time and yours, particularly for meetings



BE FAiR

We will place ourselves in others' shoes to understand their perspective and demonstrate unbiased behaviour.

I aspire to:

- seek to understand the issue at hand rather than blame the person
- seek to understand the context
- consider the facts with an open mind
- prevent my personal biases and prejudices from influencing my judgement



BE BRAVE

We will speak up and address difficult situations with honesty and compassion working together to reach a resolution for a more collaborative workplace.

I aspire to:

- tactfully challenge unfair or disrespectful behaviour
- praise those who deserve it irrespective of their position
- take the lead in initiating necessary challenging conversations
- phone or meet face to face as a first option if it works best
- consider feedback without resistance
- say sorry if I'm wrong



Thanks to each and everyone for your input, participation, and collaborative thinking. This Charter was possible because of you.

Thank You.

THE RESPECT CHARTER

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